

FINAL REPORT

LOCAL DEVELOPMENT II PROGRAM (LD II)

TECHNICAL ASSISTANCE PROJECT

CONTRACT NO. 263 - 0182 - C - 00 - 3001 - 00

VOLUME II

TECHNICAL REPORT

Submitted to
USAID / CAIRO

Submitted by
WILBUR SMITH ASSOCIATES

in association with

PUBLIC ADMINISTRATION SERVICE
DELOITTE AND TOUCHE
WPI, INCORPORATED

ENVIRONMENTAL QUALITY INTERNATIONAL
ENGINEERING AND GEOLOGICAL CONSULTING OFFICE
SOCIAL PLANNING, ANALYSIS AND ADMINISTRATION
CONSULTANTS (SPAAC)

TECHNICAL REPORT

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SECTION 1

BASIC SERVICES DELIVERY SYSTEMS (BSDS)

1. BASIC SERVICE DELIVERY SYSTEMS (BSDS)

1.1. STATUS AS OF NOVEMBER 1992

1.1.1 The Program Goal

At the start of this transition period, the program goal was similar to that established for all previous phases of the Local Development II (LD II) Program, i.e. "To improve the quality of life of low income residents in rural and urban Egypt by providing greater access to essential basic services." The Project was to provide local government staff and elected council officials with on-the-job learning experience in the planning and management of resources for the implementation, operation and maintenance of local basic service projects. Investment and Maintenance Block Grants to local government units financed a decentralized planning process aimed at improving basic services, such as potable water, sanitation, education, health, roads, streets and other municipal urban and village services.

1.1.2 The Program Purpose

To improve and expand the capacity of local units to plan, organize, finance, implement and maintain locally chosen basic service projects, and to improve their capacity to mobilize local resources to sustain the provision of services.

The implementation strategy for LD II stressed the following themes:

- Decentralization of local government;
- Democratic participation;
- Capacity building of local institutions;
- Operation and maintenance of basic service investments; and
- Public and private local resource mobilization.

1.1.3 Background on the BSDS Component of the LD II Program

A Block Grant System of direct payment to governorates was designed to enhance decentralization by building local government capacity through the planning and subsequent implementation and operation of projects within guidelines jointly developed and agreed to by the Government of Egypt (GOE) and the United States Agency for International Development (USAID). This process was the primary mechanism for improving the institutional and technical capacity of governorates to manage their development activities. Past technical assistance efforts, in collaboration with the Ministry of Local Administration (MLA), Provincial Local Development Committee and Urban Local Development Committee, were directed primarily to governorate and local government entities. The LD II Program assisted governorates to develop their capacity to prepare annual investment, maintenance, and training plans financed by the LD II Program and the GOE local currency contributions. Over 16,000 local project grants were financed and implemented by the respective governorates.

1.1.4 Governorate Performance

Specific guidelines provided for this "transition" period stated that the Contractor shall design and provide specific technical assistance and on-the-job training to governorates which have been identified as having completion or operational problems through the project survey, by analysis of the GOE-produced Quarterly Progress Reports, or are otherwise identified by the GOE or USAID. The following was the priority for Technical Assistance Contractor intervention:

1. Projects that were funded but not started;
2. Incomplete projects;
3. Completed projects which were not in operation.

Comparisons of the statistics associated with these criteria, both at the start of the project and the end, are given in section 1.4.4 of report.

The Contractor recognized that each governorate was unique, and that performance levels would vary depending upon criteria being assessed. Many of these variables have, however, not been reviewed during this "transition" period, as it was not considered necessary to update the comparisons between governorates contained in the final reports prepared by Wilbur Smith Associates for LD II Urban and Chemonics International Consulting Division for LD II Provincial governorates.

1.2 OBJECTIVES

The overall contract objective was stated to be "to assist the Ministry of Local Administration (MLA), including the Organization for the Development of the Egyptian Village, the Urban Local Development Committee and the Provincial Local Development Committee, and the twenty six governorates and Luxor City to improve and expand the development capacity of local governments and to shift from a USAID-assisted LD II Program to a fully functioning, GOE managed, Local Participation and Development Program (LPDP)".

Tasks the Contractor was to accomplish are outlined below. Specific action plans, results, constraints and recommendations are presented for each in sections 1.3, 1.4, 1.5 and 1.6.

1.2.1 MLA Project Support Office

To assist in the establishment and management of a Project Support Office to administer the GOE Block Grant Program. It was envisaged that this would include advising on:

- Establishment of new criteria for program fund distribution;
- Distribution of funds according to the criteria approved by the Program Management Committee;
- Validation of governorate local participation deposits in separate bank accounts;
- Communication between the USAID, Ministry of Planning, Ministry of International Cooperation and the National Investment Bank;
- Following up the program fund release by Ministry of International Cooperation;
- Assisting governorates in the preparation of financial plans;
- Reviewing the Quarterly Progress Reports;
- Encouraging preparation of Cash Management Reports;
- Evaluating and encouraging governorate cost recovery schemes;

- Following up the final accounting for each individual fiscal year;
- Validating residuals.

1.2.2 Establishment of Program Guidelines

Continue work previously started under the LD II Urban and Provincial contracts with the Program Support Office staff to produce the final version of these guidelines for publication and distribution to all governorates. Provide technical assistance to ensure utilization of these guidelines in the preparation of both Investment and Maintenance Plans.

1.2.3 Review of Plans

Assist the MLA Support Office to develop their capacity to independently review Investment and Maintenance plans. Assist the MLA and its associated entities as they continue to develop and begin to implement their program. Review forms and report procedures developed by Wilbur Smith Associates and Chemonics and assist in the design of new forms if required.

1.2.4 Monitoring for USAID Accountability

Since USAID has an implied accountability relative to projects financed from LD II dollar sources and the GOE local currency special account, it was considered necessary to (i) continue the project monitoring system based on the established survey of projects using existing field monitoring systems and forms and (ii) utilize the information in the established Quarterly Progress Report system to identify problem projects and develop field trip itineraries.

1.2.5 Governorate Technical and Financial Monitoring

Assist interested governorates to strengthen the process of technical and financial monitoring of their projects; in collaboration with MLA, furnish aid to governorates in the analysis and tabulation of findings which feed into the Quarterly Progress Report system.

Monitor governorate preparation of the following reports required under the Grant Agreement and Project Implementation Letters of the LD II Program: (1) Quarterly Progress Reports and (2) Cash Management Reports.

1.2.6 On-Site Technical Assistance

Provide on-site technical assistance to governorate personnel, including governors, secretary generals, heads of Planning and Follow-up Departments, heads of Development Departments and the Governorate Local Development Committees to (i) assist them in investment planning for the LPDP and completion of projects for all LD II Block Grant cycles and (ii) continue the project monitoring system and utilization of the information in the Quarterly Progress Reports to identify problem projects.

1.2.7 Physical Planning and Local Management

Fulfill technical assistance objectives based upon the need to supplement previous land management and physical planning efforts favored and supported by governorates, i.e.:

Physical Planning

- | | |
|----------|---------------------------------|
| Dakahlia | Batra Village Master Plan; |
| Ismailia | Abou Sweir Development project; |

Luxor City	Terms of Reference of New Tariff Settlement;
New Valley	Term of Reference for detailed planning of action areas in Kharga City;
North Sinai	Provide technical assistance in physical planning according to the Village Development Director's requests.

Land Management

The projects in the urban governorates were already underway in October 1992, and the objective of the Contractor during the transition period was to render technical assistance as and when required by governorate land management namely:

Suez	Kafr El Arab "Arab El Maamal area upgrading project";
Giza	Manshiet El Bakary upgrading project;
Cairo	El Zawia El Hamra - relocation of Cairo Cleaning and Beautifying Authority garages and facilities.

1.3. ACTION PLAN

1.3.1 MLA Project Support Office

Assistance to the Support Office was a significant part of the Contractor's technical assistance plan. Four BSDS staff positions were specifically designated for this purpose:

- Local Government Specialist;
- Local Government Finance Specialists (2);
- Data Analyst.

Technical assistance to the Support Offices staff was intended to include each of the items shown under 1.2.1 of the objectives. The proposed team was selected because of the broad base of their experience and knowledge as it was anticipated that they would have to cater to changing needs as MLA staff adjusted to their new project roles.

Recommendations were also to be given regarding staffing and job descriptions.

1.3.2 Establishment of Program Guidelines

The work initiated during the LD II Urban and the LD II Provincial contracts was to be concluded by providing technical assistance to MLA senior staff. This effort was intended to produce the final version of the guidelines for publication and distribution to all governorates.

1.3.3 Review of Plans

The action plan for this effort was linked to the development of the Project Support Office by:

(i) Revision of LD II Program Forms:

- Assist in reviewing the applied forms and reports developed by both Wilbur Smith Associates and Chemonics Consulting Offices for urban and provincial governorates;
- Assist in the design of new forms to be used by all governorates during the LPDP project;
- Advise to ensure accuracy and adequacy.

(ii) **Revision of the Consolidated Progress Reports:**

- Assist in reviewing the outputs of the automated Arabic Tracking System for all governorates and Luxor City;
- Assist in the modifications wherever they were needed to ensure report accuracy and adequacy.

(iii) **Field Monitoring:**

- The technical assistance staff was to be made available whenever needed to accompany Support Office staff in their field monitoring visits to the governorates.

(iv) **Format:**

- Plans were to be reviewed both on site and at the MLA offices. It was assumed that the initial format would closely follow that of the previous LD II Program, changes being made if and when the MLA or the governorates required them.

1.3.4 Monitoring for USAID Accountability

This was seen as both a technical and a financial task. In a technical sense it was necessary to ensure that projects were satisfactorily completed and operated, and in a financial sense, it was necessary to ensure that funds had been properly distributed, spent and accounted for. It was anticipated that this would include:

(i) **Design and Provision of Special Technical Assistance:**

- Accompanying the governorate officials in their field visits to marakez which needed either financial advice or specific technical assistance;
- On-the-job training to governorates which had project completion or operational problems; to be identified through project surveys or through the analysis of the quarterly progress report, by the GOE or USAID;
- Emphasis was to be given to the priority 1, 2 and 3 projects previously defined in Section 1.1.4.

(ii) **Validation of LD II Residuals:**

Provide technical assistance to governorate financial departments to validate the LD II Program residuals through the past 5 fiscal years. Advice was to be given regarding use of residual funds for either completion of incomplete projects or initiation of new ones.

1.3.5 Governorate Technical and Financial Monitoring

This effort placed the biggest load on the BSDS team, and ten staff members were allocated responsibility geographically. They were instructed to:

- (i) Continue the technical assistance to monitor the project implementation (technical and financial) status for both the Investment and Maintenance Plans;

- (ii) Assist governorate officials to follow the proper procedures for Plan amendments (if any);
- (iii) Accompany the governorate officials in their field visits to marakez which needed advice or were experiencing problems.

Following an initial review of the provincial governorates to register expenditures in excess of 100% of allocations, it was concluded that some degree of standardization would benefit the recording process for such items as evaluating "in kind" contributions. A specific action plan was therefore developed, and this is shown in Table 1.1.

1.3.6 On-Site Technical Assistance

The BSDS team was divided into technical and financial units which were then given geographic responsibility for zones which generally included both urban and provincial governorates. Governors, secretary generals and heads of departments were specifically targeted during on-site visits to ensure that they understood the need to satisfactorily complete LD II projects, while planning and implementing those funded from the LPDP. Procedures and formats were to be a focus of these discussions to ensure that the senior GOE staff had the necessary knowledge to develop and administer the LPDP. Reporting systems to be used for LD II components were:

(i) Quarterly Progress Reports:

Assist the Planning and Follow-up Departments of urban governorates and Development Departments in provincial governorates to produce accurate and complete reports. To this end, various alternatives were compared with the previous LD II system. The adopted LPDP system is compared with the previous LD II system in Fig. 1.1.

(ii) Cash Management Reports:

Financial technical assistance was to be continued to all governorates to encourage cash management and preparation of Cash Management Reports for LD II funds. It was realized that cash management could not be a feature of the LPDP, as Bab III funds are neither transferred to governorate controlled accounts nor deposited into interest bearing accounts.

1.3.7 Physical Planning and Land Management

The plan was to continue both the Physical Planning activities started in the provincial governorates and the Land Management activities of the urban governorates. A senior planner was assigned to these duties, and a flexible action plan was adopted to enable him to follow up those activities most likely to have positive results.

1.4 RESULTS

1.4.1 MLA Project Support Office:

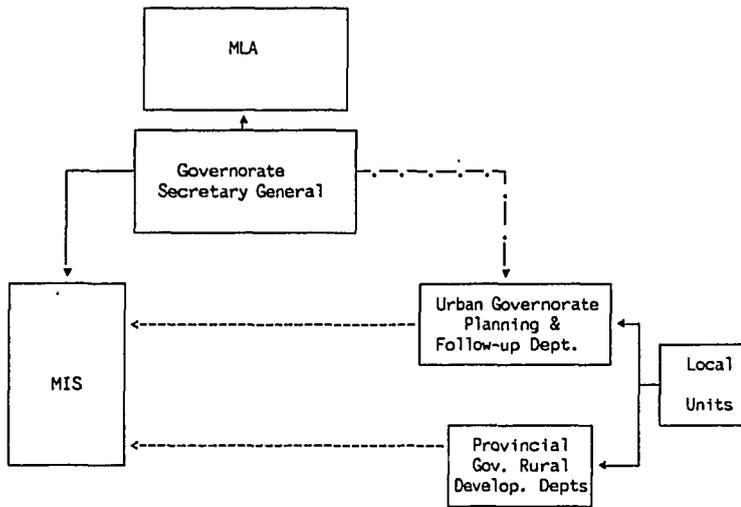
A seminar was held at Sakkara on December 16-17, 1992, to give a presentation on the proposed LPDP guidelines to the secretary generals of 26 governorates and Luxor City, urban managers and the rural development managers. At this seminar, Governorate officials realized

Table 1.1
PROVINCIAL ACCOUNTING PROCEDURES

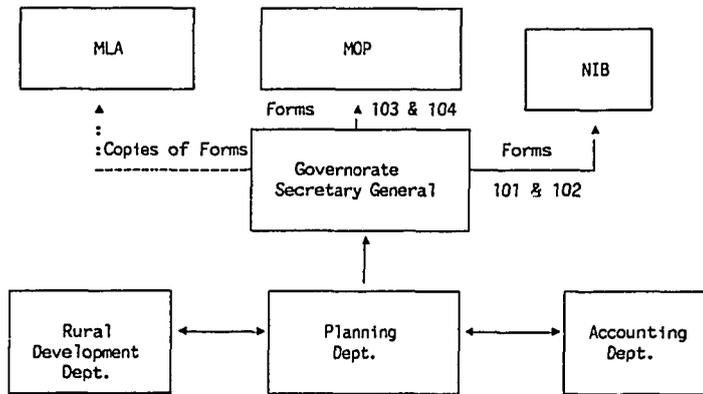
Areas of Concern	Action Plan
In-Kind Contributions	Develop system which (i) credits a governorate with having made an in-kind contribution but (ii) does not confuse it with money generated/expended from the USAID source
Progress Reports (Quarterly or Monthly)	Standardize the manual follow-up forms in order to define the initial allocation, the generated revenues, the current allocation, the actual disbursement and the expenditure rate. Standardize the automated Quarterly Progress Reports in all governorates per fiscal year, per project, and for all local units.
Modifications/Additions to Investment Plans	Review the Investment Plan modifications Compare the funds and number of projects of the completed Plans against the initial Plans.
Cash Management Reports	Develop new cash management form clarifying the deposit amount, the deposit date, the generated revenues and the used interest.
Coordination between Departments	The final accounting of the funds of the first two cycles have to be completed and the residuals have to be transferred to the fourth cycle bank account. Best achieved by coordination between Planning and Follow-up, Development, MIS and Finance Departments

final\p-accnt/sy

LD II Quarterly Reporting System



LPDP Reporting System



Key

- — — — — Instructions
- - - - - Manual Reports
- Automated Reports

Abbreviation

- Gov. = Governorate
- Develop. = Development
- MOP = Ministry of Planning
- NIB = National Investment Bank

Figure 1.1

that the intended Bab III format for distribution of funds would impose constraints previously absent from the LD II procedures they had come to appreciate. Unfortunately, the Ministry of International Cooperation, Ministry of Planning and National Investment Bank were not represented at the seminar, and the Ministry of Finance representative, who attended the second day, could not assure the delegates that their concerns would be addressed. The seminar did, however, achieve some of its principal aims, as a free exchange of ideas took place, a committee was recommended to manage the program, and the Support Office was established.

(i) **Formation of Program Management Committee:**

The Ministerial Decree No. 182 was issued on December 27, 1992, forming the Program Management Committee. The Committee, headed by the MLA Secretary General, included the 26 governorate secretary generals, Deputy Chief of Luxor City, representatives from Ministry of Planning, Ministry of International Cooperation, Ministry of Finance, National Investment Bank and Ministry of Local Administration, Finance, Legal and Planning Directors. The Committee was to be responsible for stating the policy for the LPDP.

The Committee met once, in January 1993. This meeting was attended by representative secretary generals from Assiut, Qaliubia and South Sinai; under-secretaries of state from the Ministries of International Cooperation, Planning and Finance; senior staff of the National Investment Bank, and USAID. Technical assistance contractor staff attended as observers; it was noted that Operations and Maintenance discussions accounted for most of the meeting, and little progress was made on general policy issues. Since then, the MLA Secretary General instituted a committee for preparation, planning and follow-up of LPDP. This committee met three times (in May, June and July). The members of this committee were similar to those defined by the initial decree, with the exception of governorate secretary generals (none were invited).

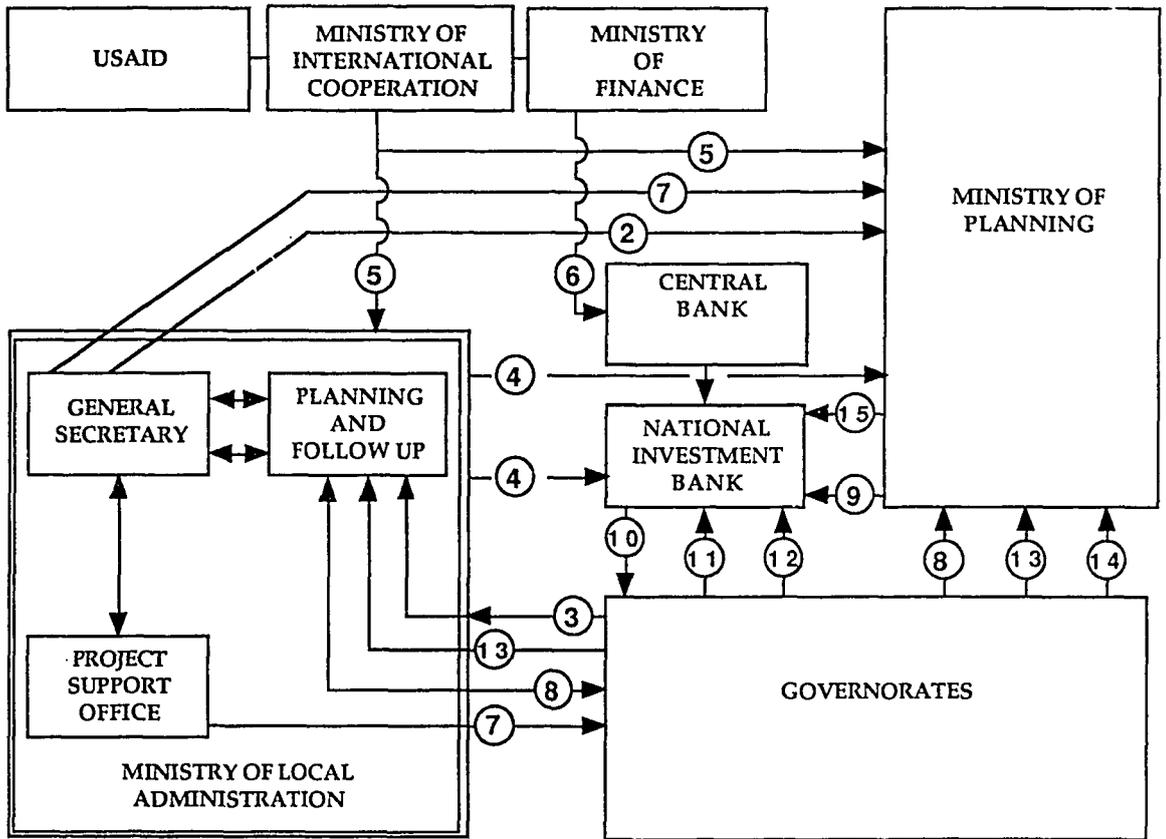
(ii) **Establishment of the Project Support Office**

The Project Support Office was created by the MLA Secretary General's Resolution No.13 on February 1, 1993, and a meeting was held with its first manager (Mr. Sayed Hassenein) on Feb. 25, 1993. This meeting resulted in a detailed assessment of needs in the areas of BSDS-technical, BSDS-Finance, BSDS-Physical Planning, MIS, Training, O&M and Wastewater.

The Support Office was subsequently advised about manpower, qualifications and levels of effort which would be necessary if staff were to administer the LPDP in a similar manner to the LD II Program.

The Contractor's technical assistance teams initially worked with the MLA Support Office staff, but constraints (See section 1.5) gradually caused the Secretary General to return the part-time staff members to their respective departments. After May 22, 1993, a number of functions for plan review and follow-up were transferred to the MLA Planning and Follow-Up Department. It should be noted that, for the months of May, June and July, the technical assistance staff virtually acted as technical support for the Support Office, and plan review remained the Contractor's responsibility. The limited role of the Support Office is possibly best understood by reference to Fig. 1.2, as this shows the "actual" flow of information at the conclusion of the project.

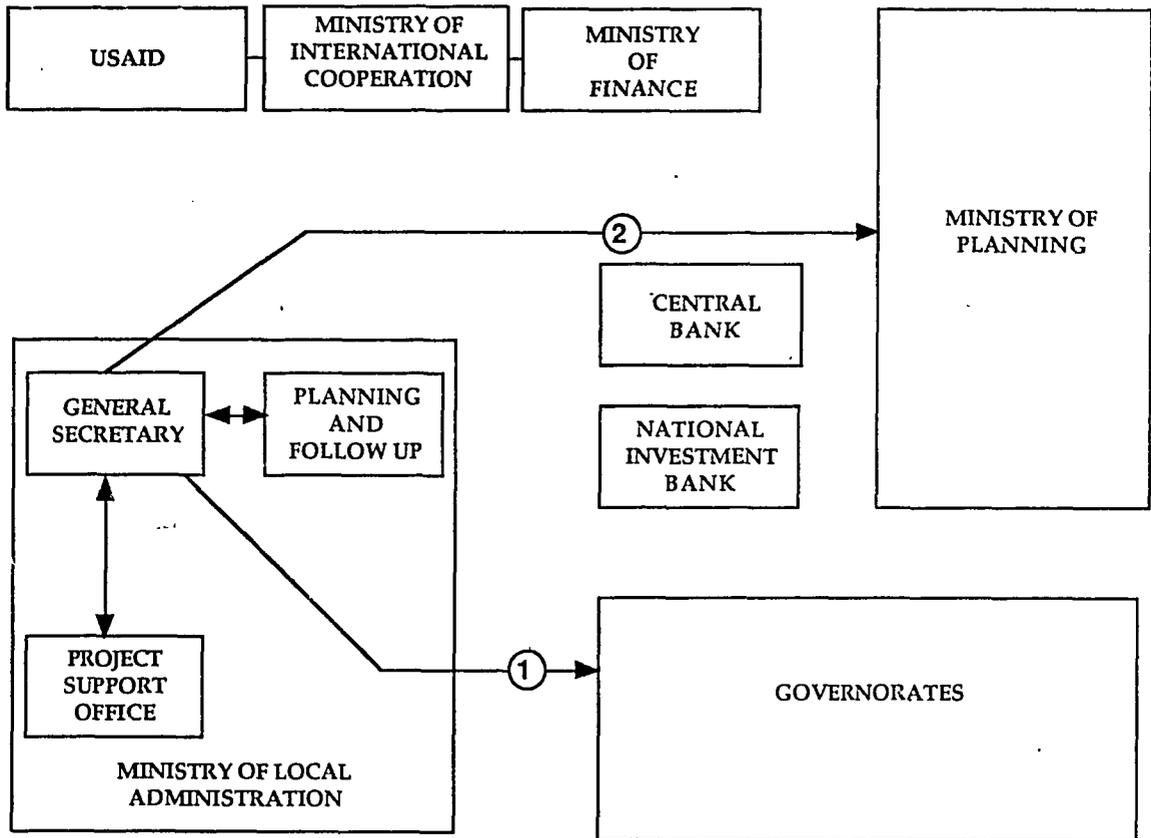
LPDP - INVESTMENT PLAN



- | | |
|---------------------------------------|-----|
| MINISTRY OF LOCAL ADMINISTRATION | MLA |
| MINISTRY OF PLANNING | MOP |
| MINISTRY OF INTERNATIONAL COOPERATION | MIC |
| MINISTRY OF FINANCE | MOF |
| CENTRAL BANK | CB |
| NATIONAL INVESTMENT BANK | NIB |

Figure 1.2

LPDP - INVESTMENT PLAN PLANNING STAGE - DECEMBER

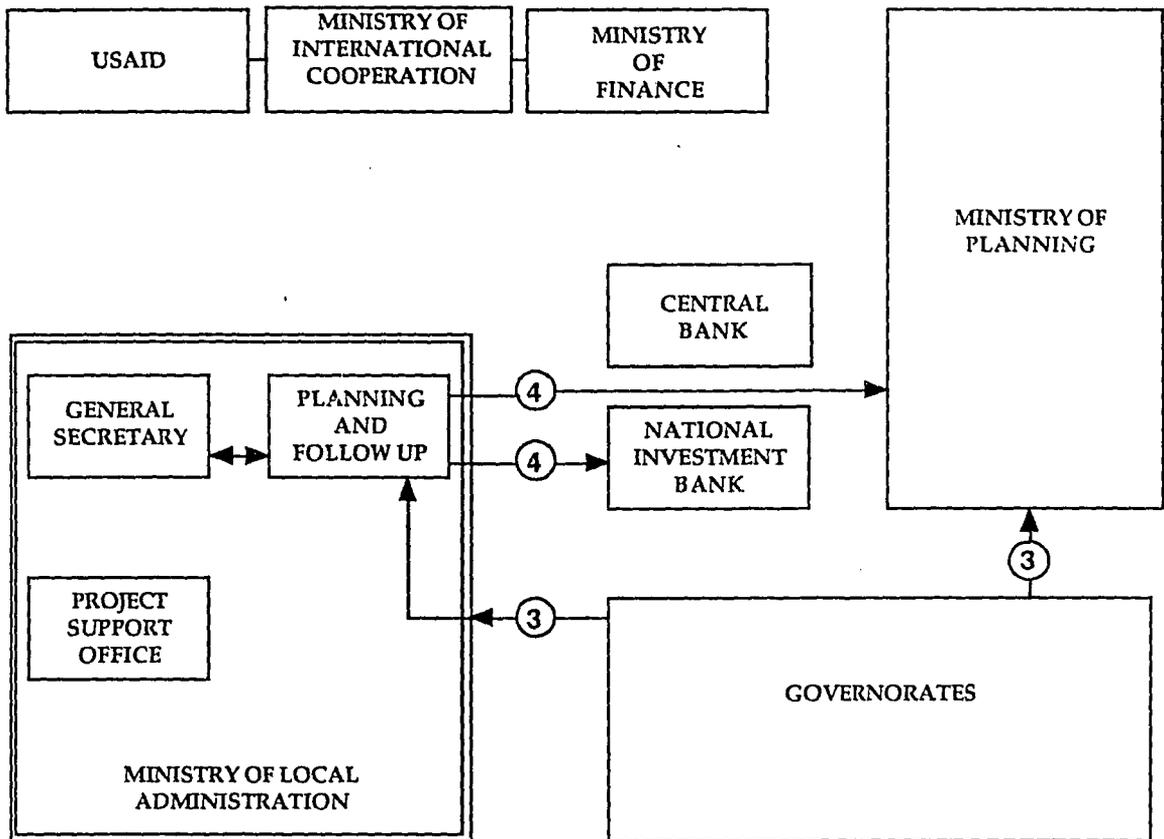


- ① THE MLA ADVISES GOVERNORATES TO PREPARE LPDP INVESTMENT PLANS (BASED ON ANTICIPATED FUNDING)
- ② THE MLA COPIES ① TO THE MINISTRY OF PLANNING SO THAT THEY CAN INCLUDE THE APPROPRIATE SUMS IN THE CAPITAL BUDGET LINE ITEMS SUBMITTED TO PARLIAMENT

11

LPDP - INVESTMENT PLAN 3 of 5

PLANNING STAGE - MARCH / APRIL

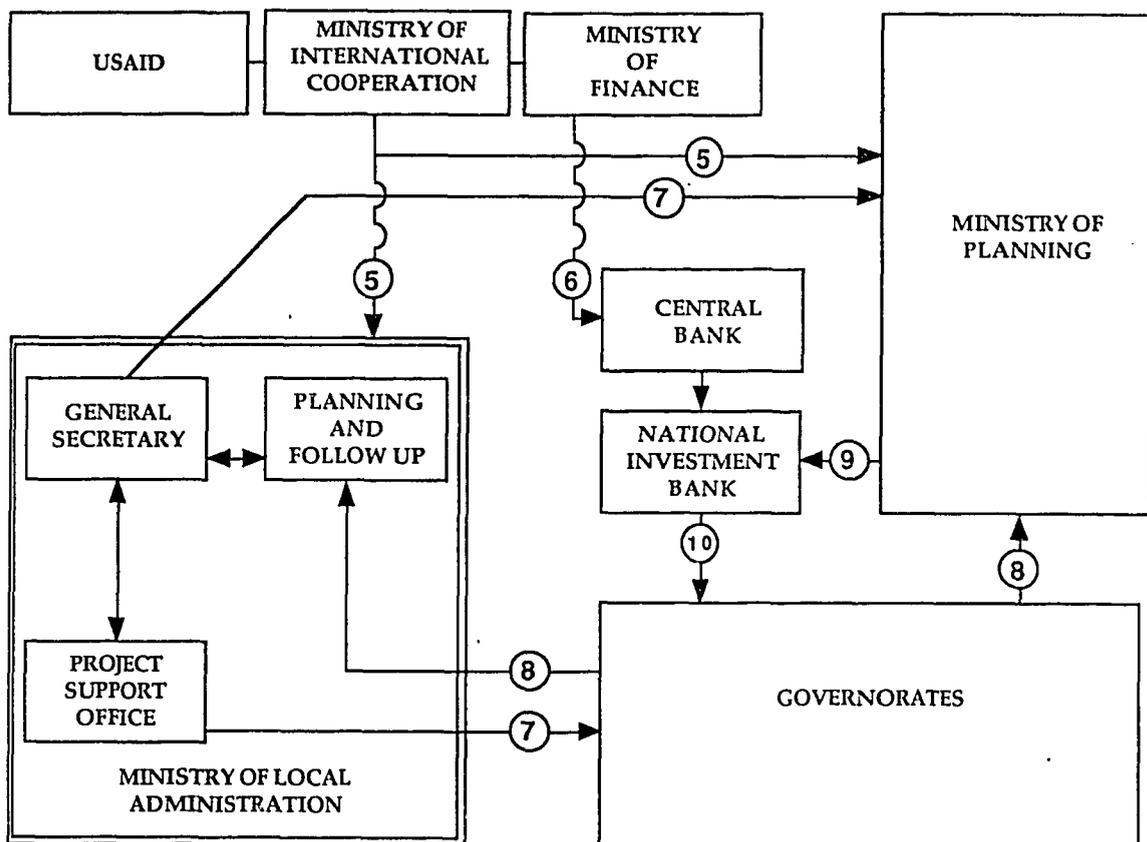


- ③ THE GOVERNORATES SUBMIT PLANNING FORMS AND ESTIMATES TO THE PLANNING & FOLLOW UP DEPT OF THE MLA. (USING BAB III FORMATS) - COPIED TO THE MOP
- ④ THE MLA SENDS COLLECTED PLANS TO MINISTRY OF PLANNING AND NATIONAL INVESTMENT BANK

LPDP - INVESTMENT PLAN

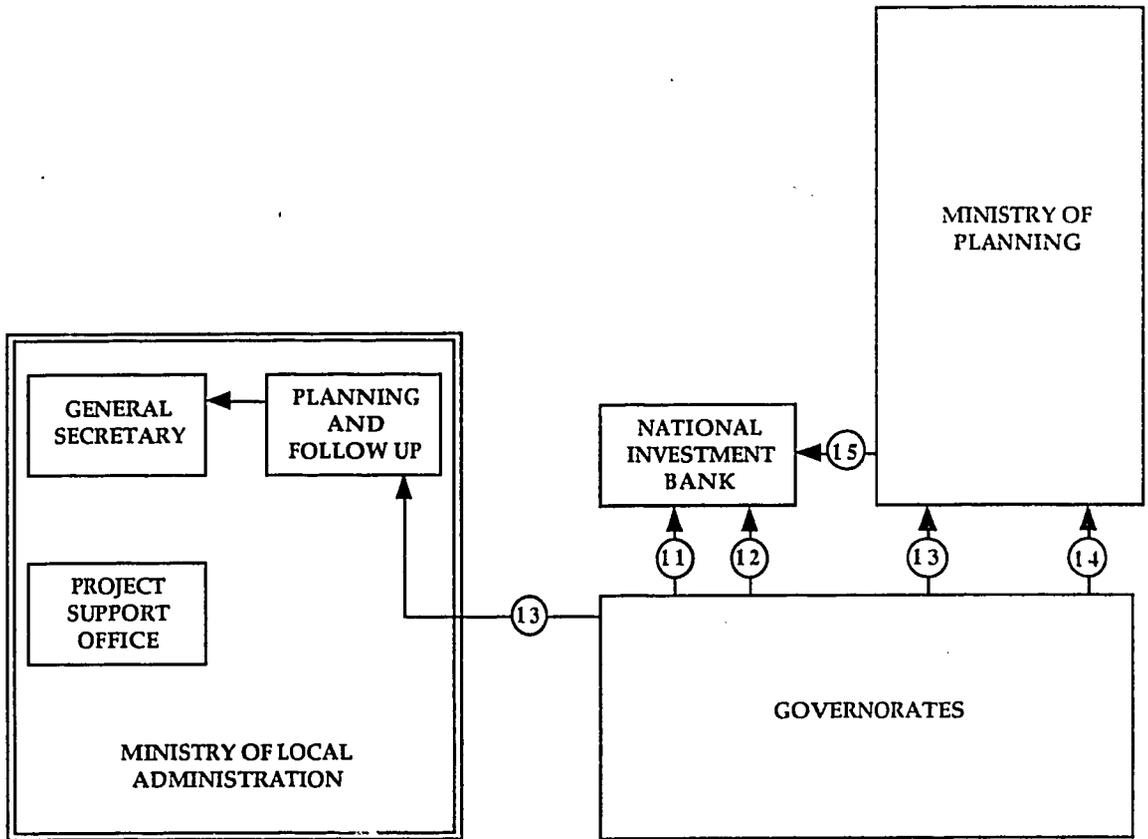
4 of 5

PLANNING STAGE - JULY / AUGUST



- ⑤ LOCAL CURRENCY ACCOUNT STATUS IS EVALUATED BY THE MINISTRY OF INTERNATIONAL COOPERATION, THE MINISTRY OF FINANCE AND USAID TO ADVISE THE MLA AND MINISTRY OF PLANNING AS TO THE AVAILABILITY OF FUNDS FOR THE CURRENT YEAR.
- ⑥ THE MINISTRY OF FINANCE INSTRUCTS THE CENTRAL BANK THAT X AMOUNT IS TO BE MADE AVAILABLE TO THE LPDP ACCOUNT AT THE NATIONAL INVESTMENT BANK.
- ⑦ THE MLA (PROJECT SUPPORT OFFICE) ADVISES GOVERNORATES AS TO THEIR ALLOCATION - COPIED TO MINISTRY OF PLANNING.
- ⑧ GOVERNORATES ADVISE THE MLA AND THE MINISTRY OF PLANNING IF ANY CHANGES TO PLANS ARE NECESSARY
- ⑨ THE MINISTRY OF PLANNING PREPARES A PROJECT LIST FOR SUBMISSION TO THE NATIONAL INVESTMENT BANK.
- ⑩ THE NATIONAL INVESTMENT BANK NOTIFIES GOVERNORATES THAT FUNDS ARE AVAILABLE (SUBJECT TO BAB III PRECONDITIONS).

LPDP - INVESTMENT PLAN IMPLEMENTATION STAGE



- ① GOVERNORATES SUBMIT A FINANCIAL PLAN TO THE NIB
- ② SUBMISSION OF INVOICES FOR WORK DONE
- ③ QUARTERLY REPORTS
- ④ ANY PROPOSED MODIFICATIONS ARE SUBMITTED TO THE MOP
- ⑤ NOTIFICATION OF ACCEPTED MODIFICATIONS IS GIVEN TO NIB BY MOP.

1.4.2 Establishment of Program Guidelines

These were developed jointly by the Contractor and the MLA. Copies are available in the USAID library, Cairo, Egypt. These proved to be dynamic in that (i) new lines of communication were formed during the transition period (primarily between the MLA and the Ministry of Planning, Ministry of International Cooperation, and Ministry of Finance), and (ii) responsibilities were redistributed; eg. plan changes now have to be approved by the Ministry of Planning.

1.4.3 Review of Plans

This included:

(i) First Year LPDP Plans

Governorates prepared plans in January 1993 based upon (a) an assumed allocation of L.E. 200 million; (b) LD II criteria. These were reviewed solely by the Contractor's technical assistance staff, as the MLA Support Office was not established at this time. The MLA issued instructions for disbursement of funds to the National Investment Bank without reference to the Plan review recommendations, and all governorates received their disbursement whether or not they had complied with previously accepted reporting practice.

Note: the actual disbursement was based upon L.E. 50 million, and governorates selected projects as appropriate.

(ii) Second Year LPDP Plans

Governorates prepared Plans for the second year over an approximate three-month period between April and July 1993. These Plans were initially based upon an assumed disbursement of L.E. 200 million, and formats ranged from the previously accepted LD II standard to that used in the preparation of the Bab III Project List. The MLA subsequently advised governorates to set priorities based upon an allowance of 25% of the total allocation. Table 1.2 shows the status of the Plan review undertaken by the Contractor at the request of the MLA Secretary General.

(iii) Plans for Distribution of USAID LD II Residuals

The allocation for distribution of funds was determined by the MLA and plans were prepared by governorates using LD II formats. Priority was given to the completion of water and wastewater projects. The Contractor was then asked to review these prior to disbursement of funds by USAID.

1.4.4 Monitoring of USAID Accountability

Monitoring continued in all governorates during the transition period. Priority 1, 2 and 3 projects were given particular attention. Tables 1.3, 1.4, and 1.5, were prepared to show (i) the relative success achieved, and (ii) where USAID will need continued effort to ensure final completion:

Table 1.3: Priority Projects Status - Summary Sheet

Reflects the progress on one of the most important aspects of the transition period, which was the provision of specific technical assistance and on-the-job training to governorates which have been identified as having completion or operational problems. The Funded But Not Started

Table 1.2
 LPDP 2ND YEAR 93/94 INVESTMENT PLAN
 STATUS OF PLAN REVIEW
 AS OF JUNE 30/93

GOVERNORATE	Under Preparation	Reviewed Incomplete	Final Review by TAC*
Alexandria			X
Aswan			X
Assiut			X
Beheira		X	
Beni Suef			X
Cairo	X		
Damietta		X	
Dakahlia			X
Fayoum		X	
Gharbia			X
Giza	X		
Ismailia	X		
Kafr El Sheikh		X	
Luxor City	X		
Matrouh	X		
Menoufia		X	
Menia		X	
New Valley			X
North Sinai			X
Port Said		X	
Qaliubia		X	
Qena		X	
Red Sea			X
Sharkia			X
Sohag			X
South Sinai			X
Suez			X

lpdp/gh

* TAC : Technical Assistance Contractor

Source: Wilbur Smith Associates Records

Table 1.3

LD II PRIORITY PROJECTS SUMMARY SHEET
AS OF AUGUST 1 1993

GOVERNORATE	PRIORITY 1 Funded but not started		PRIORITY 2a Stopped under construction		PRIORITY 2b Incomplete under construction		PRIORITY 3** Completed but not operated		TOTAL PROBLEM PROJECTS		TOTAL LD II PROJECTS
	9/92 QPR	7/93 ACTUAL	9/92 QPR	7/93 ACTUAL	9/92 QPR	7/93 ACTUAL	7/93 ACTUAL		9/92 QPR	7/93 ACTUAL	
							MAINT. FACIL.	OTHERS			
- ALEXANDRIA	3	0	0	0	40	9	-	0	43	9	553
- ASWAN	1	1	1	7	42	21	-	7	44	36	601
- ASSIUT	0	0	25	0	10	2	4	0	35	6	629
- BEHEIRA	0	0	27	0	33	0		0	60	0	814
- BENI SUEF	1	0	1	0	36	4		0	38	4	965
- CAIRO	5	0	0	0	62	0		0	67	0	1178
- DAMIETTA	2	0	2	0	20	14	1	0	24	15	509
- DAKAHLIA	0	0	1	0	32	4		3	33	7	673
- FAYOUM	1	0	0	0	556	0		0	557	0	557
- GHARBIA	0	2	0	1	54	8		1	54	12	932
- GIZA	7	1	54	1	7	5	1	2	68	10	947
- ISMAILIA	0	0	1	0	52	9		0	53	9	215
- KAFR EL SHEIKH *	2	5	4	1	91	11		4	97	21	1044
- LUXOR CITY	NA	0	NA	0	NA	0		0	NA	0	2
- MATROUH	0	1	1	4	35	3		3	36	11	345
- MENOUFIA	5	0	0	3	93	4	2	1	98	10	788
- MENIA	0	0	27	0	105	10		0	132	10	706
- NEW VALLEY	0	0	0	0	3	0		0	3	0	175
- NORTH SINAI	0	1	4	1	41	10	10	0	45	22	446
- PORT SAID	3	0	0	0	8	2		0	11	2	197
- QALIUBIA	0	0	0	0	25	5		0	25	5	510
- QENA	1	0	0	1	30	11	5	1	31	18	1046
- RED SEA	0	0	0	1	2	0	1	0	2	2	122
- SHARKIA	3	1	41	14	261	14	3	29	305	61	1008
- SOHAG	1	0	27	0	66	26	1	0	94	27	831
- SOUTH SINAI	0	0	1	0	6	4		0	7	4	87
- SUEZ	6	0	0	0	19	6		0	25	6	131
TOTALS LE	41	12	217	34	1729	182	28	51	1987	307	16011

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* All electric supply projects - the E.E.A. has been paid but has not started work yet

** The Quarterly Progress Reports (QPR) do not recognize any Priority 3 projects

Source: Wilbur Smith Associates Records

Table 1.4
LD II- ACCOUNTS CLOSED

Governorate	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5
Alexandria	X	X	X	-	-
Aswan	X	(X)	(X)	-	NA
Assiut	X	X	(X)	-	NA
Beheira	X	X	-	-	NA
Beni Suef	X	X	(X)	-	NA
Cairo	X	X	X	-	-
Damietta	(X)	(X)	(X)	-	NA
Dakahlia	(X)	-	-	-	NA
Fayoum	X	X	(X)	-	NA
Gharbia	X	X	(X)	-	NA
Giza	X	X	(X)	-	-
Ismailia	X	(X)	(X)	-	NA
Kafr El Sheikh	-	-	-	-	NA
Luxor City	X	X	X	-	NA
Matrouh	X	(X)	-	-	NA
Menoufia	X	(X)	(X)	-	NA
Menia	X	X	(X)	-	NA
New Valley	X	X	X	(X)	NA
North Sinai	X	(X)	(X)	-	NA
Port Said	X	X	X	(X)	-
Qaliubia	X	X	(X)	-	-
Qena	X	X	(X)	-	NA
Red Sea	-	(X)	(X)	-	NA
Sharkia	(X)	(X)	-	-	NA
Sohag	X	X	(X)	-	NA
South Sinai	NA	X	(X)	-	NA
Suez	X	NA	X	(X)	-

Note: X = Accounts Closed as of November 1, 1992
(X) = Accounts Closed as of June 30, 1993

[Source : Wilbur Smith Associates records]

Table 1.5

LD II PROGRAM
TOTAL FINANCIAL STATUS
AS OF JUNE 30, 1993

GOVERNORATE	BLOCK GRANT			Generated Revenues	Total	Fund Spent	%	Balance
	LD II *	Residuals *	Total *					
Alexandria	40,062,503	0	40,062,503	2,114,302	42,176,805	41,874,330	99%	302,475
Aswan	28,833,200	405,900	29,239,100	814,588	30,053,688	26,647,788	89%	3,405,900
Assiut	33,125,400	781,110	33,906,510	1,514,211	35,420,721	34,134,551	96%	1,286,170
Beheira	37,159,100	2,301,860	39,460,960	2,846,573	42,307,533	39,954,698	94%	2,352,835
Beni Suef	29,218,200	123,750	29,341,950	7,090,486	36,432,436	36,242,290	99%	190,146
Cairo	84,741,814	0	84,741,814	4,305,377	89,047,191	86,801,297	97%	2,245,894
Damietta	29,199,500	0	29,199,500	1,039,925	30,239,425	28,716,573	95%	1,522,852
Dakahlia	36,347,300	990,000	37,337,300	2,398,431	39,735,731	38,782,277	98%	953,454
Fayoum	27,981,220	1,188,000	29,169,220	540,861	29,710,081	28,522,081	96%	1,188,000
Gharbia	32,508,301	1,695,320	34,203,621	8,871,679	43,075,300	40,018,217	93%	3,057,083
Giza	58,760,695	848,100	59,608,795	3,211,830	62,820,625	61,494,996	98%	1,325,629
Ismailia	26,886,200	0	26,886,200	80,336	26,966,536	26,556,681	98%	409,855
Kafr El Sheikh	32,360,000	0	32,360,000	349,750	32,709,750	32,328,327	99%	381,423
Luxor City	974,000	0	974,000	8,556	982,556	974,000	99%	8,556
Matrouh	16,561,024	0	16,561,024	1,044,649	17,605,673	17,250,980	98%	354,693
Menoufia	34,740,046	1,485,000	36,225,046	2,001,846	38,226,892	38,128,209	100%	98,683
Menia	32,083,700	892,980	32,976,680	2,645,821	35,622,501	34,586,587	97%	1,035,914
New Valley	15,689,488	0	15,689,488	25,000	15,714,488	15,714,488	100%	0
North Sinai	16,398,800	67,870	16,466,670	650,811	17,117,481	15,800,226	92%	1,317,255
Port Said	9,909,900	64,350	9,974,250	538,470	10,512,720	10,302,680	98%	210,040
Qalubia	45,558,121	1,569,150	47,127,271	4,833,304	51,960,575	48,210,045	93%	3,750,530
Qena	34,047,348	297,000	34,344,348	2,107,953	36,452,301	36,045,108	99%	407,193
Red Sea	9,577,200	836,550	10,413,750	237,413	10,651,163	9,724,319	91%	926,844
Sharkia	37,615,600	329,560	37,945,160	1,632,566	39,577,726	38,255,306	97%	1,322,420
Sohag	34,036,200	1,980,000	36,016,200	2,796,298	38,812,498	36,832,499	95%	1,979,999
South Sinai	12,459,500	297,000	12,756,500	595,698	13,352,198	12,873,672	96%	478,526
Suez	8,343,500	346,500	8,690,000	586,131	9,276,131	8,720,107	94%	556,024
TOTALS LE	805,177,860	16,500,000	821,677,860	54,882,865	876,560,725	845,492,332	96%	31,068,393

1pdp2/gh

Source: Wilbur Smith Associates Records

* Includes GOE contribution of 10%

category (Priority 1) was reduced to from 41 to 16. The Under Construction category (Priority 2) was divided into two sections: a) Under Construction, Stopped, and b) Under Construction, Progressing. This was done to separate the "normal" implementation projects from those experiencing significant delays and/or stoppages. Priority 2a sub-projects were reduced from 217 to 33 projects, while Priority 2b projects dropped from 1729 to 245.

Priority 3 projects, as best we can determine, are 79. It should be noted that, village O&M facilities, village health facilities, telephone exchanges and post offices seemed to be the most troublesome Priority 3 categories.

Notes:

The number of Priority 3 projects shown may not be accurate, as it is based upon governorate records and only spot checks by the Contractor's technical assistance staff. The impracticality of having Contractors's technical assistance staff visit all projects may be seen by reference to the LD II Provincial Report M&E4-03(E).

Table 1.4: LD II - Accounts Closed

Shows a total of four grant cycles in each provincial governorate and five in the urban governorates. During the Contract period (to the end of June 1993), 31 bank accounts were closed and 39 remain open. Only New Valley Governorate has completely accounted for LD II funds and 25 governorates and Luxor City still have accounts open. Of these, 4 have spent all of the original disbursement from all cycles, and their accounts are only still open because they have not yet spent the allocations from the USAID "Residuals" which were disbursed on June 30, 1993.

Table 1.5: LD II Total Financial Status

Gives a comprehensive overview of government income and expenditure of funds from LD II Block Grant sources. The total income shown is the sum of three columns. The first, LD II, shows the total income from the four provincial or five urban cycles of the LD II Program; the second column, USAID Residuals, shows the sums distributed to selected governorates from the LE 15 million USAID residuals in June 1993, and the third column, Generated Revenues, shows the income from sale of documents, penalties and bank interest.

Notes

- (i) The first and second columns include the governorates 10% contribution. The Funds Spent column shows the total money spent through each of the cycles.
- (ii) Governorates invariably deposited the USAID "Residuals" allocation into their last cycle bank account; and it is not possible to determine whether any "Balance" is attributable to original LD II projects or to new projects implemented solely from the additional allocation.
- (iii) USAID accountability is not affected by this mix of funds as AID requirements can only be considered as met when 100% of the money has been properly spent.

1.4.5 Governorates Technical and Financial Monitoring

The Contractor continued to monitor LD II projects at the 26 governorates and Luxor City, verifying follow-up data prepared by the governorates. Problem projects were visited and spot checks were performed on completed projects. Governorate and USAID residuals were used to initiate new projects under LD II criteria. LPDP projects were generally not visited or monitored except to process data and review Plans as per the instructions from the MLA Secretary-General.

LD II statistics are given in section 1.4.4, and the following tables, therefore, relate only to (i) Bab II Operation and Maintenance Plans, and (ii) the LPDP:

Table 1.6: Operation and Maintenance Funds - Financial Status as of June 30, 1993

When funding is channeled through any of the government's Babs, "accountability" becomes the responsibility of the government's finance and auditing departments, and one of the ways that they ensure compliance with the law is ensured is by closing all books annually. This means that all unspent funds are returned to the Ministry of Finance which may reallocate them in the following year. A measure of governorates success in handling O&M transactions is their ability to spend all of their allocation. The last two years are shown in the table, and it can be seen that governorates have generally been very successful in their efforts to spend their total allocations.

Table 1.7: LPDP 1992-93 Funding

This Table shows (i) the total allocation based upon the anticipated L.E. 200 million funding; (ii) the first quarter allocation; (iii) the actual funds disbursed; (iv) the 10% governorate participation, and (v) the total funds available to governorates (LE 50,798,390).

Table 1.8: LPDP Financial Status - As of June 30, 1993

This Table compares the total allocation to the LE 45,238,899 expended. It is important to note that the reasons for this apparently less than satisfactory performance were due to constraints imposed by the Bab III system rather than to the technical capabilities of governorates. The previous final reports for LD II Provincial and LD II Urban show that, while some improvement to governorate performance levels was possible, most were well able to spend their full annual allocation successfully, based on the simplified LD II systems adopted.

1.4.6 On-Site Technical Assistance

Governorates were visited on a regular basis, and contacts made with senior officials. At these meetings, the Contractor's technical assistance staff ensured that officials were kept up - to - date by telling them of the current situation of LD II and LPDP and the status of MLA support efforts, and by advising them regarding funding limitations and report formats. Specific technical and financial strategies were developed when governorates were found to lack skills for Plan development and contract implementation or operation.

1.4.7 Physical Planning and Land Management

The results of Physical Planning and Land Management activities are described in Tables 1.9 and 1.10.

Understanding of local resource mobilization strategies for cost recovery and income generation by managing governorate controlled land and property in a comprehensive project development program was understood and appreciated by senior management, but implementation was generally slow.

1.5 CONSTRAINTS

1.5.1 MLA Project Support Office

Although there was significant initial enthusiasm for the Project Support Office, it became clear that:

Table 1.6

LD II PROGRAM
OPERATION MAINTENANCE FUNDS
FINANCIAL STATUS AS OF JUNE 30, 1993

GOVERNORATE	91/92			92/93				
	Allocation	Return to MOF	%	Allocation	10% Cont.	Total	Balance	%
ALEXANDRIA	2,350,300	14,835	1%	3,175,000	317,500	3,492,500	210,437	6%
ASHAN	2,294,000			2,713,800	271,380	2,985,180		
ASSIUT	2,489,400			2,944,900	294,490	3,239,390		
BEHEIRA	2,790,400			3,301,000	330,100	3,631,100		
BENI SUEF	2,266,900			2,631,800	268,180	2,949,980		
CAIRO	4,770,300	45,744	1%	6,347,000	634,700	6,981,700	188,545	3%
DAMIETTA	2,249,900			2,661,600	266,160	2,927,760	6,128	0.2%
DAKAHLIA	2,823,500			3,340,200	334,020	3,674,220		
FAYOUM	2,376,700			2,811,700	281,170	3,092,870		
GHARBIA	2,496,300			2,953,200	295,320	3,248,520		
GIZA	4,131,200			5,103,000	510,300	5,613,300		
ISMAILIA	1,505,400			1,780,900	178,090	1,958,990		
KAFR EL SHEIKH	2,467,900			2,919,600	291,960	3,211,560		
LUXOR CITY	500,000	10,427	2%	500,000	50,000	550,000		
MATROUH	1,543,000	128,899	8%	1,825,400	182,540	2,007,940		
MENOUFIA	2,602,500			3,078,700	307,870	3,386,570	12,361	0.4%
MENIA	2,589,700			3,063,700	306,370	3,370,070		
NEW VALLEY	1,267,700			1,499,600	149,960	1,649,560		
NORTH SINAI	1,582,800	3,162		1,872,400	187,240	2,059,640	217,618	11%
PORT SAID	395,500			606,700	60,670	667,370		
QALIUBIA	3,267,700			4,006,600	400,660	4,407,260		
QENA	2,429,300			2,873,900	287,390	3,161,290	132	0.004
RED SEA	1,257,300			1,812,700	181,270	1,993,970		
SHARKIA	2,659,700	27,850	1%	3,146,400	314,640	3,461,040	314,968	9%
SOHAG	2,430,000	31		2,874,800	287,480	3,162,280		
SOUTH SINAI	1,362,500	25,407	2%	1,611,900	161,190	1,773,090		
SUEZ	338,100			483,500	48,350	531,850		
TOTALS LE	59,238,000	256,355	0.4%	71,990,000	7,199,000	79,189,000	950,189	1%

1pdp3/gh

Source: Wilbur Smith Associates records

Notes: MOF = Ministry of Finance

10% Cont. = GOE Contribution of 10%

Table 1.7
LPDP FY 1992-93 FUNDING

GOVERNORATE	Total Allocation	First Quarter Allocation	NATIONAL INVESTMENT BANK			10 % Participation	Total
			1st Disbursement	2nd Disbursement	Total		
ALEXANDRIA	11,752,009	2,938,000	1,000,000	1,983,000	2,938,000	293,800	3,231,800
ASHAN	5,278,331	1,319,600	763,000	556,600	1,319,600	131,960	1,451,560
ASSIUT	7,352,440	1,838,100	638,000	1,000,000	1,838,000	183,800	2,021,800
BEHEIRA	9,256,745	2,314,200	1,000,000	1,314,000	2,314,000	231,400	2,545,400
BENI SUEF	5,633,289	1,408,300	700,000	708,300	1,408,300	140,830	1,549,130
CAIRO	19,561,098	4,890,300	1,000,000	1,545,200	2,545,200	489,030	3,034,230
DAMIETTA	5,562,298	1,390,600	500,000	891,000	1,391,000	139,100	1,530,100
DAKAHLIA	9,289,363	2,322,300	500,000	911,000	1,411,000	232,200	1,643,200
FAYOUM	5,312,870	1,328,200	900,000	428,000	1,328,000	133,000	1,461,000
GHARBIA	7,562,537	1,890,600	1,000,000	891,000	1,891,000	189,100	2,080,100
GIZA	15,352,440	3,838,100	2,000,000	1,838,000	3,838,000	384,000	4,222,000
ISMAILIA	4,501,259	1,125,300	600,000	525,000	1,125,000	112,500	1,237,500
KAFR EL SHEIKH	6,905,384	1,726,300	1,000,000	726,000	1,726,000	172,600	1,898,600
LUXOR CITY	594,796	148,700	149,000	0	149,000	14,900	163,900
MATROUH	4,121,357	1,030,300	515,000	515,000	1,030,000	103,000	1,133,000
MENOUFIA	7,329,416	1,832,400	1,000,000	833,000	1,833,000	183,300	2,016,300
MENTA	7,276,652	1,819,200	820,000	1,000,000	1,820,000	182,000	2,002,000
NEW VALLEY	3,384,578	846,200	466,000	380,000	846,000	84,600	930,600
NORTH SINAI	3,977,455	994,400	748,000	247,000	995,000	99,400	1,094,400
PORT SAID	3,942,919	985,700	500,000	485,700	985,700	98,570	1,084,270
QALUBIA	11,653,196	2,913,300	1,000,000	1,913,300	2,913,300	291,300	3,204,600
QENA	7,649,838	1,912,500	956,000	0	956,000	191,300	1,147,200
RED SEA	11,603,300	2,900,800	1,000,000	1,900,800	2,900,800	290,000	3,190,800
SHARKIA	9,635,688	2,408,900	1,000,000	1,409,000	2,409,000	250,000	2,659,000
SOHAG	7,761,133	1,940,300	1,000,000	940,300	1,940,300	194,000	2,134,300
SOUTH SINAI	3,806,690	951,700	318,000	633,800	951,800	95,200	1,047,000
SUEZ	3,942,919	985,700	500,000	486,000	986,000	98,600	1,084,600
TOTALS LE	200,000,000	50,000,000	21,773,000	24,016,000	45,789,000	5,009,390	50,798,390

Source: Wilbur Smith Associates records

1pdp4/gh

Table 1.8

LPDP FY 92/93 FINANCIAL STATUS
AS OF JUNE 30, 1993

GOVERNORATE	Total Available Funds	Funds Spent	%	Balance
ALEXANDRIA	3,231,800	2,934,957	91%	296,843
ASWAN	1,451,500	1,313,259	90%	138,301
ASSIUT	2,021,800	2,021,800	100%	0
BEHEIRA	2,545,400	2,545,400	100%	0
BENI SUEF	1,549,130	1,412,251	91%	136,879
CAIRO	3,034,230	2,120,156	70%	914,074
DAMIETTA	1,530,100	1,143,635	75%	386,465
DAKAHLIA	1,643,200	1,643,200	100%	0
FAYOUM	1,461,000	1,461,000	100%	0
GHARBIA	2,080,100	2,080,100	100%	0
GIZA	4,222,000	2,105,905	50%	2,116,095
ISMAILIA	1,237,500	555,500	45%	682,000
KAFR EL SHEIKH	1,898,600	1,898,600	100%	0
LUXOR CITY	163,900	163,900	100%	0
MATROUH	1,133,000	1,041,558	92%	91,442
MENOUFIA	2,016,300	2,015,640	100%	660
MENIA	2,002,000	1,949,934	97%	52,066
NEW VALLEY	930,600	930,600	100%	0
NORTH SINAI	1,094,400	959,834	88%	134,566
PORT SAID	1,084,270	1,084,270	100%	0
QALIUBIA	3,204,600	3,204,600	100%	0
QENA	1,147,200	956,000	83%	191,200
RED SEA	3,190,800	3,190,800	100%	0
SHARKIA	2,659,000	2,659,000	100%	0
SOHAG	2,134,300	2,134,300	100%	0
SOUTH SINAI	1,047,000	1,024,000	98%	23,000
SUEZ	1,084,600	688,700	63%	395,900
TOTALS	50,798,390	45,238,899	89%	5,559,491

Source: WSA records

lpdp5/gh

Table 1.9
PHYSICAL PLANNING

Project	Status at Oct. '92	Status at July '93
<p><u>Dakahlia</u></p> <p>Pilot Project in Batra</p>	<p>The Batra project was sponsored by USAID and plans for implementation had been developed</p>	<p>The project's sewerage system plan was prepared by a local consultant according to the prepared master plan; this was reviewed by the LDII technical assistance contractor and delivered to the National Authority for Sewerage and Potable Water at the Ministry of Housing, Reconstruction and New Communities on January, 25th 1993.</p> <p>Decree No 291 for the construction of wastewater treatment plant at Batra village was issued in Ramadan 15, 1403 / March 8, 1993.</p>
<p><u>Ismailia</u></p> <p>Abu Sweir Development</p>	<p>Terms of Reference for consultants to study and prepare a General Plan for Abu Sweir village had been prepared and a consultant selected.</p>	<p>A local consultant has prepared a report for submission to the Governor.</p>
<p><u>Luxor City</u></p> <p>(1) El Gurna-Resident Relocation Study and New Tarif Village Planning</p>	<p>The Governor of Luxor issued Decree No. 40/1992 on 1/22/1992, forming a steering committee to identify prioritization areas in Luxor City and help in preparing the Terms of Reference</p> <p>Gurna, Karnak and Batra were selected as first priority and Terms of Reference were developed for El Gurna.</p>	<p>Luxor City Council advertized for technical and cost proposals for El Gurna Region Resident Relocation Study and New El Tarif Village Planning.</p> <p>Four local consultants submitted bids.</p> <p>The evaluation committee disagreed with the Terms of Reference and the bidding, and the Luxor City Secretary General disbanded the evaluation committee.</p> <p>The project is now held in abeyance.</p>

<p><u>Luxor City</u> (Cont')</p> <p>(2) New Teeba Master Plan</p>	<p>Luxor City requested L.E. 6 million from Ministry of Planning to start implementation of the infrastructure of the first phase of New Teeba Master Plan.</p>	<p>A bill of quantities was prepared for the main Cairo-Aswan regional road and the link from the road to the proposed site of New Teeba.</p> <p>The LD II technical assistance contractor advised the planners to prepare a map shows the proposed services within the New Teeba Master Plan.</p>
<p><u>New Valley</u></p> <p>Maidan El Shola - Industrial Site, and Teacher Syndicate Housing Site</p>	<p>Terms of reference were prepared</p>	<p>A local consultant prepared physical and socio-economic surveys for the three action areas.</p> <p>Two conferences joined local popular council members and concerned beneficiaries on 1/27/1993 and 2/28/1993.</p> <p>The local consultant submitted the prepared designs, its Terms of Reference and the final report for the three identified areas to the El Kharga City Council on 6/27/93.</p> <p>New Valley Authorities will start implementation of the action-areas as soon as funds are allocated.</p>
<p><u>North Sinai</u></p>	<p>None</p>	<p>The local consultant prepared a plan showing new urban limits for El Areesh City.</p> <p>Local Popular Council approval is anticipated during July 1993. The skeleton master plan may then be updated.</p> <p>The same procedures will be then applied to determine the urban limits for all the urban centers and rural desert settlements through a comprehensive regional plan.</p> <p>A committee was formed from the Rural Development Director, Housing Director and the Physical Planning Consultant to prepare the Terms of Reference concerning the planning development studies for the selected settlements: "four along the main Rafah - El Qantara road and two in the middle of the Governorate.</p>

[Source : Wlibur Smith Associates records]

Table 1.10
LAND MANAGEMENT

Project	Status in Oct. '92	Status in July '93
<u>Giza</u> Manshiat El Bakary (Upgrading)	The pilot upgrading project for Manshiat El Bakary was presented, approved and received start-up funds under the LD II Urban in 1991.	The project has been put "on hold", and the money transferred to other projects.
<u>Suez</u> Kafr El Arab (upgrading) Informal Areas	The Land Management Unit pilot upgrading project of Kafr Arab El Maamai was approved. None	Currently under construction. Total revenues approx. LE 800,000. A study of encroachment areas is being undertaken. A study of areas with existing high population densities which need infrastructure improvements, in addition to the completion of essential services (including youth centers, parks, social clubs, schools, health and family planning centers) is being undertaken.
<u>Port Said</u> El Arab District (Upgrading)	A pilot upgrading project in El Arab District was identified, and initial on-the-ground activity implemented for site clearance and preparation.	The Land Management Unit staff adjusted the prepared plan according to the Local Popular Council request. Implementation may start after official approval.

<p><u>Cairo</u> El Zawia El Hamra; Kattamia (New lands development)</p>	None	<p>Work teams to upgrade the following areas: have been formed from the three existing departments - Physical Planning, Land Management and Planning Research</p> <p>(A) <u>El Zawia El Hamra - Sharabia District</u> Includes the relocation of the Cairo Cleaning Beautification Authority garages and facilities, the fish market and road research sites; total area approx. 30 acres. The relocation of Cairo Cleaning Beautification Authority garages has been completed. The prepared plan includes parks, a children's library, school, youth centers and limited parcels for residential use. Residential land sale auction revenues will be used to fund project components.</p> <p>(B) <u>Misir El Kadima District</u> Planning studies are being developed for: - Development of existing slaughter house " El Madbah"; - The existing tourist zone which includes Amr Mosque and the old churches area.</p> <p>(C) <u>Ain Shams District</u> Plans are being considered for improvements or demolishing of informal areas as a short-term policy and of the whole district as a long-term policy. This will take into account the Greater Cairo Master Plan.</p>
<p><u>Qaliubia</u> El Sharkawia (Upgrading)</p>	Plan prepared for upgrading project	No progress

[Source : Wilbur Smith records]

- . Staff was seconded on a part-time basis;
- . There were no clear or defined job descriptions;
- . There was a lack of both travel allowances and incentives;
- . Staff turnover was high;
- . Responsibilities for monitoring were not clearly defined.

1.5.2 Review of Plans

Initially, there was some confusion following the decision to finance the program through Bab III, as governorates were unsure whether or not they should (i) use Ministry of Planning forms, LD II forms or both, (ii) follow LPDP guidelines issued by MLA or Bab III general budget instructions, (iii) obtain Ministry of Planning approval for Plan modification and changes to project components.

Program funding problems also caused confusion as governorates periodically had to change their emphasis as estimates of allocations fluctuated. For example, the delay in the planning process and the June 30, 1993, Ministry of Finance deadlines resulted in Ministry of International Cooperation releasing only 25% of total allocation to governorates (i.e. L.E. 50 million). The National Investment Bank then, in March 1993, released only 17 to 21 percent to each governorate. In May and June, most of the governorates were provided a second disbursement.

Plan Amendments

The National Investment Bank told the governorates that no disbursement would be made for Plans which deviated from Bab III norms unless they were approved by the Ministry of Planning. These procedures caused implementation delays in most cases.

1.5.3 Monitoring for USAID Accountability

To ensure USAID accountability for projects financed from LD II dollar sources and the GOE local currency special account, the Contractor tried to ensure that accounting and reporting systems were concise, timely and accurate; accounts were closed for each funding cycle, and, if appropriate, money transferred to the next cycle. In this regard, the following constraints were encountered:

(i) **In-Kind Contributions:**

Most governorates added amounts of money as in-kind contributions to the project. As the percent of funds spent was a comparison against the initial allocation, it usually exceeded 100%. There was no actual or accurate basis for evaluating these in-kind contributions, and they differed from one governorate to another.

(ii) **Progress Reports (Quarterly or Monthly Reports)**

In provincial governorates, progress reports did not indicate the totals of generated revenues, such as bank interest, revenue from sale of tender documents and contractor penalties. No data was included to allow for the residuals of these revenues to be recognized and utilized by the governorate decision makers.

The financial status included in the Quarterly Progress Reports was different from the governorate books in most of the governorates (20 of the 26). The automated reporting system outputs were not standardized.

(iii) **Modifications/Additions to Investment Plans :**

Some governorates initiated new projects during the fiscal year, using either the generated bank interest or other project residuals, without adding the new projects to the Investment Plan. This situation led to differences between the number of actually implemented projects and that stated in progress reports. Moreover, the initial and the current project allocations were inaccurate. The surplus or overrun, which occurred during the implementation phase, was not shown at all.

(iv) **Cash Management Reports:**

The Cash Management Reports were done manually by governorate development departments for the fourth cycle funds only. As the financial data in these reports were not accumulated, the reports did not indicate the total cash management status. The automated cash management program was installed in governorates but was virtually unused and had no reflection in the Quarterly Progress Reports.

In most of the governorates there were discrepancies in the financial data between the development department and the accounting section, in areas such as project allocations, generated revenues and contributions, "governmental or popular", and in-kind or cash.

Monthly bank statements were not regularly received for review against the book balance in most of the governorates.

(v) **Coordination between Departments:**

The management and the financial control for LD II funds were implemented by governorate development departments in provincial governorates and by the planning department in urban governorates. Some of these departments kept records in unofficial books, and accounting sections did not participate actively or effectively in the financial control of LD II funds. This was particularly evident in the control of the generated revenues and the final accounting of funds for each fiscal year. There was lack of cooperation between development departments, accounting, and MIS sections in review and revision of Quarterly Progress Report outputs.

In most of the governorates, a centralized system for disbursement was applied. No funds were sent to the marakez except against actual contractor bills. Some of the chief accountants in the marakez were against this system, as it took between 20 or 30 days for the contractors to get their money. This delay led some contractors to stop work.

1.5.4 On-Site Technical Assistance:

The Contract assumed that the Contractor, in collaboration with MLA, the Provincial Local Development Committee and Urban Local Development Committee, would only assist governorate officials as they developed and critically reviewed their own plans. The previously described difficulties facing the MLA, and the decision to fund the program via Bab III, proved to be constraints to the technical assistance effort as (i) MLA officials were not readily available to visit governorates (last field trip by MLA staff was May 4, 1993), and (ii) some governorates thought that the Bab III system, which is administered by the Ministry of Planning and the National Investment Bank, basically cut the MLA (and its LD II reporting requirements) out of the decision-making process.

1.6 RECOMMENDATIONS

In general, the following recommendations recognize the status quo whereby Investment and Maintenance Plan funding is governed by central governments' financial policy of allocation by Bab. This means that the flow of funds is regulated by a policy which does not directly involve the MLA in the cash flow. MLA recommendations are, therefore, limited to those which might assist them in an advisory capacity. Those for USAID are limited to those which will ensure their accountability for the LD II program.

1.6.1 MLA Project Support Office

The MLA should continue to insist that governorates provide automated quarterly report data (in the LD II format), in addition to the forms 101, 102, 103 and 104 as required by the Governmental Regulations. In this way, the Minister and senior staff will always have comprehensive data available.

Note: The Ministry have been informed accordingly.

As the development of the Local Participation Development Project and of the Support Office Staff has been synonymous, recommendations and suggestions generated by the staff are worthy of note. The first secretary general responsible for the LPDP project wrote to each governor to determine (i) whether or not there were problems administering the program, and (ii) what suggestions, if any, did they have for improving the situation. His successor took the comments and suggestions from governors and presented them to his Planning and Follow-Up Committees in June 1993. The following notes give an overview of these suggestions:

(i) **Disbursement of Funds**

Should be through the MLA's General Secretariat (similar to the previous procedure for LD II O&M funds). This should take place at the beginning of the financial year, so that implementation could start in a sustainable manner.

(ii) **Flexibility**

Revert to the LD II system whereby governorates do not need permission from the Ministry of Planning for Investment Plans (initial submission and/or changes)

(iii) **Retention of Allocation**

When project implementation has started, any remaining allocation at the end of the Fiscal Year should be retained until project completion. i.e. not returned to the National Investment Bank at the end of the financial year.

(iv) **O&M Funds**

Continue scheduling O&M funds through the MLA general secretariat's budget (as is previous years) to maintain performance and equipment operation levels. Alternatively, a part of the project funds could be allocated for maintenance.

(v) **Cash Management**

Permit deposition of a part of the funds into interest-bearing accounts so that revenue could be used to counter increases in prices and/or new projects.

(vi) **Incentives**

There should be allocation of funds for incentives and remunerations for those who are employed in the LPDP.

1.6.2 Monitoring for USAID Accountability

If USAID officials wish to ensure full accountability for LD II funds, they will need to continue some degree of monitoring to ensure that all governorate accounts are satisfactorily closed. This will include:

- (i) Projects listed in the following Priority Tables
- (ii) Projects initiated from USAID Residuals

Note: There are 307 projects with a total outstanding allocation of approximately LE 31 million. To facilitate required monitoring effort, the MLA has been requested to instruct governorates to continue the LD II level of reporting. It is recommended that USAID continue to use techniques, procedures and forms developed by the LD II contractors.

PRIORITY TABLES

Priority 1.	Unstarted Projects
Priority 2a.	Stopped Under Construction
Priority 2b.	Underway
Priority 3.	Completed but not operational

Priority: 1 (Unstarted Projects)

Governorate	Project	Cycle	Allocation L.E.	Remarks
ASWAN Governorate Project	- Water studies (101)	4th	30,000	
GHARBIA	- Fence and two rooms in Ashnaway Sec. school	4th	16,551	Being tendered (initiated from interest)
	- Water distribution of Mahalet Marhoum	4th	39,765	Being tendered (replaced a canceled project)
GIZA Westein District	- Mansha'at El-Bakary pilot project	4th	153,200	Allocation has been transferred to a water project in Embaba district and the tendering process is underway
KAFR EL SHIEKH Qallin Mkz Sidi Salem Mkz Kafr El Shekh Mkz	- Street Lighting (209)	4th	8,000	- Electricity Co. did not start. - Electricity Co. did not start. - Electricity Co. did not start. - Electricity Co. did not start.
	- Street Lighting (206)	4th	52,700	
	- Street Lighting (208)	4th	18,000	
	- Street Lighting (205)	4th	118,000	
	- Paving	4th	5,840	
MATROUH	- Moving desalination plant from Nowah to Om Rakham	4th	90,000	To be initiated from LDII interests
NORTH SINAI Ber El Abd Markaz	- Paving (20)	4th	55,000	Tendered several times, but could not be awarded and therefore changed to another project: Purchase of agricultural tractor.

() Shows QPR reference.

Priority: 1 (Unstarted Projects)

Governorate	Project	Cycle	Allocation L.E.	Remarks
SHARQIYA Faqus City	- Slaughterhouse (92)	4th	200,000	Complaints were voiced (by local residents, and even the governor) against the selection of the project's location (close to a hospital) Apparently, the governor opposes the idea a of re-allocating the money for another purpose. To expedite the utilization of the L.E. 200,000 AID funds, the Markaz chief has therefore decided to utilize the sum for the completion of a retaining wall in the city with a total cost of L.E. 456,000 (L.E. 176,000 were obtained from LPDP funds). Once the land dispute is settled, the slaughter house will be funded from the Mkz services fund.

() Shows QPR reference

Priority: 2a (Stopped Under Construction)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
ASWAN					
Nasr Markaz	- Slaughterhouse (Eneba)	2nd	95%	16,000 1st 9,500 2nd	25,500
Aswan Markaz	- Ferry boat	3rd	0%	180,000	13,581
Edfou Markaz	- Water studies.	4th	0%	30,000	18,402
Kom Ombo Markaz	- Water studies.	4th	0%	30,000	64,828
	- Post office.	4th	0%	30,000	
Naser Markaz	- Slaughterhouse (78)	4th	95%	26,000 2nd 25,000 3rd 13,828 4th	51,500
	- Fire Station (80)	4th	95%	15,000 2nd 25,000 3rd 11,000 4th	
GHARBIA					
	- Water Storage (24)	4th	75%	200,650	134,061
GIZA					
Western District (Boulaz El-Dakrou)	- Wastewater project	5th	30%	80,000	25,908
KAFR EL SHIEKH					
Dessouk Markaz	- V/C Offices (83)	4th	25%	25,000	25,000

() Shows QPR reference.

Priority: 2a (Stopped Under Construction)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent
MATROUH					
Barrani City	- Elevated water tank	3rd	80%	161,000	156,706
Siwa Markaz	- Ground water tank	4th	65%	122,551	78,705
Salloum	- Bulldozer repairing	4th	25%	70,000	18,000
	- Paving of Salloum Road (13)	4th	30%	88,190	25,037
MENOFIA					
	- Water Pipes in Barhim	4th	35%	126,622	126,622
	- Market (53)	4th	15%	32,000	5,434
	- Water Valves (97)	4th	70%	145,000	97,856
NORTH SINAI					
Baloza	- Water distribution (26)	4th	25%	40,000	13,000
QENA					
	- Building tools (263)	4th	0	10,000	7,000
RED SEA					
	- MMC (6)	1st	47%	170,200	72,535

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Priority: 2a (Stopped Under Construction)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent
SHARQIYA					
Diarb Negm Mkz	- Water plant-fence	2nd	81%	8,000	6,455
Saft Zoreiq V/C	- Water plant-fence	2nd	82%	8,100	6,159
" " "	- Telephone office	2nd	73%	5,000	3,635
" " "	- Telephone office	2nd	63%	6,000	3,822
" " "	- Water plant-fence	3rd	-	4,115	-
" " "	- Water plant-fence	3rd	-	4,071	-
" " "	- Latrine	2nd	42%	5,000	2,079
Saffour V/C	- Water plant-fence	2nd	38%	13,400	5,065
" "	- Water plant-fence	2nd	43%	13,300	5,732
Qarmout Sahbara	- Water plant-fence (137)	2nd	81%	6,700	5,394
" "	- Telephone office (141)	2nd	59%	6,100	3,573
" "	- Post Office (131)	2nd	53%	6,100	3,255
" "	- Post Office (132)	2nd	77%	2,800	2,169
Gemeizet Bani Amr	- Telephone office (128)	2nd	-	6,200	-

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
ALEXANDRIA					
Montaza District	- Equipment		91%	130,000	118,634
	- Stationery Shop		97%	40,000	38,622
	- Equipment for engineering department		77%	30,000	23,088
Western District	- School Construction		40%	16,364	6,542
	- School Computer lab		80%	15,100	10,909
	- School Consturction		80%	2,600	1,624
Eastern District	- Youth Center		90%	50,000	48,734
	- Garage Equipment		75%	90,000	70,758
Amreya District	- Water Pipes		90%	90,000	93,354
ASSIUT					
Dayrout Markaz (El Houta Village)	- Water Storage (65)	4th	73%	100,000	60,000
Governorate Project	- Water Studies (126)	4th	83%	200,930	166,886

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Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
ASWAN					
Kom Ombo Markaz	- Paving	3rd	50%	126,500	63,250
Aswan Markaz	- Water Project Wasan Ghrab V/C	3rd	72%	76,000	54,994
Nasr Markaz	- Water project.	3rd	64%	159,700	102,675
	- Water project.	3rd	85%	55,000	46,915
	- Water project.	3rd	71%	146,000	109,000
	- Water project.	3rd	62%	166,000	102,575
	- Water project.	3rd	60%	68,000	40,500
	- Water project.	3rd	61%	119,000	73,031
	- Water project.	3rd	42%	59,700	25,050
	- Water project.	3rd	56%	102,200	57,514
	- Water project.	3rd	46%	27,000	12,495
	- Water project.	3rd	60%	60,000	35,793
Draw Markaz	- Telephone office, (55)	4th	87%	45,000	39,277
	- Classrooms (94)	4th	86%	58,000 3rd	58,000
Aswan Markaz	- Water Distribution & pipe network (8)	4th	64%	23,000 4th	11,412
	- Sideslope pitching (41)	4th	52%	180,200 4th	165,313
Kom Ombo Markaz	- Slaughterhouse (86)	4th	98%	80,000 LD II res.	42,500
				18,000 1st	
				4,000 2nd	
				11,000 3rd	
				16,000 4th	
	- Water Supply	4th	63%	55,000 4th	88,988
				50,000	
Nasr Markaz	- Water source, storage & pipe network (19)	4th	19%	200,000	37,000

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Priority

2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
BENI-SUEF					
Nasser Markaz	- School fence (126)	4th	48%	25,000	9,000
Samosta Markaz	- Road in City	4th	71%	85,000	35,000
Governorate Project	- School classrooms (158)	4th	45%	49,942	35,846
	- Water studies (176)	4th	80%	120,298	88,800
DAKAHLIA					
Aga Markaz	- Paving (112)	4th	75%	1,200,000	900,000
Meniet El Nasr Markaz	- Paving	4th	88%	126,379	111,509
Talkha Markaz.	- Paving	4th	83%	168,000	132,292
	- Paving	4th	75%	1,700,000	1,200,000
		4th	30%	49,611	16,000

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Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
DAMIETTA Damietta Markaz -	- Paving (9)	4th	98%	102,000	100,000
	- Paving (12)	4th	76,8%	100,000	67,834
	- Collection Unit (59)	4th	90%	100,000	90,000
	- Bridges/Culverts (60)	4th	70%	10,000	7,000
	- Paving (10)	4th	97%	103,000	100,000
Damietta Old City	- Paving (8)	4th	83%	300,000	250,000
El Zarka Markaz -	- Paving (20)	4th	77%	143,000	110,000
	- Wastewater Studies (47)	4th	83%	30,000	25,000
	- Paving (19)	4th	88%	90,000	80,000
	- Slaughterhouse (33)	4th	93%	80,000	75,000
Farskour Markaz -	- Paving (17)	4th	43%	170,000	73,919
Ras El Bar City - Govern. Project	- Compactor	4th	71%	140,000	100,000
Kafr El Batekh	- Collection & Treatment Unit	4th	83%	149,172	124,681
Kafr Saad Markaz	- Wastewater Studies (40)	4th	50%	25,000	12,324

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
GHARBIA	- Water studies (2)	4th	32%	200,000	64,608
	- Wastewater Project (74)	4th	46%	925,000	372,824
	- Covering a Canal in Damat.	4th	80%	43,806	30,915
	- Bridges/Culverts (160)	4th	74%	108,852	67,610
	- Paving (129)	4th	81%	310,600	162,430
	- Paving the Connection of Dakoda -Menouf.	4th	63%	250,600	158,551
	- Water source (134)	4th	42%	15,000	6,000
	- Water source (135)	4th	83%	20,900	14,732
GIZA					
Bernasht V/C Ayaat Markaz	- Wastewater (Urban)	4th	30%	80,000	25,809 (*)
El-Barombol V/C, Aftif Markaz	- Water Tank	4th	79%	126,000	25,000
Kafr Kandil V/C, Atfih Markaz	- Water Source	4th	(80%)	95,042	75,941
Qebabat V/C, Atfih Markaz	- Road	4th	(91%)	110,000	44,713
Western District	- Water	4th	(92%)	52,000	43,000
(Arb El Lewa)	- Wastewater (Urban)	5th	87%	100,000	42,941

(*) Project was stopped when the contractor died. Work has resumed and the project will be allocated a further L.E. 58,000 (from surplus in equipment procurement) plus L.E. 70,000 (from the 1993/94 LPDP plan) for completion.

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Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
ISMAILIA					
Headquarters	- Wastewater Study	4th	Tendered	155,000 (*)	93,000
Ismailia Markaz & City	- Completion of paving of Farag Rabie and Hammadet Road	4th	Tendered	84,265	-
El Tal El Kabir Markaz	- Completion of paving of El Tal El Saghir City	4th	Tendered	22,000	-
El Tal El Kabir City	- Lighting of Ahmed Orabi Road, Completion (50 brackets)	4th	Tendered	15,000	-
El Zahria Village	- Fence, Local Unit	4th	Tendered	4,000	-
El Qassasin El Gharbia	- Water line from Abu Eiad to Abu Sherouto	4th	Tendered	15,000	-
El Qassasin El Gedida Village	- El Mostashfa El Askari Road Completion	4th	Tendered	20,000	-
Fayed Markaz & City	- Upgrading of water network	4th	Tendered	59,590	-
El Tal El Kabir Markaz & City	- Road paving, Ahmed Orabi, Completion	4th	Tendered	35,000	-

(*) From residuals

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
KAFR EL SHEIH Governorate Project	- Wastewater studies (216)	4th	90%	114,615	102,410
	- Information System (217)	4th	64%	62,500	40,000
Kafr El Sheikh Mkz	- Paving (155)	4th	67%	45,000	30,240
	- Classrooms (50)	4th	80%	39,500	31,062
	- Classroom and Fence (39)	4th	20%	36,100	4,653
	- Paving (154)	4th	95%	90,000	85,218
Sidi Salem Mkz	- Paving (153)	4th	50%	60,000	17,685
	- Paving (86)	4th	70%	45,000	31,610
	- Paving (168)	4th	50%	25,000	10,000
	- Paving (172)	4th	30%	63,000	29,000
	- Paving (173)	4th	95%	39,000	35,000

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Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
MATROUH					
Negeila	- Completion of MMC	4th	90%	241,000	192,015
Negeila	- Desalination Plant (61)	4th	90%	93,915	93,915
Barrani City	- Slaughterhouse (28)	4th	95%	22,100	18,408
MENOUFIA					
	- Classrooms (194)	3rd	60%	40,109	40,109
	- Water source	4th	90%	88,793	87,077
	- Water source (132)	4th	80%	6,839	4,820
	- Canal Covering (Gezira Canal)	3rd	50%	13,000	7,000
MENIA					
- H.Q. Projects	- Wastewater Collection	4th	62%	970,000	687,513
	- Wastewater Studies (107)	4th	35.7%	200,000	71,452
	- Water Source and Distribution (61)	4th	76.8%	59,000	45,329
	- Water Source (63)	4th	92.3%	18,000	16,619
Malawy Markaz	- Water Distribution (94)	4th	70.9%	12,000	8,513
	- Water Distribution (95)	4th	52.2%	74,000	18,615
	- Paving (32)	4th	77.7%	70,000	54,357
Samalout Markaz	- Paving (20)	4th	83.8%	150,000	125,750
	- Water Source (36)	4th	74.4%	15,000	11,158
	- Building Tools (112)	4th	50.1%	17,000	8,509

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent
NORTH SINAI					
Salamia Village	- Paving (12)	4th	21%	55,000	11,705
Abu Tawwela Village	- Paving (33)	4th	Tendered	85,000	0
El Zaheer Village	- Paving (36)	4th	21%	77,000	0
El Gora Village	- Paving (39)	4th	Tendered	77,000	77,000
El Shel Village	- Paving (43)	4th	33%	90,000	29,571
El Kharotq Village	- Paving (45)	4th	22%	90,000	0
El Makdaba Village	- Paving (65)	4th	Tendered	30,000	0
Headquarters	- Water studies (242)	4th	26%	193,600	14,500
El Maghara	- L.V. Headquarters (72)	4th	51%	28,650	17,247
El Hassna City	- Water storage (59)	4th	60%	15,000	8,168

() Shows QPR reference.

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
SHARKIA					
Diarb Negm City	- Water (47)	3rd	88%	160,000	140,833
Saffour	- Water (42)	3rd	36%	42,304	15,387
Ghazaly	- Road (62)	3rd	79%	719,230	567,800
Kafr B. Hillal	- Water (101)	3rd	77%	850,000	651,978
Shal Shalamon	- Water (114)	3rd	85%	21,112	18,000
Zankalon	- Road (130)	3rd	75%	1,500,500	1,132,000
Gov'te Diwan	- Info System (4)	3rd	75%	125,000	93,298
Mobashir	- School fence (66)	4th	82%	24,150	19,909
Alaqma	- Road (98)	4th	69%	1,073,000	734,700
Hehya City	- Water (104)	4th	92%	77,400	70,934
Tallin	- Water (129)	4th	80%	30,000	24,020
Minyal Qamh City	- Road (137)	4th	25%	200,000	49,125
Beshit Qayed	- Road (150)	4th	80%	1,079,000	861,100
Hessaneya Mzk	- Carrier Main	4th	59%	740,700	711,408

() Shows QPR reference.

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
PORT SAID					
El Dawahy District	- El Kabouti youth Center	5th	50%	92,750	43,000
El Manakh District	- District Wide, Street Lighting	5th	10%	61,000	6,371
QALIUBIA					
	- Shoubra El Kheima Maintenance Center	4th	95%	1,095,157	730,388
	- Paving (13)	4th	70%	640,780	} 1,254,921
	- Paving (12)	4th	70%	1,098,000	
	- Paving (20)	4th	70%	518,000	360,648
	- Water and Wastewater Studies	4th	70%	200,000	77,900
QENA					
Abu Tesht Markaz	- Water Storage (10)	4th	58%	140,000	80,719
	- Water Source and distribution (2)	4th	85%	22,205	14,205
	- Water Storage and distribution (208)	4th	85%	17,000	9,000
Armant Markaz	- Water Source and distribution (130)	4th	85%	73,250	66,994
	- Water Source and distribution (127)	4th	79%	113,687	107,035
Deshna Markaz	- Building tools (226)	4th	70%	10,000	7,000
Esna Markaz	- Water Storage and distribution (133)	4th	76%	74,500	56,500
Farshout Markaz	- Water Source and distribution (12)	4th	87%	175,000	120,150
Qena Markaz	- Water Source (64)	4th	85%	50,000	36,519
	- MMC (237)	4th	80%	55,000	50,000
Waqf Markaz	- Water Source (54)	4th	20%	94,016	18,454

() Shows QPR reference.

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Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
SOHAG (Cont'd)					
Gerga Markaz	- Paving (109)	4th	76%	79,000	60,000
Sagalta Markaz	- Water Source & Distribution (120)	"	93%	67,000	62,260
	- Water Source & Distribution (121)	"	93%	55,000	51,44
Sohag Markaz	- Water Source and Distribution (149)	"	98%	57,000	55,739
	- Water Source and Distribution (152)	"	93%	57,000	53,106
Tahta Markaz, Shatoura Village	- Water Source and Distribution (171)	"	93%	45,000	42,046

() Shows QPR reference.

Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent L.E.
SOHAG Governorate	- Building Tools (202)	4th	77%	82,630	63,825
Dar El Salam Markaz,	- Paving (25)	4th	23%	229,000	52,000
	- Water Distribution (27)	4th	96%	56,000	54,021
	- Water Distribution (28)	4th	96%	56,000	54,000
	- Water Distribution (29)	4th	95%	55,000	52,000
El Bliana Markaz,	- Water Source & Distribution (36)	4th	93%	55,000	51,386
	- Water Distribution (38)	4th	99%	30,000	29,671
	- Water Distribution (46)	4th	98%	40,000	39,173
	- Water Source & Distribution (42)	4th	91%	40,000	36,485
	- Water Source & Distribution (43)	4th	76%	10,000	7,623
	- Water Source (44)	4th	96%	14,000	13,442
El Maragha Markaz,	- Water Source & Distribution (51)	4th	97%	33,000	32,068
	- Water Source (52)	4th	98%	67,000	65,898
El Maragha Markaz, Awlad Hamza Village	- Water Distribution (69)	4th	94%	57,000	53,771
	- Water Distribution (70)	4th	86%	10,000	8,627
	- Water Distribution (72)	4th	94%	57,000	53,770

() Shows QPR reference.

Priority: 2b (Underway)

Governorate	Project	Cycle	% Completion	Allocation L.E.	Funds Spent
SOUTH SINAI					
Abu Zenema	- Water source (4)	4th	96%	60,000	57,449
El Tour	- Water distribution (38)	4th	50%	41,100	118
	- Completion of the Garage	4th	85%	110,194	98,018
	- Water distribution (6)	4th	90%	163,680	114,730
SUEZ					
Governorate	- Completion of the Central Workshop and Upgrading of the Garage	5th	95%	583,000	445,825
Suez District	- Road Lighting	5th	5%	27,120	1000
Arbaeen District	- Road Lighting	5th	85%	115,000	115,000
Attka District	- Upgrading the Garage Equipment	5th	95%	45,500	43,776
Ganayen	- Maintenance of the garage	5th			
	- Building and spare parts shops		94%	141,115	131,188
	- Completion of Kabreet El Mafarek Clinic	5th	50%	14,900	7000

(*) The project was funded from penalties owed by the contractor from previous operations. This accounts for the low expenditure to investment ratio.

() Shows QPR reference.

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Priority: 3 (Completed but not operational)

Governorate	Project	Cycle	Remarks
ASWAN Kom Ombo Markaz	- Latrine	2nd	L.E. 17,000 1st year + L.E. 4,000 2nd. It is inoperative due to some problems in the drainage system.
Edfu Markaz	- Market	3rd	L.E. 28,500 2nd year and completed L.E. 10,000 3rd year. There is no reason for being inoperative.
Beni-Suef	- Market Sheds (128)	4th	Sale by auction has not started yet.
DAKAHLIA	- Artesian well in Aga maintenance centre	4th	The electric pump is waiting for power connection.
	- Public WC. in Aga	4th	Needs connection to sewers. Waiting for water connections
	- Water lab in Talkha City	4th	Needs connection to sewers. Waiting for water connections
GHARBIA	- Telephone Office in Ragdia-Tanta Markaz	4th	Delivered to Ministry of communications but not equipped yet
GIZA Northern District	- MMC	4th	Allocation = L.E. 70,000. L.E. 20,568 was utilized from the above amount for the building's foundation. After that phase, it was discovered that the land belonged to the Railway Authority, and was not governorate property. This issue has not been solved and the L.E. 20,568 has been wasted.
El-Qotoury V/C	- Post office	4th	The remaining unutilized funds have been added to an allocation from LPDP's 1992/93 plan for the construction of another workshop in a different location. Postal Authority has not yet supplied the necessary equipment

() Shows QPR reference

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Priority: 3 (Completed but not operational)

Governorate	Project	Cycle	Remarks
KAFR EL SHEIH Hamoul Markaz Beilla Markaz Mitobas Markaz	- Completion of fire station in Zafaran (129)	4th	Fire Trucks are not received
	- Completion of fire station in Kom El - Hagar (126)	4th	Fire Trucks are not received
	- Post Office of Kom-El Tawil (111)	4th	The Post Authority did not operate the office yet. Water Authority is reluctant to operate the plant as the number of consumers is too low
	- Sidi Yousef Potable water plant- Berembal V/C (11)	4th	
MATROUH Barrani Markaz Salloum City Negila Markaz Matrouh Markaz	- Equipment for MMC	3rd	The main piece is a lathe which needs additional accessories for operation.
	- Public Latrines (32)	4th	The markaz chief is afraid that they will be vandalized if operated.
	- MMC (36)	4th	Not operated yet due to lack of staff (new markaz)
	- Abou Lahw Market	4th	Mislocation
MENOFIA	- Post Office in Kafr Alim	4th	The Post Authority received the building but it is not operated
QENA Quous Markaz/Hegaza	- Post Office	4th	Equipping is underway through the Post Authority

NOTE (i) This listing does not include maintenance centers

() Shows QPR reference

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Priority: 3 (Completed but not operational)

Governorate	Project	Cycle	Remarks
SHARQIYA			
Toweihar	- Tel Office	4th	Lack of equipment
Toweihar	- Post Office	4th	Lack of equipment
Qattaweya	- Post Office	4th	Lack of equipment
Awlad Scif	- Tel Office	4th	Lack of equipment
Bellashoun	- Tel Office	4th	Lack of equipment
Shoubra El Nakhla	- Post Office	4th	Lack of equipment
Assayed	- Post Office	4th	Lack of equipment
Saffour	- Post Office	4th	Lack of equipment
Saft Zoreiq	- Tel Office	4th	Lack of equipment
Hanout	- Tel Office	4th	Lack of equipment
Hanout	- Post Office	4th	Lack of equipment
Kafr Ibrash	- Post Office	4th	Lack of equipment
Gedida	- Tel Office	4th	Lack of equipment
Tallin	- Post Office	4th	Lack of equipment

NOTE (i) This listing does not include maintenance centers

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Priority: 3 (Completed but not operational)

Governorate	Project	Cycle	Remarks
SHARQIYA (Cont'd)			
Bani Amer	- Tel Office	4th	Lack of equipment
Bani Amer	- Tel Office	4th	Lack of equipment
Bani Amer	- Tel Office	4th	Lack of equipment
Bordein	- Tel Office	4th	Lack of equipment
Beshit Qayed	- Tel Office	4th	Lack of equipment
Beshit Qayed	- Tel Office	4th	Lack of equipment
Beshit Qayed	- Post Office	4th	Lack of equipment
Asloug	- Tel Office	4th	Lack of equipment
Zankalon	- Tel Office	4th	Lack of equipment
Om El Zein	- Tel Office	4th	Lack of equipment
Nekareya	- Tel Office	4th	Lack of equipment
Shenbara	- Tel Office	4th	Lack of equipment
Shoubak Basta	- Tel office	4th	Lack of equipment
Shoubak Basta	- Tel Office	4th	Lack of equipment
Shoubak Basta	- Tel Office	4th	Lack of equipment

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SECTION 2
OPERATIONS AND MAINTENANCE (O&M)

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2. OPERATIONS AND MAINTENANCE (O&M)

The main thrust of the O&M component of the project was to establish sustainable systems for preventive maintenance and repairs of the rolling stock and fixed plant in the twenty six governorates and Luxor City. Because the duration of the project was very short, available O&M resources were concentrated where progress could be best achieved. Priority for intervention was to assist governorates to : (i) construct workshops that had been funded but not started; (ii) complete the construction of incomplete facilities; and (iii) operate workshops that had been completed but were not operating. Good progress has been achieved in this area in all urban and provincial governorates.

2.1 STATUS AS OF NOVEMBER 1992

2.1.1 Pilot Workshops

During the LD II Project, the four Pilot Maintenance Centers were completely constructed and equipped. At the outset of the transition period, only Sharkia and Assuit Pilot Maintenance Centers were in operation as private sector companies (under formation), although by-law regulations for providing services against payments were not issued by the respective governorates. The Menoufia and Qena Pilot Maintenance Centers were closed, although both were inaugurated in October and December of 1992 respectively. Private sector company formation in the four governorates were at different stages. Table 2.1 and Figure 2.1 summarize the operational status of the Pilot Maintenance Centers as of November 1, 1992, and July, 1993.

Sharkia - The Sharkia Pilot Maintenance Center was inaugurated in January 1992 and started operations in February 1992 as a private sector company under formation. Because of poor management, a loss approximately of LE 112,000 was experienced by the end of December, 1992. Thirty four heavy vehicles and pieces of equipment were sitting in the Center waiting for repair. The Pilot Maintenance Center was short in liquidity, and no spare parts were available for repair.

Qena - The Qena Pilot Maintenance Center has been essentially closed since its inauguration in October 1992, although it operated on a sporadic basis (as needed for the governorate only) as a governmental entity. Qena governorate received, early in 1992, Investment Authority preliminary approval to form a private sector company. The Qena Investment Bank was to be a main shareholder, but they declined to participate. No shares were deposited. The process of forming a Qena private sector company came to a halt.

Assuit - The process of company formation was most advanced in Assuit, as most of the work was completed and the Board of Directors had been formed.

Menoufia - Menoufia governorate received permission to form a private sector company under Law 230 in February, 1991, but virtually no progress had been made since that date.

Table 2.1

OPERATIONAL STATUS OF THE FOUR PILOT MAINTENANCE CENTERS

Governorate	Operating Status		Company Formation Status	
	November 1992	July 1993	November 1992	July 1993
Sharkia	In operation	In operation	Company under formation	Company under formation
Menoufia	Closed	In operation	-	Governmental entity
Qena	Closed	In operation on a casual basis	-	Governmental entity
Assiut	In operation	In operation	Company under formation	Private sector company under Law 230/89

Source: Operations and Maintenance Trip Reports

2.1.2 Urban Vehicle Maintenance Centers

Twenty-five vehicle maintenance centers were either constructed or rehabilitated under LD II in the six urban governorates of Cairo, Alexandria, Port Said, Giza, Suez, and Qaliubia.

Table 2.2 shows the status of maintenance centers and construction at the end of September 1992. El Nozha garage was expected to come on line early in January 1993. The construction of Shoubra El Kheima maintenance center was expected to be completed late in January, 1993. The Central Workshop in Suez was to be completed late in December 1992.

Central workshops in Cairo and Alexandria were included in Phase II and III of the overall construction and renovation program.

Management, preventive maintenance, repair and parts control systems were designed and partially implemented, and staff had received both management and technical training. Cost recovery mechanisms had been initiated.

2.1.3 Provincial Villages, Markaz and Governorate Workshops

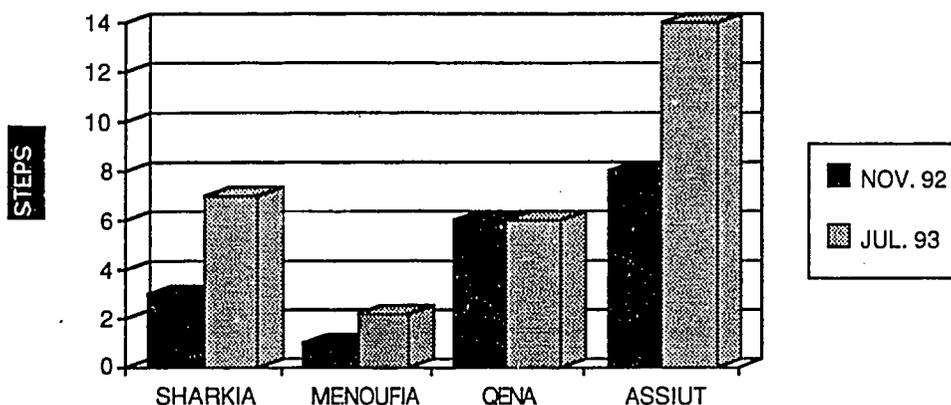
During the LD II Project, it was planned to construct and operate all village and markaz workshops and the Menia¹ governorate workshop by November 1992. However, the

¹ Only Menia has a governorate center; other governorates utilize Housing Department Workshops for their fixed plant maintenance and repair.

Figure 2.1

PILOT MAINTENANCE CENTERS PROGRESS

November 1992 to July 1993



Steps:

1. Preliminary approval, Investment Authority
2. Preliminary contact (shareholders and governorate)
3. Final approval, Investment Authority
4. Assets evaluation, Investment Authority Committee
5. Final contact, according to assets evaluation
6. Contract notarization (lawyer's syndicate)
7. 25% of the capital is deposited in the bank
8. Contract registration (Investment Authority)
9. Ministerial decree for company formation
10. Commercial registration, ID tax to be issued
11. Publication of the contract and Ministerial Decree in the GOE Gazette
12. Company general assembly meeting
13. Investment Authority decree for company starting date
14. Private sector company in operation under Law 230/89

Source: WSA Records

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Table 2.2

CONSTRUCTION AND OPERATING STATUS OF VEHICLE MAINTENANCE CENTERS
IN URBAN GOVERNORATES

Governorate Facility Name & Occupants	Total Area in Square Meter	STATUS								Apply Income Generation		REMARKS
		Construction		Equipping		Percentage of Staffing		In Operation		Dec.92	July 93	
		Dec.92	July 93	Dec.92	July 93	Dec.92	July 93	Dec.92	July 93			
1. Cairo Governorate												
1.1 E1 Sayed Nafissa	33,000											
- Central district		C	C	C	C	70	75	Yes	Yes	No	No	-
- Abdeen distirct		C	C	C	C	70	75	Yes	Yes	No	No	-
- Zonal workshop		C	C	C	C	50	60	Yes	Yes	No	No	-
1.2 E1 Kassarat	6,000											
- E1 Zawia district		C	C	C	C	65	70	Yes	Yes	No	No	-
1.3 E1 Waily	4,000											
- E1 Waily and Manshiat Naser districts		C	C	C	C	60	65	Yes	Yes	No	No	-
1.4 E1 Mokattam	35,000											
- Misr E1 Kadima district		C	C	C	C	65	65	Yes	Yes	No	No	-
- South district		C	C	C	C	65	65	Yes	Yes	No	No	-
- E1 Maadi district		C	C	C	C	60	65	Yes	Yes	No	No	-
- Zonal Workshop		C	C	C	C	45	65	Yes	Yes	No	No	-
1.5 E1 Salam	24,000											
- E1 Salam district		C	C	C	C	45	50	Yes	Yes	No	No	-
- Ain Shams district		C	C	C	C	45	55	Yes	Yes	No	No	-
- Mataria district		C	C	C	C	45	55	Yes	Yes	No	No	-
- Zonal district		C	C	C	C	25	25	Yes	Yes	No	No	-

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Source: O&M staff trip reports

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CONSTRUCTION AND OPERATING STATUS OF VEHICLE MAINTENANCE CENTERS
IN URBAN GOVERNORATES

Governorate Facility Name & Occupants	Total Area in Square Meter	STATUS								Apply Income Generation		REMARKS
		Construction		Equipping		Percentage of Staffing		In Operation		Dec. 92	July 93	
		Dec. 92	July 93	Dec. 92	July 93	Dec. 92	July 93	Dec. 92	July 93			
1. Cairo Governorate (Cont'd)												
1.6 El Nozha	22,000											
- Helipolis district		U	C	No	C	40	60	No	Yes	No	No	-
- Nasr City		U	C	No	C	40	60	No	Yes	No	No	-
- Zaitoon district		U	C	No	C	45	60	No	Yes	No	No	-
- Zonal workshop		U	C	No	U	No	10	No	No	No	No	Leasing is considered by Cairo Cleaning and Beautification Authority (CCBA)
2. Alexandria Governorate												
2.1 Ras El Soda	5,000											
- Montazah district		C	C	C	C	55	60	Yes	Yes	No	No	Would apply I.G.
2.2 Amreya	10,000											
- Amreya district		C	C	C	C	85	90	Yes	Yes	Yes	Yes	-
2.3 Moharam Bey	35,000											
- El Gomrok district		C	C	C	C	60	60	Yes	Yes	No	No	-
- West district		C	C	C	C	60	60	Yes	Yes	No	No	-
- Hasat district		C	C	C	C	60	60	Yes	Yes	No	No	-
- Emergency Fleet		C	C	C	C	45	50	Yes	Yes	No	No	-
- Zonal workshop		C	C	C	C	55	65	Yes	Yes	No	No	-
- Zonal service station		C	C	C	C	85	90	Yes	Yes	No	No	-
2.4 Semouha	15,000											
- East district		U	U	C	C	75	75	No	No	No	No	Will be completed by end of September 1993

Table 2.2 (Cont'd)

CONSTRUCTION AND OPERATING STATUS OF VEHICLE MAINTENANCE CENTERS
IN URBAN GOVERNORATES

Governorate Facility Name & Occupants	Total Area in Square Meter	STATUS								Apply Income Generation		REMARKS
		Construction		Equipping		Percentage of Staffing		In Operation		Dec.92	July 93	
		Dec.92	July 93	Dec.92	July 93	Dec.92	July 93	Dec.92	July 93			
3. Giza Governorate												
3.1 Desert Road - Giza Cleaning and Beautification Authority (GCBA) No.1	30,000	C	C	C	C	80	85	Yes	Yes	No	Yes	-
3.2 Bein El Sarayat GCBA No.2	24,000	C	C	C	C	75	75	Yes	Yes	Yes	Yes	-
3.3 Imbaba Giza - City Fleet	2,000	C	C	C	C	60	70	Yes	Yes	No	No	Fuel station not in operation
3.4 Giza City - Giza City Council	800	C	C	C	C	70	75	Yes	Yes	No	No	
4. Qaliubia, Shoubra El Kheima												
4.1 West District	20,000	C	C	C	C	80	80	Yes	Yes	No	No	-
4.2 Shoubra Complex	13,000	C	C	C	C	40	50	Yes	Yes	No	No	-
- East district		C	C	C	C	No	10	No	No	No	No	Will be leased. Service station not yet completed
- Maintenance center		No	No	No	No	No	No	No	No	No	No	
- Service station												
5. Port Said Governorate												
5.1 Central garage	8,000	C	C	C	C	75	80	Yes	Yes	No	No	Governorate officials are still considering applying I.G. Proposed by-law regulation are submitted to governorate.
5.2 Central workshop	8,000	C	C	C	C	75	80	Yes	Yes	No	No	
5.3 El Arab district	5,000	U	C	C	C	55	60	Yes	Yes	No	No	
5.4 El Manakh district	7,000	U	C	C	C	60	70	No	Yes	No	No	

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CONSTRUCTION AND OPERATING STATUS OF VEHICLE MAINTENANCE CENTERS
IN URBAN GOVERNORATES

Governorate Facility Name & Occupants	Total Area in Square Meter	STATUS								Apply Income Generation		REMARKS
		Construction		Equipping		Percentage of Staffing		In Operation		Dec. 92	July 93	
		Dec. 92	July 93	Dec. 92	July 93	Dec. 92	July 93	Dec. 92	July 93			
5. Port Said Governorate (Cont'd)												
5.5 El Dawahi district	5,000	C	C	C	C	50	60	No	Yes	No	No	El Dawahi is poorly operated.
5.6 Port Fouad district	5,000	C	C	C	C	60	70	No	Yes	No	No	
5.7 East district	3,000	C	C	C	C	75	75	Yes	Yes	No	No	
5.8 Road directorate	4,000	C	C	C	C	60	65	Yes	Yes	No	No	
6. Suez Governorate												
6.1 Central garage	4,500	U	C	C	C	65	65	No	No	No	No	Paving contracted
6.2 Central workshop	4,000	U	C	C	C	60	65	No	Yes	No	Yes	
6.3 Central service station	1,000	C	C	C	C	100	100	Yes	Yes	Yes	Yes	-
6.4 Arbeen district	3,200	C	C	C	C	60	65	Yes	Yes	No	No	-
6.5 El Ganayen district	10,000	C	C	C	C	50	55	Yes	Yes	No	No	Poorly operated
6.6 Ataka district	4,000	C	C	C	C	50	55	Yes	Yes	No	No	-
6.7 Suez district	2,000	C	C	C	C	60	65	Yes	Yes	No	No	-
6.8 Road directorate	8,000	C	C	C	C	65	70	Yes	Yes	No	No	-

Key: C = Completed
U = Underway
I.G. = Income Generation

Source: O&M staff trip reports

BEST AVAILABLE DOCUMENT

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construction of 24 workshops had not been completed, 47 maintenance centers were not operating, and 193 maintenance centers were in operation but rated poor.

The availability of the rolling stock and fixed plant generally ranged between 60 and 75% (for North Sinai it was only 50%). Utilization was 64-82% (in North Sinai it was only 52.6%).

2.1.4 Financial Management and Income Generation

At the start of the LD II transition period, several governorates had started to apply income generation schemes. Both Sharkia and Assuit were generating income in the Pilot Centers although formation of the private sector companies was not completed.

Amreya District Garage (Alexandria) and Suez Central Service Station were generating income. One provincial governorate, 15 markaz and 40 village maintenance centers had started to apply income generation schemes. One maintenance center in North Sinai was leased. Maintenance center managers had not received sufficient financial management, marketing, pricing and cost accounting training.

2.2 OBJECTIVES AND TASKS

2.2.1 Pilot Maintenance Centers

The pilot maintenance strategy was to establish self-sustaining systems for preventive maintenance and repair of vehicles, fixed plant and equipment in the Governorates of Sharkia, Menoufia, Qena and Assuit. The approach was to link the village and markaz maintenance facilities, constructed with LD II Block Grant funds, with the Pilot Maintenance Centers and mobile maintenance units.

The four governorates and the Pilot Maintenance Centers were to be given assistance to:

- (i) Link and coordinate villages and marakez to integrated governorate-wide maintenance systems;
- (ii) Schedule and utilize the concept of preventative maintenance;
- (iii) Develop and implement the financial and administrative systems for billing and collection for services based on the true cost burden of parts, labor, and depreciation of infrastructure;
- (iv) Develop a realistic governorate budget for procuring services from the Center;
- (v) Coordinate the efforts of the four Centers to encourage local dealers to stock spare parts;
- (vi) Establish divestiture plans and schedules for relinquishing governorate ownership of the Centers;
- (vii) Develop a plan to utilize the mobile maintenance vehicles more effectively and to evaluate the need for additional units;
- (viii) Identify and develop a budget for staff training.

2.2.2 The Urban Vehicle Maintenance Centers

The main objective was to continue to assist the six urban governorates to implement sustainable vehicle maintenance systems by addressing the following tasks:

- (i) Organizational development and staffing of comprehensive governorate vehicle maintenance programs;

- (ii) Enhancement of Pilot Maintenance Center management systems;
- (iii) Further computerization of maintenance management and parts control systems.

2.2.3 Provincial Village, Markaz and Menia Governorate Workshops

The main objective was to assist provincial governorates to develop integrated maintenance and repair systems.

Specific assistance to the 22 provincial governorates was to include:

- (i) Helping governorate maintenance coordinators to develop or expand their governorate strategy to integrate all workshops to provide coordinated maintenance and repair and to provide for exchange of spare parts;
- (ii) Continuing to monitor the operationalization of maintenance facilities and providing technical assistance for those workshops having difficulty meeting basic requirements;
- (iii) Through the analysis of the quarterly equipment utilization and availability reports prepared by governorates, providing additional technical assistance to those governorates or their respective departments which had low percentages of equipment utilization or availability.

2.2.4 Financial Management and Income Generation

During the LD II Program, concern for establishing sustainable systems for preventive maintenance and repairs of the rolling stock was raised among a widely distributed group of program participants. Local resource mobilization was considered essential to the long-term success of the project. Technical assistance for the transition period, therefore, was planned to improve the capacity of local units to generate additional income to help sustain the O&M effort.

2.3 ACTION PLAN

2.3.1 Pilot Maintenance Centers in Four Governorates

To achieve the assigned tasks, the Contractor's O&M team was to work with governors, secretary generals, O&M coordinators and the Pilot Maintenance Center managers to:

- (i) Integrate Maintenance Systems - The O&M team was to ensure that preventive maintenance and repair levels of responsibilities were adequately defined. It was anticipated that this could help the governorates to develop the capabilities of village and markaz workshops centers to provide maintenance services to vehicles, equipment and fixed plant within their levels of responsibilities.
- (ii) Enhance Management Systems - The O&M team was to monitor the implementation of the management, administrative and financial systems. Adequacy of these systems was to be examined and reviewed for "fine tuning". In cooperation with the Contractor's MIS team, computerized systems were to be evaluated, and system outputs reviewed. Systems for billing and collection for services were to be developed, reviewed and implemented. The O&M team was to concentrate efforts on operating

centers, whether run by the would-be-formed private sector companies, or run temporarily by the governorates.

- (iii) Develop Budgets - Intensive technical assistance was to be provided to governorates to develop realistic budgets for procuring services from the centers; define service needs; develop annual Pilot Maintenance Center and repair plans and schedules, and promote availability of spare parts in the four Centers. Technical assistance and advice was to be provided to the management of the four Centers to encourage dealers to stock spare parts in the Centers.
- (iv) Prepare Divestiture Plans - The O&M team was to assist in establishing divestiture plans and schedules for relinquishing governorate ownership of the Centers. To attract private sector investors, the Pilot Centers have to show good profitability, and governorates were to be encouraged to place intensive efforts in marketing shares of the would-be private sector companies. Formation of active business promotion departments or sections was to be encouraged.
- (v) Utilize Maintenance Vehicles - Through O&M coordinators and Pilot Center managers, the Contractor's O&M team was to examine the provision of maintenance services for vehicles and equipment on site. Plans for more effectively utilizing the mobile maintenance vehicles were to be developed. Depending on findings and the work load expected, the need for additional units was to be evaluated.
- (vi) Provide Training - Managerial, financial and technical training was seen as a continuous requirement. Technical assistance was to be given to the Pilot Centers to identify the training needs. O&M coordinators were to be encouraged to develop training needs for all maintenance centers in governorates and coordinate training with the Pilot Centers.

2.3.2 Urban Vehicle Maintenance Centers

Detailed organization and level of staffing had been developed, accepted and adopted by governorates, but, as urban vehicle maintenance centers were not fully staffed, the O&M team, through secretary generals, the Cleaning and Beautification Authority chairmen and central workshop managers, was to encourage Central Agency for Organization and Administration approval of the new organizations. Governorates would then be able to fully staff their maintenance centers as BAB I budgets for salaries would be made available. Attention was also to be given to:

- (i) Completion of Construction - Technical assistance was to be provided to complete the El Nozha garage in Cairo, the Semouha garage in Alexandria, the central maintenance center in Shoubra El Kheima, and the central workshop in Suez.
- (ii) Computerization - Management, preventive maintenance, repair and parts control systems had been designed and partially implemented. Full utilization of Pilot Maintenance Center systems in Alexandria (Amreya), Cairo (Sayeda Nafissa) and in Giza (Cairo-Alexandria Desert Road facility) was to be encouraged to facilitate implementation of sustainable vehicle maintenance programs. In cooperation with the Contractor's MIS staff, computer literacy training and specific training for vehicle maintenance and Kardex systems was to be performed on-site. Copies of user manuals for both software programs were to be distributed to the system users at each site.

2.3.3 Provincial Village, Markaz and Governorate Workshops

The provincial O&M effort was to be aimed at increasing the utilization and availability of equipment and fixed plant. Reports showed that about 40% of the workshops were either not in operation or functioning poorly. Technical assistance, therefore, was to be provided to governorates, to enhance and encourage the construction, equipping and staffing of the incomplete workshops. The Contractor's O&M team was to undertake the following activities:

- (i) Planning and Budgeting - On-site technical assistance was to be provided in O&M planning and budgeting to governorate maintenance coordinators, to ensure that plans were consistent with LD II guidelines and MLA directives.
- (ii) Integration of Maintenance and Repair Systems - Working through each governorate maintenance coordinator, technical assistance was to be provided to develop or expand the governorate strategy to integrate all workshops, to ensure coordinated maintenance and repair, and to provide for inter-center exchange of spare parts. Governorates were to be encouraged to incorporate the "coordinator's" position into the official GOE administrative system. Where possible, an office or department was to be created to assist coordinators to perform their duties and responsibilities.
- (iii) Operation of Facilities - Based on standardized random sampling techniques, the Contractor's O&M team was to continue to monitor operation of maintenance facilities. Direct technical assistance was to be provided to the facilities having difficulty meeting basic requirements. Staffing and intensive training programs were to be recommended as required.
- (iv) Utilization - The O&M team was to provide additional direct assistance to those governorates, or their respective departments, that had low percentages of equipment utilization or availability.

2.3.4 Financial Management and Income Generation

The O&M team was to encourage all governorates to apply income generation schemes in as many workshops as possible. Governorates were to be assisted to issue bylaw regulations to apply income generation schemes.

As financial marketing, pricing and cost accounting training was considered essential, a training course manual was to be developed, and managers were to be trained accordingly.

2.4. RESULTS

2.4.1 Pilot Maintenance Centers

Because of the intensive technical assistance that has been provided to the four governorate Pilot Maintenance Centers, substantial progress has been achieved. Table 2.1 above has indicates the current status of the four Pilots, and the following text describes progress to date:

2.4.1.1 Private Sector Company Formation and Status

(i) Sharkia Pilot Maintenance Center

Early in the LD II transition period, the Contractor's O&M specialists realized that El

Sharkia Pilot Maintenance Center was mismanaged. Service prices were high, and incentive payments were exaggerated (150% of staff salaries). The Pilot Maintenance Center had a total loss of approximately LE 112,000 by the end of 1992. The need to review administrative and financial systems was seen as a must.

The O&M specialists and the financial analysts reviewed systems, service costs based on actual direct and indirect cost were calculated, and a new price list was developed. The new price list which became effective April 14, 1993, was comparable with private sector workshops that were similarly equipped and provided the same quality services.

The administrative system was also reviewed. Records and forms were modified. Daily work sheets, job orders and books are now factual and up-to-date.

H.E., the Governor of Sharkia, replaced the management team (the general manager and the financial manager) with another more able team. The Pilot Maintenance Center is now making good progress. The new general manager was advised to introduce Pilot Maintenance service contracts and bodywork, painting, sheet metal and fuel injection adjustment workshops. A good marketing policy was implemented, and the Pilot Maintenance Center is building up a good reputation.

Significant progress was achieved in Sharkia following the replacement of the general manager and the financial manager in March 1993. In two months, ten vehicles and two graders were repaired. The liquidity problem was solved, and the Pilot Maintenance Center started to achieve profit. The bank account showed a deposit of LE 60,000 by the end of June, 1993 (total income less expenses). Substantial operational progress was made, and the Pilot Maintenance Center has started to perform preventive maintenance for Sharkia markaz and private sector vehicles.

The Contractor's O&M staff obtained approval from the Investment Authority Chairman for the Final Assets Evaluation Report. The next two steps in forming the private sector company are: "Stamping" of the company formation contract by the "Bar Association" and then Registration by the Companies Registration Authority.

(ii) Menoufia Pilot Maintenance Center

The Pilot Maintenance Center started operation in April 1993 as a governmental entity. The governorate allocated LE 200,000 from the O&M budget for procuring spare parts. After a meeting with the Contractor's O&M specialists, H.E. the Menoufia Governor decided to:

- Invite private sector companies and individuals to share in forming a private sector company (the first meeting took place in June 12, 1993.).
- Form a committee to act as temporary Board of Directors to supervise operations in the Pilot Maintenance Center and follow-up procedures for forming the private sector company.
- Issue bylaw regulations to allow the Pilot Maintenance Center to apply an income generation scheme until formation of the private sector company.

Shareholders have now deposited LE 350,000 and it is anticipated that the Investment Authority will start evaluating the Pilot Maintenance Center assets after final approval of company formation.

(iii) Qena Pilot Maintenance Center

In April 1993, Contractor's staff were successful in interesting the Care Services Company, a major Egyptian private sector cleaning and maintenance company, to participate with Qena Governorate in forming a private maintenance company. After three meetings with H.E., the Qena Governor, and with different governorate officials, Care Services representatives, USAID - Cairo and O&M Contractor staff structured a final proposal which included two options for private sector operation of the Pilot Maintenance Center:

Care services would 1) share in forming the private sector company, with LE 200,000 capitalization, on condition that two Care Services representatives would have membership on the Board of Directors, and a management contract would be executed with High Tech. Company (one of the Care Services Group); or 2) lease the facility directly from the Governorate. The two options were still under study at the end of the transition period.

(iv) Assuit Pilot Maintenance Center

The Assuit Pilot Maintenance Center is the most successful facility. The private sector company was formed under the name "Assuit Vehicles and Equipment Repair Company" AVERCO. The first Board Meeting took place on January 24, 1993, with Contractor O&M staff invited to attend. The company formation was published in the GOE official Gazette on March 27, 1993. The Board of Directors was composed of nine members (four from the Governorate and five from the shareholders).

The Investment Authority decreed that the "start work" date was January 1992. In cooperation with Assuit Governorate, the O&M staff tried to change this date to June 1993, so that the company would benefit from the five-year tax-free period according to Law 230/89. As of the date of this report, no change has been made.

2.4.1.2 Realistic Budgets for Procuring Services from Pilot Maintenance Centers

Following a review of the FY 92/93 O&M plans, reasonable budgets were allocated for procuring maintenance services from Pilot Maintenance Centers. In Sharkia governorate, six marakez deposited LE 10,000 each, with LE 60,000 from the governorate in the Pilot Maintenance Center account to form a working capital account. These deposits were considered as advance payments for procuring future services.

When governors, secretary generals, markaz chiefs, O&M coordinators and other officials realized procuring services from Pilot Maintenance Centers would be difficult when the USAID-generated BAB II funds come to end, Pilot Maintenance Center managers were advised to concentrate their efforts on marketing services to generate income to be available to support financing governorate operations and maintenance.

2.4.1.3 Encouragement for Dealers to Stock Spare Parts in the Pilot Maintenance Centers

In cooperation with Sharkia and Assuit Managers, the O&M specialists contacted several dealers to stock spare parts in Pilot Maintenance Centers. ADATCO, MANTRAC and others spare part companies showed interest. ADATCO proposed that the Assuit Vehicles and Equipment Repair Company could actually be their spare parts dealer in Upper Egypt. The Repair Company manager is considering this proposal.

2.4.1.4 Integrated Maintenance System in Each of the Four Governorates

In the four governorates, levels and responsibilities of preventive maintenance and repair services are well defined. Maintenance activity is integrated between villages and marakez. In Sharkia and Assuit, the Pilot Maintenance Centers are included in the integrated system. Menoufia Pilot Maintenance Center has instigated this system and is providing services to the marakez, but it is still operating as a governmental facility. Major repairs for heavy vehicles and equipment are performed in private sector workshops.

2.4.1.5 Implementation of the Concept of Preventive Maintenance

The preventive maintenance concept had been adopted in the four governorates and in Sharkia and Assuit Pilot Maintenance Centers, and their services were planned, and scheduled but not well implemented. Both centers concluded contracts with clients other than governorates. For example, Sharkia Pilot Maintenance Center recently concluded service contracts with Zagazig University, the police security forces and other private sector companies.

Village workshops are performing Level I services for the rolling stock and fixed plants. Markaz workshops are providing Pilot Maintenance Center Level II services. Level III services are performed in the Pilot Maintenance Centers, while Level IV services are performed in the Pilot Maintenance Centers and private sector workshops.

2.4.1.6 Establish Divestiture Plans and Schedules for Relinquishing Governorate Ownership of the Centers

To-date, no fixed plans or schedules for relinquishing ownership have been prepared. The El Sharkia company has not yet been formed, although H.E., the Governor of Sharkia, promised to prepare a plan and schedule for relinquishing the governorate ownership, once the private sector company is formed. Menoufia and Qena Pilot Maintenance Centers are operating as governmental facilities. Only AVERCO, in Assuit, has made any progress. The AVERCO General Assembly was advised that, instead of increasing AVERCO capital by inviting new shareholders, the governorate would relinquish part of its shares. The General Assembly and the Board of Directors approved this proposal, and H.E., the Governor of Assuit, promised to consider selling part of the governorate shares to private sector firms and/or individuals.

2.4.1.7 Develop Effective Plans to Utilize Mobile Maintenance Vehicles

The operating costs of the mobile workshops reflect high annual depreciation costs. The Investment Authority Evaluation Committee added the mobile workshops to the assets of both Sharkia and Assuit Pilot Maintenance Centers and stated that their value was LE 180,000 each.

The Contractor's O&M staff reviewed the mobile workshops' operating costs and found that, if on-site services were well planned and coordinated (several services in different sites could be performed in each sortie), the cost of services would be reduced. Both Sharkia and Assuit managers were amenable to these ideas, and services are being planned and scheduled as recommended.

The need for additional mobile vehicles is being considered by governorates.

2.4.1.8 Identify and Develop a Center Budget for Staff Training

Pilot Maintenance Centers have inadequate budgets for staff training. To date, staff training for the four Pilot Centers has been included in governorate training plans but it was only financed through the training Block Grant and BAB II O&M budgets.

The Contractor's O&M staff provided on-the-job training to Pilot Maintenance Center staffs. Training for each Pilot Maintenance Center included:

- 3 days management training for engineers and financial staff;
- implementation of Kardex warehousing systems;
- preventative maintenance on vehicles, equipment and fixed plant; and
- 2 days upgrading training for various trades.

2.4.2 Urban Vehicles Maintenance Centers

2.4.2.1 Construction and Operation

The garages and workshops construction program is almost complete. Table 2.2 shows the status as of July 1993.

Cairo: Construction of all facilities has been completed. All are in operation except the zonal workshop in the Nozha facility.

Alexandria: All facilities are constructed and in operation except for the East District garage (Semouha). There was a considerable delay when the first contractor stopped work on this project, and it was necessary to prepare another contract. Completion of construction is now expected by mid-August, 1993. All staff, shop equipment and tools are available in the existing district garage.

Port Said: Garages and workshops are complete and in operation except for (i) El Dawahi district garage, which is poorly operated and (ii) El Arab district garage, where two additional workshops are being constructed.

**Qaliubia:
(Shoubra
El Khelma)** The East District garage is in operation and all shop equipment has been installed in the maintenance center. Qaliubia governorate has, however failed to contract with a petroleum company to erect refueling and services equipment; this failure exists despite several meetings with governorate officials.

2.4.2.2 LD II Urban Special Projects

Alexandria: The Commodity Import Project-Vehicles and Equipment Upgrade: The project has been completed except for three International Harvester garbage collection vehicles which are still under repair in ADATCO workshops.

Cairo: Constructing, equipping and operating a container repair shop in Sayeda Nafisa zonal garage: The project has been completed, but it is poorly operated.

Suez: Upgrading the Suez Road Directorate: The LE 1,051,000 allocated was expended, and the project has been completed. The equipment is in place but the garage and workshop are poorly operated. The hot mix plant has been repaired and is in good operating condition. The laboratory is functioning well.

Giza: Garbage Transfer Station: The facility is basically complete, but it is poorly operated. The garbage shuttles are neither well designed nor well constructed (please see the O&M trip report dated April 4, 1993).

2.4.2.3 Organization and Staffing Development

During the LD II Program, the Urban-Contractor prepared proposed organization charts and job specifications for all urban vehicles maintenance centers and O&M departments. All proposed organizations have been accepted by governorates and adopted informally. Proposed organizations were submitted to the GOE Central Agency for Organization and Administration for formal approval to create vacancies for completing staffing of O&M facilities. Unfortunately, formal approval has not been issued because of the restrictions on the BAB I budgets.

In facilities applying income generation, most staffing problems have been solved (e.g. in Amerya district garage (Alexandria) and in the central workshop and central service station in Suez). In the Cairo Cleaning and Beautification Central workshop, part of the cleaning treasury was used for contracting non-permanent laborers. During FY 92/93, the central workshop performed 135 complete overhauls for garbage collection vehicles (45 pieces were repaired during April, May and June 1993). The repair plans were, in fact, so successful that they nearly ran out of spare parts, and the rate of repairs had to be reduced significantly.

2.4.2.4 Computerization of Maintenance Management and Parts Control Systems

The Contractor's O&M team, in cooperation with the MIS staff, assisted in implementing maintenance management systems in Cairo, Alexandria and Giza. Parts control systems have been checked and updated. Copies of user manuals for both systems have been distributed to the system users in the above mentioned governorates and Suez.

2.4.3 Provincial Village, Markaz and Menia Governorate Workshops

2.4.3.1 Technical Assistance

Intensive technical assistance has been provided to all provincial governorates. The Contractor's O&M staff were generally accompanied by either the village development department directors or O&M coordinators, or both. Visits emphasized monitoring of operations in different workshops and providing on-site technical assistance to workshops managers and staff. Numerous meetings were held with governors, secretary generals and other governorate officials to overcome difficulties and to improve O&M efforts.

In discussions with the governors, the secretary generals, city mayors and district chiefs, it was clear that there would be no USAID-BAB II allocations for operation and maintenance starting FY 93/94. They all stated that there could be a disaster if other

budget resources were not found, since USAID-BAB II funds for O&M formed more than 95% of the total O&M expenditure in provincial governorates. Table 2.3 gives examples in FY 92/93 to show the seriousness of this problem and Figures 2.2 and 2.3 give an overall comparison of governorates during FY 91/92 and FY 92/93.

At the request of the MLA, the O&M team prepared an updated inventory of rolling stock in all governorates. Vehicle availability and number of defective vehicles were included in this inventory. All data obtained was checked randomly in the field. An approximate cost estimate for a one-time repair of defective pieces to keep an 85% availability of the rolling stock was calculated. Table 2.4 shows the result of this survey.

Provincial governorates have been assisted in developing the system for the exchange of spare parts which was implemented by the previous technical assistance contractor. The best implemented system is in Sohag governorate, where the village development department keeps good updated central records for all the spare parts in the governorate.

2.4.3.2 Monitoring Operations in Workshops

All governorate and markaz workshops have been visited. Almost 50% of the village centers were also visited. Workshops having difficulties in meeting basic requirements were visited more than once.

Because of the intensive technical assistance provided to workshops, improvements have been achieved. Several centers have been completed, upgraded, equipped, and their operation and performance have been enhanced. Income generation schemes have been implemented in additional centers. Table 2.5 shows improvements achieved during the LD II transition period.

2.4.3.3 Improvement of Equipment Availability and Utilization

As plans and schedules were better implemented, and spending increased for procurement of spare parts and repairs in the private sector workshops, both availability and utilization improved. Inter-center exchange of spare parts had a direct impact on availability. Table 2.6 indicates improvements achieved in both availability and utilization in provincial governorates.

2.4.3.4 Operation and Maintenance Plans Review

O&M plans in all provincial governorates have been reviewed. Modifications to meet actual O&M needs were proposed by the Contractor's O&M staff and accepted by the governorate officials. With the exception of obligated payments for spare parts and contracted repairs with private sector workshops, all O&M allocations have been spent.

O&M training plans and programs, financed through either governorates or O&M allocations, have also been reviewed and modified to meet actual training needs.

2.4.3.5 Integration of Maintenance Systems

Preventive maintenance and repair levels and responsibilities are now better defined. More O&M coordinators and maintenance centers managers seem willing to adopt these new levels of responsibility for the benefit of better performance and to develop an integrated maintenance system in their governorates. Through meetings and

Table 2.3

TYPICAL O&M BUDGETS AND BAB II ALLOCATIONS

In Assiut: Manfalot Markaz

GOE, BAB II allocations	LE	1,500	for spare parts
	LE	1,000	for repairs
	LE	3,650	for fuel
LD II - BAB II	LE	<u>112,000</u>	
Total O&M budgets	LE	118,150	

LD II - BAB II allocations form 94.91% of the total O&M expenditure.

In Fayoum: Fayoum City

GOE, BAB II allocations	LE	13,565
LD II - BAB II	LE	<u>329,450</u>
Total O&M budgets	LE	343,015

LD II - BAB II allocations form 96.50% of the total O&M expenditure.

In Menia: Menia City

GOE, BAB II allocations	LE	7,000
LD II - BAB II	LE	<u>88,355</u>
Total O&M budgets	LE	95,355

LD II - BAB II allocations form 92.66% of the total O&M expenditure.

In Mallawi Markaz (Menia Governorate)

GOE, BAB II allocations	None
Other governorate resources	None
LD II - BAB II	LE <u>463,694</u>
Total O&M budgets	LE 463,694

LD II - BAB II allocations form 100% of the total O&M expenditure LE 91,276 is allocated for operating water plants.

In Menoufia: El Shohada Markaz

GOE, BAB II allocations	LE	3,000
LD II, BAB II allocations	LE	<u>100,000</u>
Total O&M budget	LE	103,000

LD II - BAB II allocations form 97.90% of the total O&M expenditure for the rolling stock.

In Menia: El Bagour Markaz

GOE, BAB II allocations	LE	2,000
LD II - BAB II allocations	LE	<u>90,000</u>
Total O&M budgets	LE	92,000

LD II - BAB II allocations form 97.83% of the total expenditure for the rolling stock.

Source: Wilbur Smith Associates records and available governorate data.

Fig 2.2

COMPARISON OF GOE AND USAID BAB II FUNDS - FY1991/92

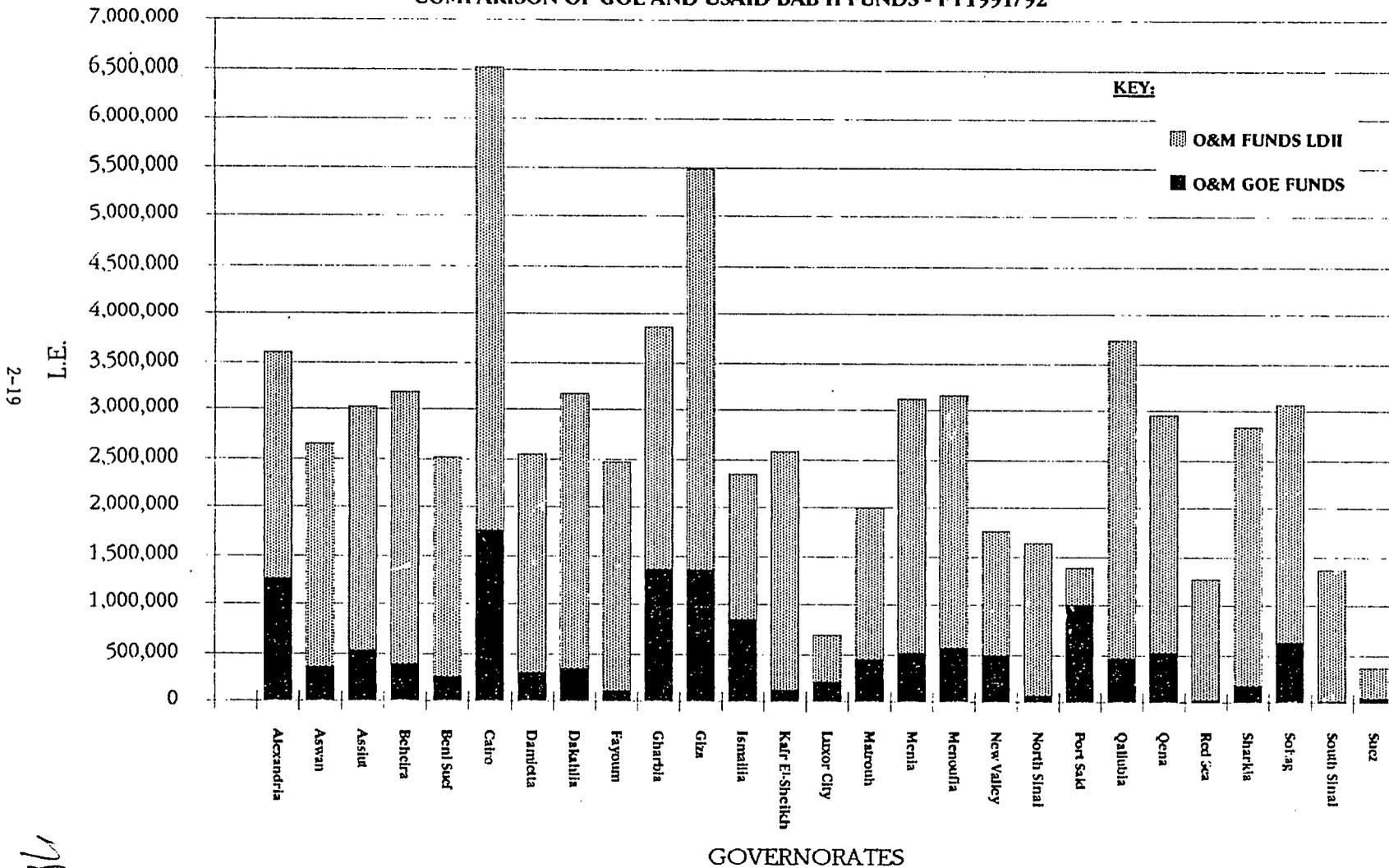
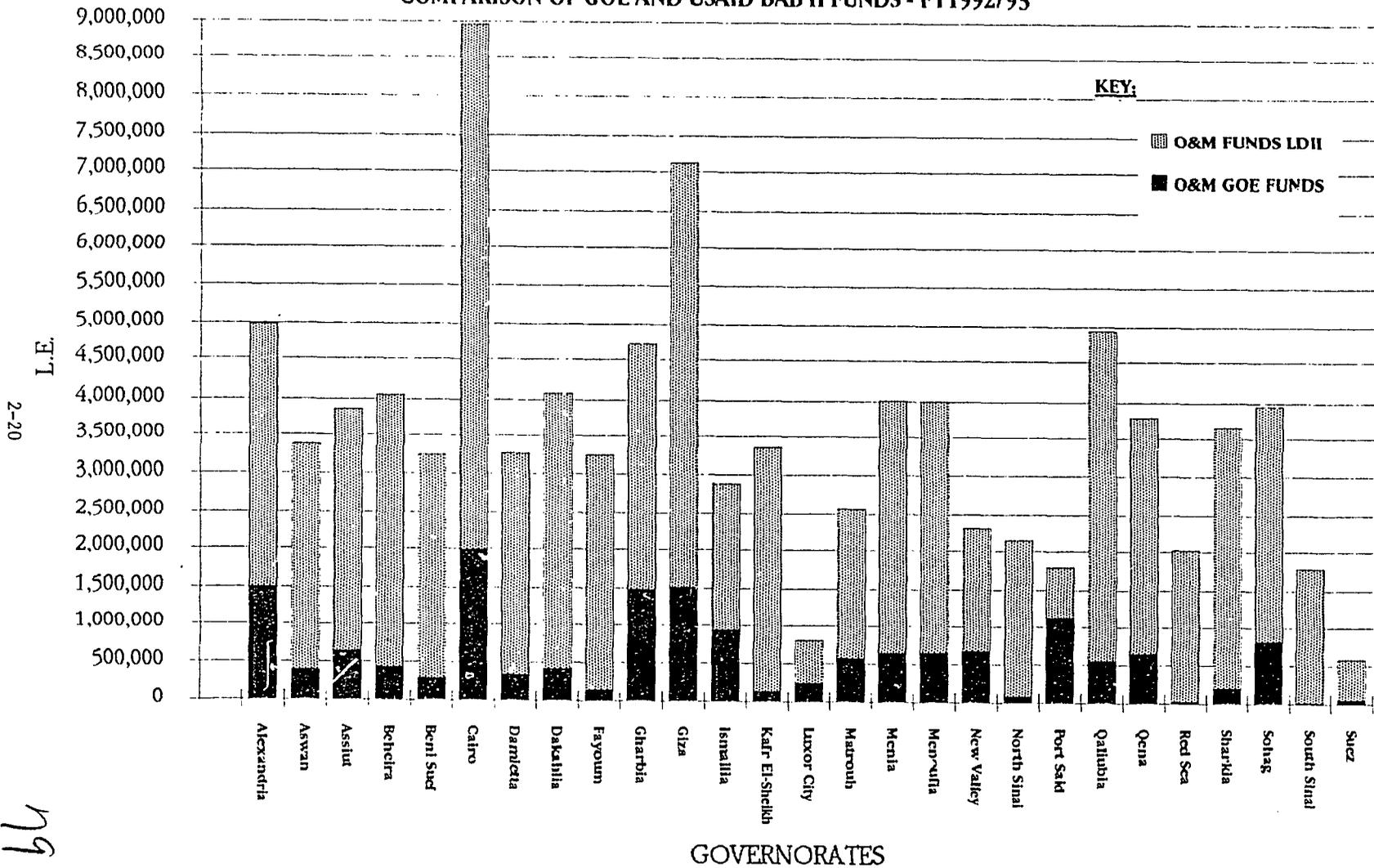


Fig 2.3

COMPARISON OF GOE AND USAID BAB II FUNDS - FY1992/93



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Table 2.4

ROLLING STOCK (R.S) INVENTORY AND STATUS IN ALL GOVERNORATES

Governorate	R.S. Inventory			Availability of Rolling Stock		Defective Pieces	Approximate Estimate For Repair Cost in LE Thousands
	USAID Funded	Governorate Resources	Total	Number	% Of Availability		
ALEXANDRIA	257	771	1028	619	60.2	409	20000
ASSIUT	106	128	234	161	68.8	73	893
ASHWAN	58	229	287	199	69.3	88	1100
BEHEIRA	150	547	697	575	82.5	122	1116
BENI SUEF	140	233	373	259	69.4	114	1865
CAIRO	843	710	1553	968	62.3	585	30000
DAKAHLIA	185	138	323	233	72	90	1270
DAMIETTA	133	139	272	193	71	79	1900
FAYOUM	144	277	421	318	75.5	103	2359
GHARBIA	133	692	825	516	62.5	309	1810
GIZA	82	334	416	294	70.5	122	3350
ISMAILIA	80	264	344	220	64	124	912
KAFR EL SHEIKH	110	161	271	212	78.2	59	1012
LUXOR	-	38	38	36	94.7	2	50
MATROUH	47	316	363	239	65.8	124	1259
MENTA	184	444	628	44	70.4	187	3165
MENOUFIA	80	330	410	290	52.6	120	3090
NORTH SINAI	89	466	555	292	53.8	263	1500
PORT SAID	150	202	352	260	78	92	1500
QALIUBIA	110	435	545	426	80.3	119	2032
QENA	39	287	326	262	80	64	797
RED SEA	32	192	224	186	83	38	558
SHARKIA	155	391	546	467		79	815
SOHAG	112	269	381	306	80.3	75	1000
SOUTH SINAI	212	42	254	198	77.9	56	1830
SUEZ	72	151	223	178	79.8	45	310
WADI GADID	60	247	307	197	64.1	110	1470
TOTAL	3763	8433	12196	8545	70	3651	86953

rolstock/gh

Source: O&M coordinators reports
O&M team checks

Table 2.5

IMPROVEMENT ACHIEVED IN OPERATING STATUS
IN PROVINCIAL WORKSHOPS

GOVERNORATE	Total No of MCs *	STATUS				OPERATING RATES							
		Not Completed		Not Operating		Poor		Fair		Good		Excellent	
		11/92	7/93	11/92	7/93	11/92	7/93	11/92	7/93	11/92	7/93	11/92	7/93
Aswan	27	-	-	-	-	9	-	15	24	3	3	-	-
Assiut	61	4	3	4	4	-	-	25	20	28	34	-	-
Beheira	82	-	-	3	-	14	12	39	42	26	28	-	-
Beni Suef	46	-	-	-	-	8	1	35	33	3	12	-	-
Damietta	31	1	1	2	1	3	1	17	14	8	11	-	3
Dakahlia	85	-	-	-	-	14	-	50	40	21	42	-	3
Fayoum	46	3	-	3	-	10	-	20	28	10	18	-	-
Gharbia	68	1	1	-	-	8	3	25	18	34	46	-	-
Giza	49	1	1	9	1	19	13	18	17	2	17	-	-
Ismailia	12	-	-	-	-	1	-	2	2	9	8	-	2
Kafr El Sheikh	55	-	-	-	-	21	8	26	36	8	11	-	-
Luxor	-	-	-	-	-	-	-	-	-	-	-	-	-
Matrouh	35	1	1	-	-	14	9	15	16	5	9	-	-
Menoufia	70	2	2	3	2	7	5	30	26	28	35	-	-
Menia	73	-	-	-	-	5	-	35	37	32	35	1	1
North Sinai	36	1	1	12	10	15	8	7	10	1	7	-	-
Qaliubia	53	1	1	-	-	15	11	19	16	18	25	-	-
Qena	55	2	2	6	5	4	-	5	8	38	40	-	-
Red Sea	8	1	1	1	1	2	1	3	2	1	3	-	-
Sharkia	84	6	3	6	3	3	-	29	25	40	52	-	1
Sohag	62	-	-	1	1	16	-	34	13	11	42	-	6
South Sinai	8	-	-	-	-	3	-	4	6	1	2	-	-
Wadi Gedid	18	-	-	-	-	2	-	6	4	10	14	-	-
Total	1064	24	17	50	28	193	72	459	437	337	494	1	16

Note: 50% of the village workshops were not visited. This table therefore includes data from governorate O&M coordinator reports.

* MCs: Maintenance centers

Source: O&M team inspections
O&M trip reports
Data from O&M coordinators

of 5/

Table 2.6

IMPROVEMENT IN AVAILABILITY AND UTILIZATION
OF THE ROLLING STOCK AND FIXED PLANTS
IN PROVINCIAL GOVERNORATES

GOVERNORATE	AVAILABILITY		UTILIZATION	
	In November 1992	In July 1993	In November 1992	In July 1993
ASHWAN	65.4	69.3	80	85
ASSIUT	64.2	68.8	79	84
BEHEIRA	75	82.5	78	83
BENI SUEF	66.3	69.4	78	81
DAMIETTA	68.2	71	77	83
DAKAHLIA	71	74	79	85
FAYOUM	70.1	75.5	79	82
GHARBIA	61.4	62.5	80	85
GIZA	65.4	70.6	75	80
ISMAILIA	57	65.8	80	85
KAFR EL SHEIKH	74.6	78.2	75	82
MATROUH	60.1	65.8	75	80
MENOFIA	69.2	70.7	74	81
MENIA	68	70.4	79	84
NORTH SINAI	50	52.6	78	81
QALUBIA	74	78	74	82
QENA	74.4	80.3	74	80
RED SEA	78	83	76	80
SHARKIA	74	85.5	77	80
SOHAG	76.1	80.3	72	82
SOUTH SINAI	58	77.9	73	81
LUXOR	74.4	80.3	74	81.2
WADI GADID	59	64.1	78	84

Tab2-7/gh

Source: Data obtained from O&M coordinator
Actual data obtained by O&M Team random checks

maintenance management on-the-job training, a deeper understanding of integrated maintenance systems was achieved.

2.4.4 Financial Management and Income Generation

2.4.4.1 Implementation of Cost Recovery and Income Generation Schemes In Urban Governorates

Alexandria - The Amreya garage manager continued to place effort on marketing services to other governmental agencies, public sector, private sector and individuals, and a good reputation was built during 1993. The El Montazah district chief is still considering applying an income generation scheme in Ras El Soda garage.

Giza - Governorate staff continued to apply income generation schemes in their facilities. Technical assistance was provided for fine-tuning of administrative and financial systems. Substantial effort was placed on marketing their services.

Qaliubia - H.E., the Governor of Qaliubia, decided to lease Shoubra El Kheima maintenance center to a specialized private sector firm, once the service station was erected. The O&M team assisted the governorate in preparing the lease documents.

Port Said - H.E., the Governor of Port Said, considered applying income generation schemes, but no decision was made in regard to proposals for the central workshop and the East and Port Fouad district garages.

Cairo - No progress.

Suez - The staff in the central workshop and the central service station continued to make good progress.

2.4.4.2 Implementation of Cost Recovery and Income Generation Schemes in Provincial Governorates

The application of income generating schemes became an issue addressed by most governorates and the O&M team assisted in the drafting of bylaw regulations. Thirteen governorates are now applying income generation schemes successfully. Others are in the process of leasing O&M facilities to the private sector (e.g. North Sinai and Shoubra El Kheima). Table 2.7 shows the number of O&M facilities applying income generation schemes and those leased to the private sector. During this technical assistance effort, it became clear that O&M budgets were not based on technical requirements, were not assigned to specific local O&M activity centers, and that valid cost information was not generally available. More importantly, it was determined that increased emphasis would have to be placed upon the keeping of more accurate cost records by workshop managers so that, when they developed prices for repair vehicles, all relevant costs, including depreciation, could be considered.

To help in this important effort, a guideline manual was developed and presented to selected maintenance center and workshop managers at regional seminars in Alexandria, Assuit, Suez and Fayoum. The objective of the financial management training program was to familiarize maintenance center managers with basic cost accounting terms and systems in support of income generation pricing strategies. Competency was demonstrated by having seminar participants apply cost accounting methods to various case studies presented during the seminars. Eighty-five O&M managers participated in the four seminars.

Table 2.7
 INCOME GENERATION SCHEMES AND
 CENTERS LEASED TO PRIVATE SECTOR

Governorate	Maintenance Centers Applying Income Generation			Maintenance Centers To Private Sector
	Governorate	Marakez	Villages	
Assiut	-	-	-	-
Aswan	-	1	-	-
Beheira	-	10	15	-
Beni Suef	-	1	-	-
Dakahlia	-	-	-	-
Damietta	-	-	-	-
Fayoum	-	4	39	-
Gharbia	-	-	-	-
Giza	-	1	1	-
Ismailia	-	1	6	-
Kafr El Sheikh	-	7	9	-
Luxor	-	-	-	-
Matrouh	-	-	-	-
Menia	1	-	-	-
Menofia	-	-	-	-
North Sinai	-	2	2	3
Qaliubia	-	-	2	-
Qena	-	-	2	-
Red Sea	-	2	-	-
Sharkia	-	-	-	-
Sohag	-	6	4	-
South Sinai	-	-	-	-
Wadi Gadid	-	-	-	-
TOTAL	1	35	80	3

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N.B : The four Pilot urban facilities are excluded

Sources: O&M Team inspections
 O&M Trip Reports

2.4.4.3 Enhancement of Village Workshop Center Management Systems

Management, preventive maintenance, repair and parts control systems are being implemented. Technical assistance has been provided through O&M staff visits and on-the-job-training.

2.5 CONSTRAINTS

2.5.1 Pilot Maintenance Centers

Except for Assiut Pilot Center, formation of private sector companies was difficult because of "changes in the political area"² and lack of interest by lower echelon GOE staff. Some progress was possible during this transition period, but problems still continued to constrain governorate efforts:

- (i) In Sharkia, slow moving procedures delayed the completion of company formation.
- (ii) In Menoufia, although the Pilot Center's assets were evaluated by the Investment Authority, and preliminary approval for forming a private sector company was issued in June 1991, shareholders could not be found to complete the formation of the company.
- (iii) In Qena, prospective share holders also failed to materialize, and the governorate is now considering leasing the facility to a private sector firm.

These constraints also had a detrimental effect on:

- Integrated Maintenance Systems

It is necessary to have operational Pilot Centers if full "integration" is to be achieved. In Qena, the Pilot Center was closed. Menoufia started operating as a governmental entity, but at a very slow rate. In these two governorates, maintenance systems are, therefore, only integrated between village, markaz and the private sector workshops.

- Financial and Administrative Systems

As Pilot Maintenance Centers in Menoufia and Qena were not operating, financial and administrative systems were not implemented.

- Realistic Budgets for Procuring Services from Pilot Centers

Governors, secretary generals, markaz chiefs, O&M coordinators and other officials realized that there would be no USAID - O&M funds starting FY 93/94. They stated that, if adequate funds were not available, their ability to procure services from the Pilot Centers would be substantially reduced.

2.5.2 Urban Vehicle Maintenance Centers

Understaffing as a consequence of non-approval of proposed organizations for O&M

² Reference: Page 67 of the End of Contract Report for the LD II Pilot Maintenance Centers Project.

departments by the GOE Central Agency for Organization and Administration has continued to be a constraint.

2.5.3 Provincial Village, Markaz and Menia Governorate Workshops

The three principal constraints to successful completion of the program in provincial governorates have been (i) non-completion of projects such as Quos markaz maintenance center and the Red Sea maintenance center in Qena; (ii) the difficulty of assigning responsibility for maintenance centers: some belong to the housing departments and others belongs to the village development departments; and (iii) shortage of staff and skilled labor.

2.5.4 Financial Management and Income Generation

Several urban and provincial governorates are still considering applying income generation schemes in different maintenance centers. MLA should encourage governorates to apply income generation schemes to generate income that would cover part of the O&M financial needs.

2.6 RECOMMENDATIONS

Although good progress was achieved in building sustainable O&M systems in the twenty six governorates and Luxor City, the MLA and governorates have to address several issues in order to build upon their successes. The Contractor considers that the following issues and tasks should be addressed by both MLA and governorates.

2.6.1 Formalization of O&M Organizations

The MLA and the governorates should continue to insist that Operation and Maintenance departments at MLA and governorate level be formally created and approved by the Central Agency for Organization and Administration. O&M departments would be responsible for:

- (i) Developing O&M plans and budgets on a realistic basis to cover the actual needs of procuring spare parts, repairs of vehicles and equipment, and replacement of the fleets, fixed plant and equipment;
- (ii) Keeping updated records for the inventory and status of fleets and fixed plant;
- (iii) Implementing and coordinating O&M plans;
- (iv) Developing, coordinating and supervising implementation of O&M training plans and programs;
- (v) Inspecting maintenance centers and workshops and assisting performance development in O&M facilities.
- (vi) Reporting to the governors through secretary generals on fleets and fixed plant inventories and status;

Approval of proposed organizations would create vacancies to employ sufficient skilled and non-skilled workers.

2.6.2 Income Generation and Privatization

Income generation and privatization has become a critical issue. Most governorates are either applying or contemplating income generation schemes. Privatization of the four Pilot Maintenance Centers is ongoing. Generated income is used to pay incentives, employ non-permanent skilled laborers and support O&M activities. The MLA should, therefore, encourage governorates to apply income generation schemes. Bylaw regulations circulated by the MLA would encourage and assist governorates to apply such schemes. MLA should assist, encourage and follow up formation of the private sector companies in Menoufia and Qena governorates.

2.6.3 Increase in O&M Bab II Budgets

It is understood that no USAID-generated BAB II budgets will be allocated to governorates starting FY 93/94 and, as USAID allocations formed more than 80% of O&M budgets in provincial governorates and more than 70% in urban governorates, the MLA should recommend a substantial increase in GOE BAB II budgets.

2.6.4 Need for Continuous Training

- There is a need to provide continuing education opportunities in the area of management, finance, and technical training. Sufficient budgets should be allocated to prepare and implement well designed training plans and programs to support ongoing efforts to sustain infrastructure improvement.
- The financial management training courses prepared and conducted in four governorates proved very fruitful. Based upon feedback from program participants, financial management training should be expanded in both scope and duration. Nearly all participants agreed that the course of study was too important to be condensed into a three-day format. It is recommended that MLA and governorates consider more financial management training for O&M managers, as well as other local government administrators.

SECTION 3

WASTEWATER ACTIVITY

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WASTEWATER

3.1 WORK PROGRAM OBJECTIVES

In November 1992, at the beginning of the Contractor's technical assistance to the MLA program, the Wastewater team was given five major responsibilities:

(i) **Sectorial Plans**

Provide technical assistance to the development, by private consultants, of water and wastewater (strategic) sectorial plans in ten governorates.

(ii) **Design**

Participate in the design process, aiding governorate officials to review and guide the work of private consultants (Studies and designs for wastewater collection and treatment systems were underway for 13 sites in nine governorates).

(iii) **Construction**

Work with officials from the governorates, marakez, and villages in monitoring wastewater construction by contractors (Twenty-three construction projects, involving gravity sewer lines, force mains, pumping stations and treatment plants, were in progress).

(iv) **On-The-Job Training**

Furnish on-the-job training in wastewater collection system and treatment plant O&M and process control at 29 sites in eight governorates.

(v) **Wastewater Departments**

Foster and encourage the development of wastewater departments at the governorate level (Such departments had been started in three governorates.).

3.2 PROGRAM STATUS AT START OF PROJECT

The status of the work varied in each of the major responsibilities:

3.2.1 Sectorial Plans

Of the ten planned governorate sectorial plans, seven were for both water and wastewater, one (North Sinai) was just for water and two (Beheira and Kafr El Sheikh) were just for wastewater. The sequence of work by the consultants in developing these water/wastewater master plans involved a number of steps:

- field work
- database program design
- preparation of database files and village utility maps

- engineering design
- cost estimates
- final report
- training

At the beginning of the Contractor's technical assistance to the MLA, no consultant had advanced beyond the field work phase, and six contracts were just in the process of being awarded. A major task was bringing the consultants and the governorate officials into agreement on what were the responsibilities of each.

3.2.2 Design

The capability of most Egyptian consultants to produce complete, technically adequate designs for wastewater collection and treatment systems was still in its infancy; moreover, local government engineers, even at the governorate level, lacked the background to review designs. Therefore, it was essential for the Contractor to function in a "middleman" capacity, advising both the governorate and the consultants on proper design procedures. In November, five different design consultants had contracts for rural wastewater system and one engineering firm, USDC from Mansoura, had been awarded five jobs.

3.2.3 Construction Monitoring

Again, there was a tangible need for the Contractor's technical assistance expertise, and the requirement was to assist in the process of monitoring wastewater construction. Generally, the village had a consulting engineer providing resident engineering services so that the Contractor's team had a three-way liaison function between the Contractor's team, the consultant's engineers on site, and the officials of the governorate, markez, and village. The size of construction contracts ranged from LE 135,000 (a small collection system at El Tor in South Sinai) to LE 2,350,000 (for Phase 1 at Sanhour in Fayoum).

3.2.4 Operations and Maintenance and Process Control

As a result of the flat terrain, all of the rural wastewater collection systems included sewage lift stations, and the concept of providing regular preventive maintenance to pumps, motors, and valves was new to village personnel. There was a need for the Contractor to regularly visit all of the operating collection systems, pointing out maintenance defects, inspecting records, and providing solutions to maintenance problems.

By the same token, the operators and technicians working at the functioning treatment plants needed intermittent assistance in coping with plant problems. Although these plants were small (design capacities all less than 1 mgd), they comprised five different technologies:

- (i) Stabilization pond (normally two anaerobic ponds in parallel followed by one facultative and were maturation ponds). In November, operating stabilization ponds included one in Damietta, three in South Sinai, and two in New Valley;
- (ii) Aerated lagoon. In November, the only operating example was at Daqahla in Damietta. The flow sequence was again through two anaerobic ponds in parallel, then the aerated pond followed by three maturation ponds;
- (iii) Submerged fixed film reactor. This method utilizes a device known as an Aqualife which furnishes dissolved oxygen through an aspirating Venturi, then conveys the sewage through a horizontal chamber (total length of 14 m) with packed spherical fillers providing surface area for the fixed film of microorganisms. In November, two

SFF plants preceded by anaerobic tanks were operating in Damietta and two without anaerobic tanks were working in Menoufia;

- (iv) Oxidation ditch (a form of the extended aeration activated sludge method) provides long detention time and generally a high degree of treatment. The four operating plants in Damietta all use inclined, rotating aerators.
- (v) Extended aeration package plants, as the name implies, provides a long retention period in the aeration basin. This is another form of the activated sludge method. In Damietta, there are eight extended aeration plants, termed SOAF plants, because the machinery was all procured from the SOAF Corporation of Nantes, France (although the civil works were all funded by USAID through BVS investment funds).

Some operators of the SOAF and oxidation ditch plants required considerable assistance to regulate the rates of wasting and returning activated sludge, but even operators of the simpler aerated lagoon and stabilization pond needed guidance in coping with problems. The plant which received the most visits was the Adleya stabilization pond, where a combination of hydraulic and organic overload, plus industrial input from local cheese factories, caused process failures all year long.

3.2.5 Development of Wastewater Departments

It was considered that if rural wastewater programs were to have sustainability, (i) they should have a strong advocate at the governorate level to represent the needs of the wastewater systems when O&M and capital improvement funds were being distributed; (ii) a professional engineer with some competence in sanitary engineering should head up a department which would both act as an advisor to the Governor and furnish technical guidance to village-level engineers and operators. In November, wastewater departments were in existence (but basically unable to perform their function) in Beheira, Damietta, and Qaliubia Governorates, and one was a part of the water department in Kafr El Sheikh Governorate.

3.3. ACTION PLAN

3.3.1 Organization

The Contractor's Wastewater team was made up of four sanitary engineers, one planner/designer (who also served as the Deputy Team Leader) and an expatriate as the Team Leader. The five Egyptians had all been associated with Chemonics during LD II, and each one was familiar with all of the rural wastewater systems.

3.3.2 Work Program

The four sanitary engineers were assigned geographical responsibilities which covered all of the work.

Recognizing also that each of these four engineers had a special expertise in some area of wastewater engineering, for example, pumps or activated sludge process control, a management flexibility was built in so that any engineer could be sent to any village system if there was a need for his special knowledge.

The planner/designer was given the responsibility for all designs and sectorial plans. The expatriate engineer served as senior sanitary engineer and supervisor.

3.4 RESULTS

3.4.1 Sectorial Studies and Design

Tables 3-1 and 3-2 indicate the extent of the impact of the Contractor's technical assistance on governorate planning and design activities. The progress, in large measure, is due to the technical assistance personnel who attended numerous committee meetings, participated in formal and informal reviews, and continuously served as advisors and motivators to keep the work moving. It is noted that:

- (i) Fifty percent (5 of 10) of sectorial studies should be completed by end of August, and the rest by the end of December 1993.
- (ii) Of the 13 feasibility studies and designs commissioned as of November, 1992:
 - Ten should be completed by the end of August;
 - This leaves Mehalet Marhoum (in Gharbia) and Batanon, both with land acquisition problems, and Mansouriah/Abu Rawash (in Giza), whose design contract was not awarded until May 1993, incomplete; this latter design is scheduled for completion in October 1993.
- (iii) From the viewpoint of the private sector, it should be emphasized that a major accomplishment of the wastewater program was the development, during the past five years, of substantial professional competence in wastewater design and planning by a number of small consultants with no previous experience in this field.

3.4.2 Construction

Construction of wastewater systems involves complex problems with soils, groundwater, and reinforced concrete structural integrity, as well as the usual difficulties in interpreting the intent of drawings and specifications. The Contractor's technical assistance representative served both to recommend solutions to technical problems and to resolve contractual disputes.

Table 3-3 shows considerable progress in wastewater construction, mainly of collection and pumping stations. Of the 22 jobs under construction on November 1, 1992, a total of 14 (64 percent) had preliminary acceptance by July 31, 1993. A number of these jobs have just received re-funding via surplus funds, so that they are able to move into the next phase.

3.4.3 Operations and Maintenance (O&M) Training

To address the training deficiencies, the Contractor conducted two 2-day workshops in treatment plant operation in Beheira and three 2-day pumping station O&M courses in Damietta. These inexpensive training sessions were conducted on-site to small but involved groups of trainees. The engineers, operators, and officials who participated were enthusiastic supporters of this technology transfer and were eager for follow-up instruction. The Contractor's team also provided O&M instruction in a governorate-level training program in Fayoum. In addition, the team distributed many copies of the Chemonics (Arabic language) wastewater training manuals to engineers and operators in approximately ten marakez and villages.

3.4.4 Pumping Stations

The Contractor's pumping specialists inspected each piece of operating machinery, carefully

Table 3.1
STATUS OF SECTORIAL PLANS

GOVERNORATE	TYPE OF STUDY	SITUATION	
		AS OF NOV. 1, 1992	AS OF JULY 31, 1993
• New Valley	Water & Wastewater	- Field work started and 2 meetings had taken place	- Finished and approved in April, 1993
• Beni Suef	Water & Wastewater	- Contract signed and first meeting had been held in preparation for field work	- Finished and will be approved at end of August 1993
• Menia	Water & Wastewater	- Contract signed but work not started	- Final Report will be submitted and training will start at end of August
• Assuit	Water & Wastewater	- Contract signed and 1st meeting made for preparing for field work	- The study will be finished at end of August
• Qaliubia	Water & Wastewater	- Contract not signed but negotiations underway with consultant	- Final Report will be submitted and training phase will start at end of August
• Beheira	Wastewater Only	- Contract signed and first meeting for field work preparation was held	- Study finished and approved by mid-July
• Gharbia	Water & Wastewater	- Evaluation of tenders still ongoing	- Engineering concepts will be completed at mid-September. Study will be finished at end of November.
• Kafr El Sheikh	Wastewater Only	- Evaluation of tenders still ongoing	- Draft final at end of July. Study finished by mid August and will be approved at end of August
• Ismailia	Water & Wastewater	- Evaluation of tenders still not final	- Database programming and maps complete by end of August. Study will be finished at end of October
• North Sinai	Water Supply	- Not tendered yet	- Study will be finished at end of December (The field work will be finished at end of August)

Source: Wilbur Smith Associates

STATUS OF FEASIBILITY STUDIES AND DESIGNS

GOVERNORATE	VILLAGE	CONSULTANT	TECH.	SITUATION	
				AS OF NOVEMBER 1, 1992	AS OF JULY 31, 1993
Damietta	Rikabia	AAW	Stabilization Pond Or Oxidation Ditch	- Study was stopped at pre-design phase because of lack of land for WWTP*. Also, financial problem between consultant and governorate concerning payment for additional work	- The work began again after meeting in July with the consultant; final design will be finished by end of August.
	Kafr El Ghab	USDC	High Rate Aeration	- Study tendered and evaluation of tenders made	- The final design will be finished by mid-July
	Seif Eldin	TALAAT	Aerated Lagoon	- Feasibility study ongoing	- Final design finished and approved in May 1993
Kafr ElSheikh	Messer	USDC	Oxidation Ditch	- Feasibility study ongoing	- Final design finished and approved in April 1993
	Shabas Emer	USDC	Oxidation Ditch	- Feasibility study ongoing	- Final design finished and approved in April 1993
Dakahlia	Batra	USDC	Oxidation Ditch	- Final design under review	- Finished and approved in december 1992
Gharbia	Mehalet Marhoum	** NOPWASD	Oxidation Ditch	- Final design phase	- Final design not completed; financial problem with NOPWASD** concerning LE 85,000

* WWTP = Wastewater Treatment Plant

** NOPWASD = National Organization for Potable Water and Sanitary Drainage

tab4-2/gh

STATUS OF FEASIBILITY STUDIES AND DESIGNS

GOVERNORATE	VILLAGE	CONSULTANT	TECH.	SITUATION	
				AS OF NOVEMBER 1, 1992	AS OF JULY 31, 1993
Menoufia	Meet Abul Kom	TALAAT	Contact Stabilization	- Predesign phase ongoing	- Final design finished and approved in April 1993
	Batanon	ENG. GROUP	Oxidation Ditch	- Predesign phase	- Final design for sewerage system made but land problem for WWTP
Giza	Mansouriah & Abu Rawash	CIVIC	Aerated Lagoon	- Not tendered yet	- Contract signed in May 1993. Feasibility study will be finished by mid-July; final design at end of October
Menia	Delga	USDC	Stabilization Pond	- Final design phase	- Finished and approved in January 1993
Luxor	Karnak	DR. MEDHAT SALEH	Joint City WWTP	- Final design phase	- Finished and approved in December 1992
New Valley	EL Gedidah	USDC	Stabilization Pond	- Final design phase	- Finished and approved in January 1993

WWTP = Wastewater Treatment Plant

NOPWASD = National Organization for Potable Water and Sanitary Drainage

tab4-c/gh

Source: Wilbur Smith Associates

**Table 3-3
PROJECTS UNDER CONSTRUCTION**

GOV. NAME	VILLAGE NAME	PROJECT DESCRIPTION	CONTRACT VALUE (LE)	ALLOCATION(LE)				% COMPLETION		REMARKS
				LD II	LP	SUPP. FUND	TOTAL ALLOC.	NOV 92	JUL 93	
BEHEIRA	NEKLA	Collec. Sys + WWTP (Aerated Lagoon)	635,600 1ST. STAGE 1,551,000 2ND. STAGE	1,550,000	636,600	900,000	3,096,600	65	100	All civil works for 2nd stage have been finished and the testing of aerators is underway. The 3rd stage (gravity sewers) was tendered on May 1993 and the construction was expected to be started July, 1993.
	WAKED	Extension Force Main + WWTP (Stabilization P.)	640,000 1ST. STAGE 1,134,755 2ND. STAGE	1,550,000	224,755	900,000	2,674,755	70	100	The const. of WWTP was finished and plant is ready for operation. The 3rd. stage (gravity sewers) was tendered on May 1993 and the construction was expected to be started on July, 1993.
	EFLAKA	Collection System	920,000	500,000	800,000	1,300,000	10	85	The extension of force main was awarded to the same contractor.	
DAMIETTA	SHARM SEH	Collection System	300,000 1ST. STAGE 337,000 2ND. STAGE	637,000			367,000	70	100	The project had preliminary takeover on Jan, 1993. A total allocation of LE 70,000 was assigned for gravity sewers extension.
DAKAHLIA	MEET EL AAMEL	Collection System	450,497 1ST. STAGE 355,500 2ND. STAGE	825,000		396,000	1,221,000	65	100	The 2nd. stage had preliminary acceptance but some faulty gravity sewers need work. The 3rd. stage (completion of gravity sewers) was tendered on June, 1993
	EL AZIZA	Collection System + WWTP (Aerated Lagoon)	1,350,000 1ST. STAGE	638,000	85,000	594,000	1,317,000	40	60	The installation of gravity sewers and rehabilitation works of P.S. was almost finished. The const. of WWTP was started and the excavation wks. have been finished.
FAYOUM	SANHOR	Collection System + WWTP (Trickling Filter)	2,350,000 1ST. STAGE	2,350,000		900,000	3,250,000	30	100	The project had preliminary takeover on Jan, 1993. An allocation of LE 900,000 was assigned for completion of gravity sewers and WWTP
GHARBYA	EBIAR	Collection System	2,300,000 1ST STAGE 1,551,000 2ND STAGE	1,215,000		1,100,000	2,315,000	5	60	The installation of main gravity sewers was finished and the installation of force main is still underway and also the erection of mech. works for P.S.
GIZA	ELBRAGIL	Collection System	2,300,000	560,000			560,000	85	100	The project had preliminary take over on April, 93

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**Table 3-3
PROJECTS UNDER CONSTRUCTION**

GOV. NAME	VILLAGE NAME	PROJECT DESCRIPTION	CONTRACT VALUE (LE)	ALLOCATION(LE)				% COMP LET ION		REMARKS
				LD II	LP	SUPP. FUND	TOTAL ALLOC.	NOV 92	JUL 93	
MENOUFYA	ESTANHA	Collection System	560,000	550,000			550,000	50	100	The project was completed and had preliminary acceptance.
	ELMAY	Collection System	780,000	1,032,000		500,000	1,532,000	50	100	The project was extended to include the sec P.S.
MINYA	TALAM	Collection System	1,246,600	970,000		600,000	1,570,000	65	80	The project is still behind schedule due to lack of cooperation of contractor
NEW VALLEY	EL QASR	Coll. System + WWTP (Stabilization P.)	897,000	1,000,000	80,000		1,080,000	85	100	The project was completed and had preliminary acceptance.
	EL RASHDA	Coll. System + WWTP (Stabilization P.)	750,000	500,000	250,000		750,000	70	100	The project was completed and had preliminary acceptance.
QALUBIA	RAMLA	Collection System	675,000	687,000			687,000	85	100	The project was completed and had preliminary acceptance.
	MOSHTOH	Collection System	1,167,610	1,191,000			1,191,000	85	100	The project was completed and had preliminary acceptance.
	K.SHBIN	Collection System	1,463,037	714,000		50,000	1,214,000	70	80	The project is still behind schedule.
	BATA	Collection System	1,301,900	352,666		252,000	604,666	65	90	The construction of 1st. stage was almost finished.
	WARWAR	Collection System	1,020,032	352,666		300,000	652,666	65	88	The construction of 1st. stage was almost finished.
	SHLAQAM	Collection System	1,700,000	352,667		375,000	352,667	40	85	The construction of 1st. stage was almost finished.
S. SINAI	SHARM ELSHIKH	Collection System	600,000	609,000			609,000	65	100	The project was completed and had preliminary acceptance.
	EL TOR		135,000	135,000			135,000	85	100	The project was completed and had preliminary acceptance.

Abbreviations: Gov. = Governorate
 WWTP = Wastewater Treatment Plant
 Supp. = Supplementary
 Alloc. = Allocation
 P.S. = Pumping Station
 Wks. = Works

Source: Wilbur Smith Associates

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reviewed operating records, assisted with procurement of spare parts, and, above all, provided hands-on guidance to the village level-personnel. To illustrate their effectiveness, it was necessary to summarize conditions at the beginning and end of the Transition Project.

Table 3-4 assigns ratings to 35 sewage collection/pumping systems in the categories of (i) condition of equipment; (ii) technical competence of staff and (iii) safety practices and equipment. Then, an overall rating is applied to each pumping station and a composite rating for each village. It is noted that the first two categories have received continuous emphasis in the technical assistance provided by the contractors throughout the life of the project but safety must always be foremost as an operational consideration when workers are dealing with deadly gases emanating from the sewage as well as the whirring machinery in the lift stations.

The current status is comprised of fourteen "Good" (75-84percent); fourteen "AVERAGE" (65-74 percent); three "EXCELLENT" (85-100 percent), and four "POOR" (50-64 percent). In comparing the assigned grades as of November 1992 and July 1993, it may be noted that no systems deteriorated (ie received a lower grade at the end of the period), whereas four systems were upgraded from "AVERAGE" to "GOOD" during this nine-month period. What this means is that, under the current system of contractor-provided on-the-job training, the 35 wastewater collection systems are providing satisfactory service.

3.4.5 Treatment Plants

The Contractor's process control specialist was in the field constantly assisting where help was needed, prodding village technicians to improve their performances, dealing with village chiefs to expedite procurement of hypochlorite or machinery parts, reviewing lab test results, and working with operators, engineers and officials to upgrade plant efficiencies.

Table 3-5 numerically evaluates 24 operating wastewater treatment plants in four governorates in the categories of (i) condition of equipment; (ii) technical competency of personnel; (iii) safety practices and equipment; and (iv) compliance with Law 48. Overall ratings are provided.. The current status is comprised of eleven "EXCELLENT" (85-100 percent); five "GOOD" (75-84 percent); four "AVERAGE" (65-74 percent), and four "POOR" (50-64 percent). Of the eleven facilities receiving the grade of "EXCELLENT", five were SOAF package extended aeration units, two were oxidation ditches, and four were stabilization ponds. Of the four plants designated as "POOR", three were Aqualife systems and the other was the overloaded stabilization pond at Adleya. This indicates that these village technicians have been trained to the extent that they can now successfully operate even semi-complex treatment technologies like activated sludge. The data also shows that Aqualife units are not proving to be effective.

3.4.6 Institutionalization By Development of Wastewater Departments

For most of the Transition Project, technical assistance advisors were unable to break through the administrative inertia at the governorate level. Finally, during the last three months, after repeatedly stressing that these wastewater departments are critical if the wastewater programs are to be viable after the end of the Transition Project, the Contractor's technical assistance representatives managed to get the secretary generals involved.

Table 3-6 is a brief summary of the status of the governorate-level wastewater departments in Beheira, Damietta, Menoufia, and Qaliubia. Beheira, as a direct result of a FAX sent by the Contractor to inform the Governor of the gravity of the situation, now has the attention of His Excellency, and many long-range plans for the wastewater department are being firmed up. Damietta has the most experience with this department, but progress is slow. The Department Chief, however, has been closely following the Contractor's special two-month water quality

Table 3.4

EVALUATION OF
OPERATIONAL PUMPING STATIONS AND SEWER SYSTEMS

W T E A M	UNACCEPTABLE	Points (0-49)	Grade U	PUMPING STATION														SEWER SYSTEM						MEASURED PROGRESS			
	POOR	(50-64)	P	NO. 1							NO. 2																
	AVERAGE	(65-74)	A	Condition of Equipment		Technical Compet. of Staff		Safety Pract. and Equip.		Overall Rating		Condition of Equipment		Technical Compet. of Staff		Safety Pract. and Equip.		Overall Rating		Techn. Compet. of Staff		Safety Pract. and Equip.		Overall Rating		Composite Rating	
	GOOD-	(75-84)	G																								
	EXCELLENT	(85-100)	E																								
GOVERNORATE Markaz/City		VILLAGE		Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov. 92	July 93		
DAMIETTA		El Khayata		P	A	A	A	A	C	A	A	-	-	-	-	-	-	-	-	A	A	G	G	A	A	A	A
		Adleya		G	E	G	G	G	G	G	G	G	G	G	G	G	G	G	G	A	G	A	G	A	G	G	G
Kafr Saad		Kafr El Ghab		A	G	G	G	A	G	A	G	A	G	G	G	A	G	A	G	G	G	A	G	G	G	A	G
		El Hastani		E	G	G	G	A	G	G	G	-	-	-	-	-	-	-	-	G	G	A	G	G	G	G	G
		Kafr Saad		E	E	G	G	A	G	G	G	-	-	-	-	-	-	-	-	G	G	G	G	G	G	G	G
		Kafr Soliman		E	E	G	G	A	G	G	G	-	-	-	-	-	-	-	-	E	E	A	G	G	E	G	E
		Meit Abu Ghaleb		E	E	G	G	G	G	G	G	-	-	-	-	-	-	-	-	G	G	A	G	G	G	G	G
El Zarka		Dakahlia		E	E	E	E	G	G	E	E	E	E	E	E	G	G	E	E	E	E	G	G	E	E	E	E
		Meit El Kholy		A	G	A	A	A	G	A	A	-	-	-	-	-	-	-	-	A	A	A	G	A	A	A	A
Faraskour		El Ghoniimiya		G	G	G	G	G	G	G	G	-	-	-	-	-	-	-	-	A	G	A	G	A	G	G	G
		El Rahamna		A	A	A	A	A	A	A	A	-	-	-	-	-	-	-	-	A	A	A	A	A	A	A	A
		Sharabas		A	G	G	G	A	G	A	G	-	-	-	-	-	-	-	-	G	G	A	G	G	G	A	G

tab4-3/gh

Table 3.4 (Cont'd)

EVALUATION OF
OPERATIONAL PUMPING STATIONS AND SEWER SYSTEMS

W W T E A M	UNACCEPTABLE	Points (0-49)	Grade U	PUMPING STATION																SEWER SYSTEM						MEASURED PROGRESS	
	POOR	(50-64)	P	NO. 1								NO. 2															
	AVERAGE	(65-74)	A	Condition of Equipment		Technical Compet. of Staff		Safety Practs. and Equip.		Overall Rating		Condition of Equipment		Technical Compet. of Staff		Safety Pract. and Equip.		Overall Rating		Techn. Compet. of Staff		Safety Pract. and Equip.		Overall Rating		Composite Rating	
	GOOD	(75-84)	G	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov. 92	July 93
	EXCELLENT	(85-100)	E																								
GOVERNORATE Markaz/City	VILLAGE			Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov. 92	July 93		
Faraskour (Ct'd)	Kafr El Arab	G	G	G	G	G	G	G	G	-	-	-	-	-	-	-	-	G	G	A	G	G	G	G	G	G	
	E1 Barasheya	E	E	E	E	G	G	E	E	-	-	-	-	-	-	-	-	E	E	G	G	E	E	E	E	E	
DAMIETTA N. Cities	E1 Roda	G	G	G	G	A	G	G	G	-	-	-	-	-	-	-	-	A	A	A	G	A	A	A	A	G	
	E1 Senw	G	G	G	G	G	G	G	G	-	-	-	-	-	-	-	-	G	G	G	G	G	G	G	G	G	
	Kafr El Battiekh	G	G	G	G	G	G	G	G	-	-	-	-	-	-	-	-	G	G	G	G	G	G	G	G	G	
MENOUFIA	Kom El Akhdar	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	
	Sahel El Gawaber	A	A	A	A	A	A	A	A	-	-	-	-	-	-	-	-	A	A	A	A	A	A	A	A	A	
NEW VALLEY	Bolaq	G	A	A	A	P	P	A	A	G	G	G	G	P	P	A	A	G	G	A	A	A	A	A	A	A	
	Baris	G	G	G	A	P	P	A	A	G	G	G	G	P	P	A	A	G	G	A	A	A	A	A	A	A	
	Balat	E	E	G	G	G	G	G	G	E	E	E	E	G	G	G	G	G	G	G	G	G	G	G	G	G	
SOUTH SINAI																											
Sharm El Sheikh	E1 Souk	A	A	A	A	P	P	P	P	-	-	-	-	-	-	-	-	A	A	P	P	P	P	P	P	P	

tab 4-3C/gh

Table 3.4 (Cont'd)

EVALUATION OF
OPERATIONAL PUMPING STATIONS AND SEWER SYSTEMS

W W T E A M	UNACCEPTABLE	Points (0-49)	Grade U	PUMPING STATION																SEWER SYSTEM						MEASURED PROGRESS	
	POOR	(50-64)	P	NO. 1								NO. 2															
	AVERAGE	(65-74)	A	Condition of Equipment	Technical Compet. of Staff	Safety Practs. and Equip.	Overall Rating	Condition of Equipment	Technical Compet. of Staff	Safety Pract. and Equip.	Overall Rating	Techn. Compet. of Staff	Safety Pract. and Equip.	Overall Rating	Techn. Compet. of Staff	Safety Pract. and Equip.	Overall Rating	Composite Rating									
	GOOD	(75-84)	G																								
	EXCELLENT	(85-100)	E																								
GOVERNORATE Markaz/City	VILLAGE	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov. 92	July 93				
Sharm El Sheikh (Cont'd)	EI Hadaba	A	A	P	P	P	P	P	P	-	-	-	-	-	-	-	-	A	A	P	P	P	P	P	p		
	Nadi Ryadat	A	A	P	P	P	P	P	P	-	-	-	-	-	-	-	-	A	A	P	P	P	P	P	p		
	EI Hay Senaa	P	P	P	P	P	P	P	P	-	-	-	-	-	-	-	-	A	A	P	P	P	P	P	p		
	Khalig Naama	-	E	-	G	-	P	-	A	-	-	-	-	-	-	-	-	G	-	P	-	P	-	A			
	Marina	-	E	-	G	-	P	-	A	-	-	-	-	-	-	-	-	G	-	P	-	P	-	A			
Dahab City	Main Station	E	E	G	G	P	P	G	G	-	-	-	-	-	-	-	-	G	G	P	P	A	A	A	A		
	Asula (Badw)	E	E	G	G	P	P	G	G	-	-	-	-	-	-	-	-	G	G	P	P	A	A	A	A		
Nuweiba City	Main Station	G	G	G	G	P	P	A	G	-	-	-	-	-	-	-	-	G	G	P	P	A	A	A	A		
	Subsidiary S.	G	G	G	G	P	P	A	G	-	-	-	-	-	-	-	-	G	G	P	P	A	A	A	A		
	Meena S.	G	G	G	G	P	P	A	G	-	-	-	-	-	-	-	-	G	G	P	P	A	A	A	A		

tab4-3d/gh

Table 3.4 (Cont'd)

EVALUATION OF
OPERATIONAL PUMPING STATIONS AND SEWER SYSTEMS

W W T E A M	UNACCEPTABLE	Points (0-49)	Grade U	PUMPING STATION																SEWER SYSTEM						MEASURED PROGRESS		
	POOR	(50-64)	P	NO. 1								NO. 2																
	AVERAGE	(65-74)	A	Condition of Equipment		Technical Compet. of Staff		Safety Practs. and Equip.		Overall Rating		Condition of Equipment		Technical Compet. of Staff		Safety Fracts. and Equip.		Overall Rating		Techn. Compet. of Staff		Safety Practs. and Equip.		Overall Rating		Composite Rating		
	GOOD	(75-84)	G																									
	EXCELLENT	(85-100)	E																									
GOVERNORATE Markaz/City		VILLAGE		Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov 92	Jul 93	Nov. 92	July 93			
- QALIUBIA		Kafr Gazar		A	A	G	G	P	P	A	A	-	-	-	-	-	-	-	-	G	G	P	P	P	A	A	A	
- FAYOUM		El Nazla		E	E	G	G	P	P	A	G	-	-	-	-	-	-	-	-	G	G	A	A	A	G	A	G	

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Abbreviations:

- Compet. = Competency
- Practs. = Practices
- Equip. = Equipment
- Techn. = Technical

tab4-3e/gh

Source: Wilbur Smith Associates

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Table 3.5

EVALUATION OF
WASTEWATER TREATMENT PLANTS

Page 1 of 2

UNACCEPTABLE	Points (0-49)	Grade U	RATED PARAMETERS								PROGRESS	
			Condition Of Equipment	Technical Competency Of Personnel	Safety Practices & Equipment	Compliance With Law 48	Rating Nov. 1992	Rating July 1993	Nov. 92		July 93	
Nov. 92	July 93	Nov. 92							July 93			
Nov. 92	July 93	Nov. 92							July 93			
Nov. 92	July 93	Nov. 92							July 93			
Nov. 92	July 93	Nov. 92							July 93			
POOR	(50-64)	P	Nov. 92		July 93		Nov. 92		July 93		Nov. 92	July 93
AVERAGE	(65-74)	A	Nov. 92		July 93		Nov. 92		July 93		Nov. 92	July 93
GOOD	(75-84)	G	Nov. 92		July 93		Nov. 92		July 93		Nov. 92	July 93
EXCELLENT	(85-100)	E	Nov. 92		July 93		Nov. 92		July 93		Nov. 92	July 93
GOVERNORATE Markaz/City	PROJECT		Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93
AMIETTA El Zarka	El Serw		G	E	E	E	E	E	E	E	E	E
	Mait El Kholy		A	E	P	A	G	E	G	E	A	G
	Daqahla		A	G	G	E	G	E	A	A	A	G
Faraskour	Kafr El Arab		A	G	A	A	P	A	A	G	A	G
	Sharabas		E	E	G	E	G	E	E	E	E	E
	El Rahma		A	A	P	P	A	A	A	G	A	A
	Barasheya		A	A	A	G	A	G	P	P	A	A
	Ghonimiya		G	G	A	G	G	G	G	G	G	G
Kafr El Battiekh	Kafr El Battiekh		A	G	A	E	G	E	G	E	A	E
Damietta	Adleya		-	-	P	A	A	A	U	U	P	P
	El Khayata		A	G	P	G	A	G	P	A	A	A
Roda	El Roda		G	E	G	G	G	G	G	E	G	E
Kafr Saad	Kf Saad El Balad		P	A	P	P	P	P	U	U	P	P
	Mait Abu Ghaleb		G	E	G	G	G	G	G	E	G	E
	Westani		E	E	E	E	E	E	E	E	E	E
	Kafr Soliman		E	E	E	E	E	E	E	E	E	E

tab4-4/gh

EVALUATION OF
WASTEWATER TREATMENT PLANTS

W W T E A M	Points		Grade U	RATED PARAMETERS								PROGRESS	
	UNACCEPTABLE	(0-49)		Condition Of Equipment	Technical Competency Of Personnel	Safety Practices & Equipment	Compliance With Law 48	Rating Nov. 1992	Rating July 1993				
	POOR	(50-64)	P										
	AVERAGE	(65-74)	A										
	GOOD	(75-84)	G										
EXCELLENT	(85-100)	E											
GOVERNORATE Markaz/City	PROJECT		Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93	Nov. 92	July 93	
SOUTH SINAI	Sharm El Sheikh		NA	-	A	A	A	A	P	A	P	A	
	Dahab		NA	-	G	G	A	A	E	E	G	G	
	Nuweiba		NA	-	A	G	A	A	E	E	G	E	
MENOUIA	El Kom El Akhdar		P	A	A	A	A	A	U	U	U	P	
	Sahel El Gawaber		P	A	G	G	A	A	U	U	U	P	
NEW VALLEY	Balat		NA	-	G	G	A	A	E	E	G	E	
	Bolaq		NA	-	G	G	A	A	E	E	G	E	
	Baris		NA	-	-	G	-	A	-	E	-	E	

tab4-4B/gh

NA = Not Applicable

Source: Wilbur Smith Associates

Table 3.6

EVALUATION OF WASTEWATER DEPARTMENTS
AS OF JULY, 1993

GOVERNORATE	ADMIN. LOCATION OF DEPARTMENT	PLANNING CAPACITY	MONITOR CONSTRUCTION	PROVIDE MAINTENANCE ASSISTANCE	CREDIBILITY AT GOVERNORATE LEVEL	OVERALL RATING
BEHEIRA	HOUSING	A	G	P	A	A
DAMIETTA	DEWAN AAM	A	A	G	A	A
QALIUBIA	DEWAN AAM	A	A	P	A	A
MENOUFIA	ENGI-NEERING AFFAIRS DEWAN AAM	P	P	P	P	P

tab4-6/gh

KEY U = Unacceptable
P = Poor
A = Average
G = Good
E = Excellent

Source: Wilbur Smith Associates

testing program, and he will now be in a better position to evaluate Ministry of Health reports which are discrediting the operation of the Damietta treatment plants. He has recently attained a degree of credibility with the Secretary General and, within the next month, will have several engineers and technicians added to his staff. In both Qaliubia and Menoufia, new leaders of the wastewater departments have just been appointed, and things could start to improve.

3.4.7 Improvement of Lab Test Results

In order to resolve the differences between test results coming from Enaneya Laboratory and the Ministry of Health Lab in Damietta, the Contractor conducted a two-month special wastewater quality field study of the sixteen operating wastewater treatment plants in Damietta. The samples were tested, not only for the routine biochemical oxygen demand and suspended solids values, but also for a broad range of parameters to illustrate how the plants were functioning and what chemical biological processes were taking place. Although little cooperation was received from the officials at the Ministry of Health, the lab personnel at Enaneya were glad to participate in the program. Enaneya technicians received additional training in standard test procedures, and this lab was then rated as fully qualified and reliable.

Operators received special "hands-on" training in making up "composite" samples, which are considered much more representative of actual influent and effluent conditions than "grab" samples. The two months of extensive data collected from the 16 operating wastewater treatment plants in Damietta firmly established that the plants, by and large, are meeting the standards of Law 48 and are performing in an acceptable fashion.

3.4.8 Remedial Works

In another special program, the Contractor's technical assistance advisors employed a design engineer and developed a full set of tender documents for the proposed remedial construction at four plants in Damietta and two plants in Menoufia. This was a major design effort done in-house by the Contractor for the governorate wastewater departments. These tender packages, which have been submitted to the governorates for their use when funds are available, are complete bidding documents and include contract sections, technical specifications, engineering drawings, bills of materials and cost estimates.

3.5 CONSTRAINTS

Inherent in such a pilot program in a rural setting was the inexperience and lack of background of the personnel. During the early months of the Transition Project, the participating operators, technicians, engineers, and administrators were often unable to move forward unless continuous on-the-job training was provided. Examples of constraints were:

- 3.5.1 Design and Sectorial Planning - In many cases, the governorate officials and the consultants for design and sectorial planning were operating in an atmosphere of mutual mistrust as neither party was fully cognizant of their own contractual obligations.
- 3.5.2 Design Process - The design process did not recognize the realities of conditions in Egyptian villages. The optimum wastewater treatment technology for rural Egypt is the land intensive stabilization pond because it minimizes the complexity and the cost of the operation and maintenance. Currently, this fact is obscured because the village people do not pay for operation and maintenance. Instead, the cost of personnel is borne by Bab I and the responsibility for electric power (a very costly item for the activated sludge process) is now being temporarily subsidized by the electric power authority. The one item which is contributed

by the villages is the land for the plant, and, needless to say, they want to minimize the procurement of costly farm land. This then forces the designers to select technologies which are power consuming, equipment-intensive and, thus, completely inappropriate for these villages. In the future, when the villages must pay electric power bills as high as LE 10,000/month, their predictable reaction will be to save money by turning off the aerators.

- 3.5.3 **Construction Defects** - Several of the wastewater treatment plants had been constructed with minor built-in construction defects which were adversely effecting the operations. In Damietta, the stabilization pond at Adleya and the oxidation ditch at Kafr El Battiekh needed adjustment of the hydraulic profile. In the same governorate, the desludging systems for the anaerobic tanks at both Kafr Saad El Balad and El Barasheya were functioning poorly and required upgrading. In Menofia, two Aqualife plants, which had been constructed without anaerobic tanks, were proving very inefficient in reducing biochemical oxygen demand and suspended solids. There was a need for a small remedial construction program in these two governorates to correct these deficiencies.
- 3.5.4 **Contractors** - Some construction contractors failed to demonstrate any pride in their workmanship, with the result that quality disputes stretched out the work beyond the contract completion dates.
- 3.5.5 **Training** - Although Chemonics in previous years had conducted extensive wastewater treatment training, new systems were coming on line, and the designated operators and engineers had no actual operational experience. Moreover, in many of the operating sewage collection systems, there was an obvious need for refresher training in maintenance of the lift stations. This requirement for training, perhaps in the form of two- or three-day workshops, would augment the on-the-job training provided.
- 3.5.6 **Laboratory Testing** - In Damietta, where wastewater tests were being run by two laboratories, Ministry of Health and Enaneya, there was often a lack of uniformity of results. Test results for important parameters, such as biochemical oxygen demand and suspended solids, from grab samples taken in a plant on the same day, showed wide variances. Thus, the efficiencies of the various plants were in question.
- 3.5.7 **Law 48** - In belatedly taking steps to implement the widely ignored Law 48, both the Ministry of Irrigation and the Ministry of Health were obstructing the construction and operation of rural wastewater systems. In Beheira Governorate, the Ministry of Irrigation refused to allow either effluent from treatment plants or sewage from pumping stations into agricultural drains. Of course, this was not a logical decision as, prior to the construction of the improvement project, all of the village sewage had gone into the same agricultural drain with no official notice. In Damietta Governorate, the Ministry of Health, whenever their tests of the wastewater samples indicated even a slight violation of the Law 48 standards, sent notices to the governorate asking that the plant be shut down. A "catch 22" situation resulted, in that any action to improve the quality of the wastewater was being opposed by these two confused Ministries.
- 3.5.8 **Wastewater Department** - In three of the governorates, a wastewater department had been tentatively established, but there was no real recognition. The administrative location of the department, whether it was under the Housing Department, a part of the Water Company, or directly under the control of the Secretary General, was uncertain. Some engineers assigned to this department claimed that they were not receiving their incentives, and other assigned civil engineers had no desire to work in the wastewater field.

3.6 RECOMMENDATIONS

3.6.1 Circuit Riders

Dr. Kaz Kawata, Special Advisor to USAID on the pilot rural wastewater program, has identified that there is a continuing need for on-the-job training at wastewater systems in Egypt. Although operators have received both formal and informal training, the problems which often arise with treatment upsets at the plants or machinery failures in the pumping stations could overwhelm village technicians. As a solution, Dr. Kawata recommended a system, now in use in America, which uses "Circuit Riders" to provide assistance to operators of small plants. These American Circuit Riders come from a pool of experienced operators and engineers (maybe retired) who are sent by the state officials to trouble spots in small towns. They look at plant cleanliness, trouble-shoot problem areas, analyze lab records, provide on-the-job training and technical guidance, and, in general, deliver essentially the same services which have been continuously furnished by the Contractors during the years of the LD II Provincial and LPDP programs, but on a much reduced scale.

Here in Egypt, it is strongly recommended that a contractor be employed for a minimum of two years to assist the embryonic governorate wastewater departments and the operators and technicians at the village level. The results would be to enhance the possibility of sustainability of the rural wastewater facilities currently in place.

3.6.2 Economic Analysis

In all future designs, it is strongly recommended that the consulting engineers, during the pre-design period, must be required to provide a 20-year life cycle analysis of the proposed treatment facilities and to compare this total cost with that of the stabilization pond technology. If the governorate officials were made aware of the downstream maintenance and operating costs of such high-tech treatment approaches as activated sludge, they would act in a more financially conservative manner, and they would embrace the technology of the waste stabilization pond as the most appropriate solution for rural wastewater treatment facilities in Egypt. The giving of this advice could be one of the duties of the Circuit Riders.

SECTION 4

MANAGEMENT INFORMATION SYSTEM (MIS)

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MANAGEMENT INFORMATION SYSTEM (MIS)

4.1 STATUS AT START OF PROJECT

4.1.1 Organization

In fourteen provincial governorates, the LD II Program created MIS units within the Development Department under supervision of the Development Director (see Table 4.1). These MIS units were intentionally segregated from the MIS Center directed by the governorate MIS Director. In some cases, their only mission was the generation of quarterly project progress reporting data. In two governorates Giza and Qaliubia, LD II created two MIS units, one under supervision of the MIS Director, the other under supervision of the Development Director. In both cases, the only duty of the Development Department computer section was the generation of quarterly progress report data. The remaining ten governorates and Luxor City had one MIS unit under supervision of the governorate MIS Director. In these MIS units, LD II activities had wisely been combined with other governorate MIS functions.

While the MIS staffs of the MLA and MSA had participated in some LD II contractor activities in the final year of the LD II Program, they were not prepared functionally or technically to assume the contractors' technical assistance role for ongoing LD II systems in the governorates.

4.1.2 Systems

Dozens of small to medium-sized systems had been or were being developed in the governorates with direct (i.e., supervision) and indirect (i.e., training) assistance from the LD II contractors (see Table 4.2). Despite these efforts at building sustainable MIS units, most governorates remained dependent on outside assistance for planning and training, and for routine technical support.

Both LD II Urban and LD II Provincial contractors had developed separate, incompatible project progress reporting systems for USAID and the MLA. An extraction/conversion utility was written for the urban governorates to provide compatibility at the aggregate level with data produced by the provincial system. Similarly, a consolidation utility was developed for the MLA, which produced the consolidated Quarterly Progress Report at the central level. These reporting systems and utilities were installed and running successfully at the central level and in all governorates, with the exception of Luxor City.

A third project reporting system had been developed for the MSA Private Voluntary Organization program by another LD II contractor. This PVO Fund Tracking System was installed in all but six Regional Federation offices. Problems with the system were being reported by the PVO headquarters in Cairo and several governorates.

A considerable amount of work remained to finish the Agriculture Tax System in Giza Governorate. The automated Kardex and Vehicle Maintenance Systems were installed in only three of six urban governorate central operations and maintenance (O&M) garages. Installation of a new version of the Local Revenue System was left incomplete in the provincial governorates.

Table 4.1

ORGANIZATIONAL LOCATION OF MIS UNITS CREATED BY THE LD II PROGRAM¹

Governorate	Under MIS Director	Under Development Director	QPR Only Mission of Development Computer Section
Alexandria	x		
Assiut		x	
Aswan		x	
Beheira		x	
Beni Suef		x	
Cairo	x		
Dakahlia		x	
Damietta	x		
Fayoum		x	x
Gharbia		x	
Giza	x	x	x
Ismailia	x		
Kafr El Sheikh		x	x
Luxor	x		
Matrouh		x	x
Menia	x		
Menoufia		x	x
New Valley		x	
North Sinai	x		
Port Said	x		
Qaliubia	x	x	x
Qena		x	x
Red Sea	x		
Sharkia		x	x
Sohag		x	
South Sinai	x		
Suez	x		

Note 1: Chart represents status in November 1992. By the end of the Contract period Menoufia had combined MIS units under the MIS Director, and Kafr El Sheikh, Matrouh, and Qena Development MIS units were attempting to expand activities beyond the QPR.

QPR = Quarterly Progress Report

Source: Field Trip Reports

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Table 4.2
 EXAMPLES OF SYSTEMS BUILT BY THE GOVERNORATES¹

Governorate	Systems
Alexandria	Housing Allocation, Library, Governor Decrees
Assiut	Payroll, Animal Husbandry
Cairo	Inventory Control, Technical Schools
Damietta	Road Tracking, BAB III Tracking
Giza	Cemetery Plot Sales, District Shop Licenses
Luxor	Tourism, VIP Visitors, Education
Menia	Payroll/Personnel, Honey Productivity
New Valley	Payroll, Housing Loans, Income of Retirees
North Sinai	Resorts Reservations, Land Management
Port Said	District Needs Assessment, Investment Projects, Customs and Free Zone Activities
Qaliubia	Water Utility Billing, School Teachers
Red Sea	Personnel System ("Form 132")
South Sinai	Quarries, Payroll, Personnel, Education, Housing
Suez	Agricultural Cooperatives, Fisheries, Food Subsidies, Complaints

Note 1: This list is by no means all inclusive. Some governorate MIS units have developed six to ten complete systems in the past two years. The listed systems are not necessarily the most important, most recent, or "best" systems developed by the governorates, but are included here to give an idea of the range of information which is being gathered.

Source: Field Trip Reports

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4.1.3 Equipment

Both urban and provincial governorate MIS units had received new computer equipment and software in the final months of the LD II Program. At least ten new pieces of hardware were distributed to each governorate, including computer sets, dot matrix and laser printers, plotters, scanners, modems, and other peripherals. In addition, six to ten new software packages were delivered, including word processing, spreadsheet, data base management, report generator, local area network, memory manager, modem communication, anti-virus, and Arabic utility software. The LD II contractors and vendors did not have time to ensure proper set-up and configuration of the new equipment and software at all sites. Training for the new software was also inadequate or non-existent.

LD II contractors had demobilized twenty-four computer sets and sixteen printers, with assorted peripherals and some software, to the MLA. Thirty-nine computer sets, seventeen printers, related peripherals, and software were demobilized to the six urban governorates by the LD II Urban contractor.

The Technical Assistance Project No. 263-0182 contract mandated that the selected Contractor demobilize all LD II Urban computer equipment and software, move to offices previously occupied by the departing LD II Provincial contractor, and mobilize computer equipment and software transferred to the selected Contractor.

4.2 OBJECTIVES

Objectives are outlined below. Specific action plans, results, constraints and recommendations, as pertinent, are presented for each work objective in the following sections.

4.2.1 On-Site Technical Assistance to Governorates

Provide on-site technical assistance to the twenty-six governorates and Luxor City for LD II computer equipment, software, applications, and independent system development efforts. Give special attention to systems devoted to local resource mobilization (i.e., Local Revenue, Water Billing, and Agriculture Tax Systems).

4.2.2 Technical Assistance to Ministries

Prepare the MLA and MSA MIS staffs to assume responsibility for maintenance of ongoing LD II systems, coordination of training programs, and routine trouble-shooting and follow-up in the governorates.

4.2.3 Quarterly Progress Report System

Support and strengthen the Quarterly Progress Report System at the MLA and in the governorates.

4.2.4 PVO Fund Tracking System

Install the MSA Private Voluntary Organization Fund Tracking System in Regional Federation offices where the system was not previously installed (i.e., Beni Suef, Cairo, Ismailia, Kafr El Sheikh, Red Sea, and South Sinai Governorates), and follow-up trouble reports elsewhere.

4.2.5 Training Roster System

Enhance the existing LD II Urban Training Roster System to track Training Block Grant courses and funds, and distribute the revised system to Training Departments in all governorates.

4.2.6 O&M Systems

Expand computerization of maintenance and parts control systems to central operations and maintenance (O&M) garages in other governorates.

4.2.7 Equipment

Monitor the effectiveness of the vendors' warranty agreements and equipment service contracts for the new computer equipment provided to the governorates.

Mobilize the computer equipment and software transferred to the selected Contractor by the LD II Provincial contractor. Maintain the equipment during the Contract period and demobilize all hardware and software to the MLA by Contract end.

4.3 ACTION PLAN

4.3.1 On-Site Technical Assistance to Governorates

Assign each Contractor MIS staff member responsibility for one of six geographic regional divisions, plus ultimate responsibility for one or more specific LD II systems. If an LD II system in a particular governorate requires more than routine support, the assistance of the staff member responsible for that system is enlisted, regardless of geographical location.

Finish the Agriculture Tax System, a local resource mobilization effort in Giza Governorate. Expand implementation of two other completed local resource mobilization systems, the Local Revenue and Water Billing Systems.

4.3.2 Technical Assistance to Ministries

Gradually transfer responsibility to the MIS departments of the MLA and MSA for maintaining LD II systems, for planning and scheduling governorate visits, and for providing ongoing technical assistance to the governorates.

Assign one Contractor MIS staff member to overall coordination of MIS activities with counterparts at the MLA. Charge another with all assistance to the MSA and their PVO Fund Tracking System.

Coordinate visits to governorate MIS units with the MIS staffs of the MLA and MSA. Make efforts to transfer field knowledge and technical experience to Ministry MIS staffs during these combined visits.

Create a central software library of systems developed by LD II contractors and governorate MIS units at the MLA MIS Center to provide a ready reference and a central distribution point for interested governorates.

Establish a properly equipped computer training classroom at the Sakkara Local Development Center for providing advanced training to MLA and governorate MIS staffs.

Provide the MLA MIS staff with formal classroom training in selected software and LD II systems to prepare them for ongoing technical support of these systems.

Assist the MLA MIS Department to expand the LD II Urban MIS Committee concept into a national forum open to all governorates, for facilitating the exchange of ideas and experience and increasing cooperation between the Ministry and the governorate MIS units.

4.3.3 Quarterly Progress Report System

Provide whatever assistance necessary to the MLA MIS Center for ensuring the timely production of the Quarterly Progress Report. Make resolution of Quarterly Progress Report System problems a priority during governorate visits. Implement the Quarterly Progress Report System in Luxor City.

Assist with installation of modems at the MLA MIS Center and in the governorates, and provide communications software training. Help the MLA create a telephone-based network for transmitting Quarterly Progress Report data and updated versions of LD II systems, and for sharing other information and systems.

4.3.4 PVO Fund Tracking System

Make any necessary enhancements to the system, install the system in Regional Federation offices of Beni Suef, Cairo, Ismailia, Kafr El Sheikh, Red Sea, and South Sinai Governorates, and respond to any trouble reports.

4.3.5 Training Roster System

Review training systems developed by other LD II contractors which tracked Training Block Grants. Discuss Training Block Grant system requirements with the Contractor's Training Team. Make necessary modifications to the existing LD II Urban Training Roster System, pilot test the enhanced system in several governorates, follow-up with any final changes, then revise the documentation and distribute the software and documentation to all governorates.

4.3.6 O&M Systems

Install the automated Kardex and Vehicle Maintenance Systems in central operations and maintenance (O&M) garages having the necessary computer equipment, support, and interest.

4.3.7 Equipment

The Standardata urban contract contains a two-year warranty, but no routine service provision. The Computek provincial contract includes concurrent two-year warranty and two-year monthly on-site service provisions. Survey the governorates during routine visits to determine if the vendors are complying with the contract warranty and service terms.

Receive, test, inventory, and install or store over fifty computer sets, forty printers, and dozens of related peripherals and software packages transferred to the Contractor by the departing LD II Provincial contractor. Maintain the equipment during the Contract period. Prepare all equipment for transfer to the MLA by cleaning, checking, and, if necessary, repairing the equipment. Transfer all hardware and software to the MLA by Contract end.

4.4 RESULTS

4.4.1 On-Site Technical Assistance to Governorates

Contractor MIS team members spent over four hundred days in the field during the Contract period, visiting governorate MIS units. Technical assistance consisted of on-the-job software training (for DOS, Clipper, Quattro Pro, dBASE, FoxPro, Arabic and other utilities, etc.), planning for new or expanded implementations of LD II systems, new system development efforts, and equipment and software set-up/configuration and problem resolution. This nine-month nation-wide MIS effort was unprecedented in its scope. It leaves governorate MIS units in a position to sustain and carry forward the information processing and management transformations begun in the governorates by the LD II program.

Solid progress was made towards expanding implementation of two local resource mobilization systems in the governorates. Nine governorates received technical and training support for new or existing implementations of the Water Billing System. The Agriculture Tax System was completed late in May and is operational in a pilot tax center in Giza Governorate. The Giza MIS Center is ready to install and support the system in additional tax centers as facilities and computer equipment become available. Unfortunately, for reasons stated in section 4.5.1, further implementations of the Local Revenue System were not undertaken.

Though absent from the original scope of work, creation of an Office of Management and Economic Development in Ismailia became a priority task. The office is not yet fully functional - partly because formal central government approval has not been received - but considerable progress was made. The new office commenced operations on April 1, 1993. Six staff were selected and assigned to the new office. Demobilized LD II computer equipment was "reassigned" to the new office by the Governor and Contractor MIS staff installed, configured, and tested the equipment at its new location. The Current Budget Development and Program Budget Systems were installed and basic training in their use was provided. Automating the expenditure side of the budget was the first task for the new office. A new system to track the governorate's financial status (Governorate Financial Status Tracking System) was therefore developed and installed by Contractor MIS staff. The system was designed to provide decision makers with the daily status of the governorate's budget situation. The system (1) automates the expenditure side of the budget, including BABs I, II, III, and IV, down to the cost center level, and (2) handles revenues.

4.4.2 Technical Assistance to Ministries

Despite constraints mentioned in section 4.5.2, the Contractor's MIS team was persistent in its efforts to properly prepare the MLA MIS staff to assume the technical support role for ongoing LD II systems as originally envisioned in the MIS work plan. Contractor MIS staff conducted ten days of intensive hands-on classroom training for the MLA MIS staff in May 1993. This training was a comprehensive presentation of the software that is the language basis for the LD II systems. System software (source and executable code) and related documentation for the latest versions of both urban and provincial LD II systems have been delivered to the MLA MIS Center (see Table 4.3). Although creation of a computer training classroom at the Sakkara Local Development Center was not achieved, the profile of such a facility was presented by the Contractor in a letter to the Secretary General of the MLA in February 1993. The same letter contained an outline for a comprehensive software training program, applicable to both Ministry and governorate MIS staff. Furthermore, the MLA has received enough computer and presentation equipment from contractor demobilizations to outfit several training centers. With all of this, plus over twenty MIS staff, a state-of-the-art data center under construction at Sakkara, and some of the latest IBM and Apple hardware and software on the market, the MLA MIS Department has the capacity to support ongoing LD II systems at the

Table 4.3
LD II SYSTEMS SOFTWARE¹

System Title	System Synopsis	System Developer	Current and Prospective Users	Number of Installations
Quarterly Progress Report	Tracks status of provincial projects	Chemonics	Development Departments	Active: 20 provincial govts., Giza, Qaliubia, Luxor
Project Tracking	Tracks status of urban projects	Wilbur Smith	Planning & Follow-Up Departments	Active: 6 urban governorates
Consolidated QPR	Consolidates provincial and urban project status data	Wilbur Smith, Chemonics	Ministry of Local Administration and USAID	Active: Ministry of Local Administration
Sub-Project Rating	Evaluates sub-project completion status	Wilbur Smith	Development, Planning & Follow-Up Depts.	Active: 6 urban governorates
Local Revenue	Records tax payer, collector, and local fee collection data, and prepares bills	ArabSoft, Chemonics	Local Revenue Departments	Active: 0 govts., 0 sites Inactive: 8 govts., 58 sites
Water Billing	Records customer, collector, and fee collection data, and prepares bills	Chemonics, Damietta	Local Revenue Departments	Active: 9 govts., 36 sites Inactive: 3 govts., 11 sites
Agriculture Tax Collection	Tracks agricultural property taxes and records agricultural land and ownership data	Wilbur Smith, Giza	Tax Centers, Planning & Follow-Up Depts.	Active: Giza Governorate
Training Roster	Tracks persons, courses, trainers, budget data, and Training Block Grant data	Wilbur Smith, SPAAC	Training Coordinators	Active: distributed to 26 governorates + Luxor, but unknown
Kardex Spare Parts	Automates the spare parts inventory system	Wilbur Smith	Operations & Maintenance Garages	Active: Alexandria, Cairo, Giza O&M garages
Vehicle Maintenance	Tracks the repair history of vehicles	Wilbur Smith	Operations & Maintenance Garages	Active: Alexandria, Cairo Inactive: Giza
District Needs Assessment	Evaluates infrastructure needs for investment planning	Wilbur Smith, Port Said	District Planning & Follow-up Departments	Active: 6 urban governorates
Current Budget Development	Develops annual proposed budget for Ministry of Finance	Wilbur Smith	OMED, Budget Departments	Active: 4 urban + Ismailia Inactive: Cairo, Port Said
Program Budget	Records planned program output using gov. cost centers	Wilbur Smith	OMED, Budget Departments	Active: Port Said, Qaliubia Inactive: 4 urban govts.
Capital Investment Planning	Develops estimated budget for capital equipment	Wilbur Smith	OMED, Planning & Follow-Up Departments	Active: 0 governorates Inactive: 6 urban govts.
Governorate Financial Status Tracking	Tracks BAB I, II, III expenditures and cost center revenues	Wilbur Smith	Financial units	Active: Ismailia, Red Sea Governorates
BAB III Tracking	Tracks projects financed by the BAB III budget	Damietta, Wilbur Smith	Planning & Follow-Up Departments	Active: Damietta Governorate
Contractor Tracking	Records contractor basic and performance data	Chemonics, Ismailia	Development, Planning & Follow-Up Depts.	Inactive: Ismailia Governorate
Road Tracking	Records the road and utility line data	Damietta, Wilbur Smith	Road Directorates, Plan. & Follow-up Depts.	Active: Damietta, Aswan Governorates

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Table 4.3 (Cont'd)
LD II SYSTEMS SOFTWARE¹ CONTINUED

System Title	System Synopsis	System Developer	Current and Prospective Users	Number of Installations
Housing Rent Collection	Records rent collection of rent for government housing	Port Said, Wilbur Smith	District Housing Collection Departments	Active: Port Said Governorate
Housing Allocation	Allocates government housing to the most needy applicants	Alexandria, Wilbur Smith	Housing Departments	Active: Alexandria Governorate
Inventory Control	Tracks fixed assets and consumable items in warehouses	Cairo, Wilbur Smith	Inventory Control Departments	Active: Cairo Governorate
Personnel Affairs	Records employee data: group, grade, promotions, and pay	Damietta, Wilbur Smith	Personnel and Financial Departments	Active: Damietta, Ismailia Governorates
Agricultural Cooperative Management	Records land and owner data for controlling membership in agricultural cooperatives	Suez, Wilbur Smith	Planning & Follow-up Departments	Active: Suez Governorate
Land Management Information	Records land use, parcel, and demographic data	Wilbur Smith	Land Management Units	Active: Port Said Inactive: 5 urban govts.
PVO Fund Tracking	Tracks status of private voluntary organization projects	DAC, SPAAC	Ministry of Social Affairs and USAID	Active: Ministry of Social Affairs + 26 govts.

Note 1: Software and documentation for all systems except Capital Investment Planning, Governorate Financial Status Tracking, Contractor Tracking, Housing Rent Collection, Personnel Affairs, and PVO Fund Tracking, have been delivered to the MLA MIS Center.

QPR = Quarterly Progress Report
PVO = Private Voluntary Organization
OMED = Office of Management and Economic Development

Sources: Field Trip Reports and LD II Provincial and Urban Final Reports

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central and governorate levels.

Technical assistance to both the MLA and governorate MIS units culminated in a three day MIS Conference, held at the Sakkara Local Development Center in June 1993. Contractor MIS team provided intensive assistance for the conference, including: (i) selection of attendees, (ii) preparation and distribution of agenda and conference materials, (iii) budget preparation and per diem payments, (iv) conference hall equipment set-up, (v) system presentations, and (vi) input for roundtable discussions and conference recommendations. MLA MIS showed initiative and competence in their presentations and management of conference activities. Sixty representatives attended from the twenty-six governorates and Luxor City. They included the Development Department Director and one LD II systems computer specialist from each governorate, plus the MIS director from several governorates. Opening speeches were given by the Secretary General of the MLA, Contractor Chief of Party, and a USAID representative. Selected LD II and governorate systems were presented and demonstrated. The MLA MIS staff presented modifications to the Quarterly Progress Report System. A Contractor-prepared information booklet was distributed which contained descriptions of LD II and selected governorate systems, explanations of "fixes" for the most common hardware and software configuration problems, and outlines for implementing data management procedures and MIS work plans. Evening sessions were devoted to discussions about the post-Contractor environment. One result was the formation of a committee which presented a list of recommendations on the final day. Generally, the recommendations suggested ways to support and strengthen the governorate MIS units through cooperation, sharing of completed systems, use of modem communications, exchange of experience and information, and use of the Training Block Grant funds and other available sources for MIS training. The most important product of this conference was the dialogue established between the MLA and the governorate MIS units. The conference was a model for future national MIS forums.

The MSA has only one LD II system, the PVO Fund Tracking System. Since the fourth funding cycle has ended and a fifth cycle will not occur, the Ministry's only interest in this system was completion of fourth cycle reporting. To this end, Contractor MIS staff devoted intensive efforts, including modifications to the existing system, installation of the system and/or follow-up in Regional Federation MIS units in fourteen governorates, and rendering of the necessary training. Early in the Contract period, the MSA expressed a desire to create additional systems that would be useful to the central and regional offices after LD II. Contractor MIS staff proposed a plan for development of the requested systems which included comprehensive training for MSA MIS staff, co-development of the systems, and combined field trips for installing the systems in Regional Federation offices. The goal was to make the new systems MSA-built and supported from the beginning. The MSA did not respond to this opportunity.

4.4.3 Quarterly Progress Report System

In general, the Quarterly Progress Report System continued to run successfully with little intervention. The Contractor's MIS team worked diligently to ensure that this cornerstone of LD II remained operational and stable at all sites.

Assistance for hardware and software configuration was provided to some governorates to permit proper operation of the Quarterly Progress Report System on the new equipment. Minor modifications were made to the Project Tracking System in some urban governorates. The Quarterly Progress Report System was implemented (installation and training) in Luxor City.

The Contractor provided a variety of assistance to the MLA for producing the Quarterly Progress Reports for December 1992 and March 1993. This included everything from making

requested modifications to the consolidated reporting utility and delivering governorate Quarterly Progress Report data diskettes, to photocopying and binding the reports and delivering them to USAID.

4.4.4 PVO Fund Tracking System

The MSA system was successfully installed in the six governorates lacking the system, (completed in May 1993). Training in use of the system, and for some DOS and dBASE commands, was provided. Reported problems with the system were followed up and resolved in eight additional governorates and at MSA headquarters. Technically, nothing now hinders the MSA from completing fourth cycle reporting.

4.4.5 Training Roster System

The enhanced Training Roster System was pilot tested in four governorates, two urban and two provincial, in April and May 1993. Final modifications and revised documentation were completed in June. The enhanced system was presented and demonstrated, and copies of the revised software and user documentation were distributed to all governorates at the MIS Conference in June. Visits were made to the six urban governorates to ensure a smooth transition from the old system to the new. Contractor MIS staff visits to the governorates in July included a follow-up check of the system for proper installation and operation.

4.4.6 O&M Systems

Requests were originally received from Beheira, Beni Suef, and New Valley governorates for installation of the Kardex and/or Vehicle Maintenance Systems. After reviewing the situation with the two systems installed in other governorates, the decision was made in March 1993 not to undertake new installations of the systems. Experience indicated that O&M sites seldom received adequate support or training from governorate MIS units. Consumable supplies (paper, ribbons, diskettes, etc.) were often unavailable. Neither the Kardex nor the Vehicle Maintenance System is bi-lingual;

the user documentation is in Arabic, but the systems themselves display and report only in English. For all of these reasons, use of the systems was problematic and unlikely to continue without contractor support. Technical assistance was, however, continued to sites where the systems were previously installed.

4.4.7 Equipment

Neither Standardata (urban vendor) nor Computek (provincial) was complying fully with the terms of their respective purchase contract. Standardata did not respond for two months to assistance requests from Alexandria Governorate. Only a strongly-worded letter from the Contractor prompted them to action.

Computek initially showed signs of complying with the terms of their contract after the Contractor's MIS staff, in January 1993, began to request a copy of the firm's governorate service visit schedule each month. In March, the task of requesting this schedule was transferred to the MIS Director of the MLA. Since then, Computek has reverted increasingly to ignoring its obligations. At the MIS Conference in June 1993, representatives from Fayoum, Matrouh, New Valley, and Red Sea Governorates provided letters stating that Computek was not fulfilling its contract obligations.

Contractor MIS spent most of November 1992 backing up data files and demobilizing the LD II Urban computer equipment and software in the old offices, while conducting a parallel

mobilization effort at the new offices with equipment and software transferred to the selected Contractor by the departing LD II Provincial contractor. The Contractor's MIS team was able to make few field trips in November, due to the magnitude of this demobilization/transfer/mobilization process. Contractor MIS staff devoted a significant amount of time to the transfer/mobilization process in December and January, as well. In June 1993, bids were sought for final servicing and repair of Contractor office computer equipment. In July, all equipment was cleaned, checked, and, where appropriate, repaired. Twenty-six computer sets, twenty-five printers, over fifty other peripherals, and almost two hundred software packages were delivered to the MLA during the first week in August. The remaining twenty computer sets, twelve printers, and almost fifty other peripherals were delivered in September.

4.5 CONSTRAINTS

4.5.1 On-Site Technical Assistance to Governorates

The Technical Assistance Project No. 263-0182 contract did not provide funds for formal software training in the governorates. However, training, and formal training in particular, was the top priority for most governorate MIS units. For example, under LD II Urban, the urban MIS units received local area network hardware and software but inadequate training in its use. On the provincial side, major new database, spreadsheet, word processing, and utility software packages were delivered in the fall of 1992 without training. The Contractor's MIS team provided a large amount of on-the-job training during the Contract period, but this type of unstructured training was insufficient for all but the most advanced users and programmers. Therefore, the governorate MIS staffs remain largely untrained on most of the new software packages delivered by LD II contractors in 1992. Lack of formal training assistance from the Contractor was a contentious point with governorate clients throughout the Contract period.

Extending implementations of local resource mobilization systems, such as Water Billing, Local Revenue, and Agriculture Tax, is a slow process. In most cases, both governorate and markaz financial/accounting and revenue authorities must officially approve any change in the revenue collection process, including automation. Finding adequate facilities and funding for the computer equipment is often problematic. Concerns about disrupting ingrained manual process flows, job security, and ongoing support for the computer equipment and software often represent formidable obstacles.

After receiving word from Beheira, Damietta, and Ismailia governorates about significant problems with the Local Revenue System, the Contractor's MIS staff visited Beheira to assess the situation. The resulting report, completed after a two-day review of the system with users from all three governorates, showed that the Local Revenue System was not fully operational in any governorate due to overwhelming logical and functional (design) problems. Obligations of the developer to the system had ended with acceptance of the system by the departed LD II Provincial contractor. The Contractor MIS team had neither the resources nor the time to undertake the necessary re-development of the system. For these reasons, further implementations of the system and technical support for it were not extended.

4.5.2 Technical Assistance to Ministries

Neither the MLA nor the MSA was able to provide funding for MIS staffs to travel with Contractor MIS to the governorates. This limited Ministry staff travel to one-day trips (nine governorates). The MLA MIS staff accompanied the Contractor MIS staff on five field trips during the Contract period. The MSA MIS staff did not travel with Contractor MIS staff to any Regional Federation office, including the one in Cairo. These circumstances greatly

frustrated the Contractor's ambition of transferring field knowledge and technical experience to the Ministry MIS staffs during combined field visits.

The Contractor MIS team first outlined a plan for creating a computer training classroom at the Sakkara Local Development Center in a letter to the Secretary General of the MLA in February 1993. No official response to this proposal came from the MLA until May, when a follow-up letter to the new Secretary General received the reply that a decision about this matter had been postponed. With no subsequent instructions coming from the Ministry in the final months of the Contract period, this endeavor was, unfortunately, abandoned by the Contractor.

The MLA was also silent about Contractor requests to begin proper training of the staff in the technical aspects of the LD II systems and related software. Formal approval finally came in May 1993, weeks after the training had actually begun in the absence of Ministry approval. This late start, compounded by the inability of MLA staff to travel to the governorates, frustrated Contractor ambitions of leaving the MLA MIS staff intimately familiar with the various LD II systems by Contract end.

Though the MLA showed great interest in some sort of regularly scheduled, national MIS conference, the Ministry was not prepared to fund such an event. Because of the growing importance of a conference to the conclusion of several Contractor MIS efforts in the closing months of the Contract period, the Contractor did eventually fund, and the Contractor MIS team did help organize an MIS conference, held in June 1993.

4.5.3 Quarterly Progress Report System

With few exceptions, the MIS units in the governorates and at the MLA do not have the necessary direct phone line for installation of a modem. The MLA MIS Center is also lacking the modular telephone line connectors which are required for use of the modems in their possession. The MLA was unable to have the necessary changes made to the telephone line during the Contract period.

4.6 RECOMMENDATIONS

4.6.1 Governorates

The fifteen governorates with segregated LD II MIS units should be encouraged to combine these units with other MIS units in the governorate. Some of these LD II units do little more than prepare Quarterly Progress Report data. In any case, these segregated units must now compete with MIS units funded by the Cabinet MIS program and/or managed by the governorate MIS Director for available funding and upper management attention. It would be an unfortunate waste of human and equipment resources to simply let these units disintegrate. The objectives of the LD II and Cabinet MIS programs, while dissimilar, are not mutually exclusive. Ways should be sought to integrate these two programs into a larger, stronger, national MIS endeavor.

With no follow-up project to LD II, the governorate MIS units should pursue other avenues for funding, training, and technical assistance. One such avenue may be the Cabinet MIS program, which has already shown a willingness to provide funding for training, equipment acquisition, and equipment maintenance.

Future USAID and MLA local resource mobilization efforts should include additional assistance for the Water Billing, Agriculture Tax, and Local Revenue Systems. The Water Billing and Agriculture Tax Systems will need additional funding and technical assistance for expanding implementation of these systems to other sites. Giza, for example, wants to implement the Agriculture Tax System in fourteen additional tax offices, but needs funding for facilities renovation and computer equipment procurement. A new, simpler version of the Local Revenue System needs to be developed, since overwhelming logical and functional (design) flaws have discredited the current system at all sites. In terms of new systems, a building tax system to compliment the Agriculture Tax System would be productive.

Although Contractor MIS assistance for computer virus removal and prevention amounted to only about five percent of total field trip days, the occurrence of the problem in over half the governorates and in both Ministry MIS Centers is cause for alarm. As the governorates and Ministries become more dependent on the computer for daily business, MIS units need to develop policies for safeguarding the data and programs on the computer and procedures for ensuring adherence to these policies.

4.6.2 Ministries

The MLA and MSA must take a more active role in systems development work performed on their behalf by USAID contractors. Systems which will revert to Ministry upkeep should not be developed without Ministry involvement and approval. For example, the MLA now finds itself burdened with support for two incompatible project progress reporting systems in the governorates (one urban, the other provincial), both using governorate coding structures unlike that used within the Ministry itself. In addition, the MLA must take custody of the Local Revenue System, an unusable system in its current form, which was developed in a language different from that of other LD II systems. Direct Ministry involvement in the development of these systems might have averted these unfortunate circumstances.

The MLA and MSA should take a more active and aggressive role in monitoring vendor compliance with the terms of contracts. The Ministries should track historical performance of hardware and software vendors for use in selecting qualifying companies for future procurements and impose appropriate restrictions on USAID and its contractors.

With the software training program outline and computer training center profile prepared by the Contractor in hand, and large numbers of computer and presentation equipment received from demobilizing LD II contractors, the MLA is in a position to outfit several training centers. The MLA could establish a national training program by creating several regional training centers and a central facility at Sakkara. Small groups of trainers could rotate from center to center, conducting appropriate training for beginner, intermediate, and advanced levels.

4.6.3 Quarterly Progress Report System

If data transmittal and/or other types of information sharing is to continue between the MLA and the governorates, efforts should continue towards creation of a telephone-based network using available modems and communications software.

4.6.4 PVO Fund Tracking System

The LD II funding cycles for the MSA have ended, so the PVO Fund Tracking System is probably seeing its last days of utilization. This will leave a large amount of computer equipment in the governorate Regional Federation offices with no mission. Computer literacy of the Regional Federation offices is generally quite poor. New purposes should be found for the equipment. Appropriate training will be a necessity for success in this endeavor.

SECTION 5
TRAINING BLOCK GRANT (TBG)

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TRAINING

5.1. STATUS AT START OF PROJECT

5.1.1. Overview of Program and Cycle 1

The USAID Training Block Grant (TBG) Program was initiated May 24, 1989. The Project Implementation Letter (# 14) of the Sector Development Support Project (SDS-263-0161.06) stated Training Block Grants Program's goal and objectives:

"Using a system of block grants to finance training programs designed and implemented at the governorate level, the Training Block Grant activity will contribute to decentralization of the training process and will help ensure that training conforms directly with locally determined needs and priorities. The Training Block Grant activity will also develop the institutional capacities of local training agencies, increasing the capability to respond to pressing training needs."

In Cycle 1 (1989-1991), the USAID Training Block Grant program, with funding from the SDS project, granted each of 25 governorates LE 100,000, and each in turn contributed LE 5,000, for a total of LE 105,000 each, to conduct the required local development, technical, and Private Voluntary Organizations PVO training components. Only Red Sea governorate, which had not submitted a training plan to the MLA Steering Committee, did not participate in Cycle 1.

The Secretary-General of the MLA Amana had overall responsibility for the Training Block Grant program and provided direction through a national-level Steering Committee. In the governorates, the secretary generals formed governorate training committees to manage and oversee local Training Block Grant programs and functions, including needs assessment, plan development, program implementation, training MIS, and monitoring and evaluation.

Governorate training committees varied in composition from one governorate to the next, but typically drew from: the director of administration, the directorate organization and administration training director, the village development director; the village development training director, the assistant Secretary General, and the planning director.

Individual governorates conducted their programs by contracting out for training services to local individuals and institutions.

USAID LD II contractors DAC, then IDC, and finally SPAAC, provided training, technical assistance, and manuals to the governorate training committees through Cycle 1 and into the preparatory period for Cycle 2, before Wilbur Smith Associates assumed this responsibility as selected Contractor in December 1992.

5.1.2 Status of Cycle 1 Program at Start of Project

In the 12/13/92 meeting of the Training Block Grant Steering Committee, the MLA Secretary-General certified that 23 governorates had completed their Cycle 1 programs, spending all funds, but Menoufia had not completed its program, with LE 30,000 yet to be spent. The Contractor was directed to assist Menoufia to meet its Cycle 1 requirements. Five governorates had surplus funds: Suez governorate LE 3,750; Qena LE 16,000; Assiut LE 23,000; Menia LE 22,500, and Sohag LE 17,000.

5.1.3 Status of Cycle 2 Program Plans

In the same meeting, the MLA Secretary-General approved, after review by the Steering Committee, the Cycle 2 training plans of 20 governorates, prepared under the guidance of the previous Training Block Grant Contractor and directed the Contractor to provide assistance in program planning to the six governorates of Qena, Kafr El-Sheikh, Menoufia, Suez, Cairo, and Giza.

5.1.4 Funding For Cycle 2

Under Cycle 2, funding came from the LD II program, and each governorate received LE 100,000 while contributing LE 10,000, for a total of LE 110,000. Luxor City received LE 15,000 from the allocation to Qena.

Although the majority of governorate Cycle 2 training plans were approved in December, 1992, funding was not received by the governorates until March 1993 and checks frequently did not clear locally until April 1993.

5.1.5 Training Roster/Budget System

Under the LD II Urban project, the Urban Contractor (Wilbur Smith Associates) installed training roster/budget systems in the six urban governorates and the MLA/Sakkara Local Development Center, and also provided operations training. Towards the end of LD II, the Urban Contractor began to work with the Training Block Grant contractor to extend system coverage to the 26 governorates and Luxor City and, at the same time, received a few requests for system trouble shooting from urban governorates.

5.1.6 Popular and Executive Councils Seminars

As requested by MLA, USAID instructed the LD II Urban Contractor to perform an additional task of developing a program of Popular and Executive Council Seminars. This task was conducted separately from the Training Block Grant, but will be documented here as a function of training-related work with the MLA.

The Popular and Executive Council Seminars program was initiated in response to a need expressed by the Minister of MLA and the Chairman of the Local Administration Committee of the People's Assembly. A special fund of LE 700,000 was allocated by USAID to implement the program. Wilbur Smith Associates, responsible for LD II Urban at the time, was asked to carry out the task.

In September 1992 and before the beginning of the Transition Project, a two-day workshop was conducted by the LD II Urban training team at the Sakkara Local Development Center to develop a training needs assessment with topics to be included in the design of the curriculum. A representative sample of Popular Council members, executive staff from rural and urban local entities, as well as consulting firms responsible for the LD II Program (Chemonics, SPAAC, Wilbur Smith Associates) participated with MLA personnel.

A working group was then formed to design the course outline. Two short-term consultants joined the LD II Urban team to develop the curriculum. A simple one-page questionnaire was developed to collect data on existing material and previous training conducted for the same target group. All existing material developed by LD II, both Urban and Provincial, was screened and used where appropriate. Alternative training models were made available to MLA for review and selection. The course duration was cut down from 6 days to 4 days and, finally, to 3 days.

5.2. OBJECTIVES

5.2.1. USAID Training Block Grant Objective

Section C.3.2.H of the USAID Request for Proposal Statement of Work for the transition period stated the main responsibility of the contractor with regard to the Training Block Grant program:

"The contractor shall monitor performance under the second cycle of training block grants to all 26 governorates. The monitoring will concentrate on various aspects of institutionalization including financial reporting, training needs assessments, training implementation and follow-up by the governorate training departments, and additional TA [technical assistance] to establish the governorate level training management information system."

5.2.2 Completion of Cycle 1 Requirements

Assist the governorates to complete their Cycle 1 programs.

5.2.3 Completion of Cycle 2 Program Plans

Assist the governorates to complete their Cycle 2 program plans.

5.2.4 Implementation Monitoring

Monitor governorate Training Block Grant MIS, financial, and program operations.

5.2.5 Performance Improvement

Demonstrate the feasibility of working with the governorates to improve their performance of such key training functions as needs assessments, planning, and course design.

5.2.6 Institutionalization

Work with the MLA, USAID, and the governorate training offices to 1) effect a smooth transfer of the Contractor's responsibilities upon completion of the Transition contract and 2) strengthen the basic GOE framework and mechanisms for continued local training in the post-project period.

5.2.7 Training Roster/Budget System

Improve the training MIS system previously developed by Wilbur Smith Associates and refined by SPAAC for the urban governorates and extend it to the provincial governorates.

5.2.8 Popular And Executive Councils Seminars

The Popular and Executive Councils Seminars program had the following objectives:

- (i) Define and specify roles, responsibilities, and rights of Popular and Executive Council members at all levels (governorate, district, markaz, city, and village);
- (ii) Define the relationship between Popular and Executive Council members and between the different levels of local administration units;

- (iii) Strengthen positive leadership traits among Popular and Executive Council members to work successfully together in practicing their roles in improving their services to achieve community development;
- (iv) Upgrade ability and capacity of Popular and Executive Council members to motivate and mobilize citizen participation;
- (v) Familiarize the Popular and Executive Council members with the political and socio-economic issues and problems in the community and with their role in resolving them.

5.3 ACTION PLAN

5.3.1 Completion of Cycle 1 Requirements: Surplus Funds

The Contractor's approach consisted of speedy resolution of all problems relating to Training Block Grant Cycle 1, to enable governorates to undertake Cycle 2 activity, including;

- Technical assistance to Menoufia governorate
- Technical assistance to 5 governorates with surplus funds.

5.3.2 Completion of Cycle 2 Program Plans

The technical assistance approach consisted of 1) analysis of Cycle 2 plans to ensure that both project and governorate priorities were being addressed and technical assistance in planning methodology given, as required, and 2) technical assistance in plan preparation through field visits and by assisting managers to prepare plans in accordance with Training Block Grant program guidelines.

Table 5.1 provides a summary of training data for planned Cycle 2 programs in all governorates and Luxor City, by programs, trainees, and costs.

5.3.3 Implementation Monitoring

The approach consisted of comprehensive monitoring of program operations, including finance, MIS, and training function performance, primarily through on-site visits, provision of selective technical assistance, and reporting to MLA and USAID.

The purpose of the financial monitoring was to ensure that governorate Training Block Grant financial operations were in accordance with USAID program policies and regulations.

The purpose of information monitoring was to ensure that the governorate training units were efficiently providing accurate training data to the MLA through the mechanism of the Training Block Grant quarterly progress report.

5.3.4 Performance Improvement

The approach consisted of on-site consultation with, and assistance to, the governorates in the pre-implementation and implementation phases to improve performance in selected training functions. Subjects included needs assessment, plan formulation, design and re-design, training administration, budgeting, and MIS. Local team-building, problem-solving and performance improvement were also emphasized.

Table 5.1

Summary Of Planned Programs For Cycle 2
Training Elock Grant Program

GOV.	LOCAL DEVELOPMENT TRAINING			TECHNICAL TRAINING			HYO TRAINING			TOTAL PROGS	TOTAL TRAINEES	TOTAL T-DAYS	TOTAL COST(LE)						
	# PROGS	# TRS	T-DAYS	COST(LE)	COST/LE	# PROGS	# TRS	T-DAYS	COST(LE)					COST/LE					
ALEX	12	244	2,393	34,380	14.4	16	493	4,510	55,560	12.3	10	200	1,860	19,490	10.5	38	937	8,703	109,430
ASS	14	633	3,100	44,625	14.4	12	805	3,575	48,875	13.7	5	242	1,050	16,500	16.7	31	1682	7,725	110,000
ASW	7	269	1,474	30,880	20.9	11	153	3,672	57,520	21.9	7	355	1,230	21,680	17.6	25	677	6,376	110,000
BJJ	6	416	2,374	30,000	12.6	16	696	5,290	60,020	11.3	7	360	1,200	20,000	21.0	29	1522	8,864	110,020
HN	10	549	2,724	44,440	16.3	8	250	1,500	55,560	37.0	7	250	1,000	10,000	10.0	25	1049	5,224	110,000
CA	14	580	5,270	31,225	5.9	34	886	8,780	58,036	6.6	5	500	4,500	20,740	4.6	53	2026	18,530	110,000
DAS	8	293	2,979	30,965	10.4	25	1,425	41,613	59,035	5.9	8	810	2,970	21,000	7.1	38	2528	47,562	110,000
DAM	10	345	3,852	32,424	8.4	10	770	10,868	63,540	17.2	2	190	4,620	14,036	3.0	22	1305	19,332	110,000
EAY	6	200	1,020	16,900	16.6	12	240	3,600	61,980	17.2	6	325	2,425	26,120	10.8	24	765	7,045	105,000
GLR	6	673	2,528	34,325	13.6	9	505	2,235	52,200	23.4	7	440	2,060	22,820	11.1	22	1618	6,823	109,345
GIZ	7	362	1,847	32,377	17.5	18	535	4,580	52,016	11.3	8	180	1,930	24,113	12.5	33	1097	8,357	108,500
NSI	6	239	1,702	27,368	16.1	11	298	3,168	62,747	10.2	6	280	1,960	17,664	9.0	23	837	6,830	107,770
KAF	14	350	2,965	55,890	18.8	7	165	1,395	34,840	25.0	6	250	1,625	19,270	11.9	27	765	5,985	110,000
MAT	6	510	2,095	43,700	21	6	179	900	51,600	57.3	10	280	845	10,000	11.8	22	989	3,840	105,300
MIN	6	500	2,490	43,680	17.5	9	330	1,550	51,320	33.1	4	150	900	15,000	16.7	19	980	4,940	110,000
MEN	6	862	3,012	23,276	7.7	10	288	1,440	61,340	42.6	7	370	1,380	25,192	18.2	23	1318	5,832	109,800
NSIN	9	302	1,652	36,590	22.1	14	455	3,016	57,938	19.2	5	145	765	12,528	17.4	28	902	5,433	107,050
PSAI	12	275	2,100	30,000	14.3	5	725	4,350	58,000	13.3	10	275	1,650	22,000	13.3	27	1275	8,100	110,000
QAL	12	350	2,980	30,000	10.1	23	921	5,652	67,892	12.0	4	300	2,400	15,000	6.25	19	1526	11,032	112,890
QEN	5	152	1,200	24,680	20.6	5	206	1,236	57,430	46.5	7	175	1,500	17,937	11.9	17	533	3,936	100,040
RED	5	136	1,556	46,105	44.0	15	98	499	48,116	96.0	4	120	480	15,840	3.3	24	354	2,535	110,000
SHR	8	314	1,884	29,990	15.9	17	905	13,755	65,010	4.7	5	300	2,750	15,000	5.5	29	1519	18,389	110,000
SOII	7	367	2,202	29,439	13.4	13	458	4,036	60,115	14.9	5	340	1,700	19,736	11.6	23	1165	7,938	109,290
SS	14	667	2,647	49,446	19.0	15	499	1,767	47,430	26.9	8	99	594	13,124	22.1	37	1265	5,008	110,000
SUF	7	189	1,006	15,000	15.0	38	239	2,285	70,000	23.7	8	300	1,200	25,000	20.8	5	728	4,491	110,000
WAD	9	777	4,202	46,300	11.0	12	732	10,824	54,000	5.6	6	730	920	9,730	10.6	27	1558	15,946	110,030
TOTAL	236	10,576	63,258	894,005	NA	371	13,236	146,088	1,471,120	NA	163	7,530	45,514	469,520	NA	760	31,120	254,856	2,834,645
AVERAGE	9	407	2,433	34,385	16.1	14	510	5,619	56,582	22.8	6	290	1,751	18,058	12.2	29	1,197	9,804	109,025

Abbreviations:

- 1. Progs = Programs
- 2. TRS = Trainees
- 3. T.Days (T-D) = Trainee - Day(s)
- 4. NA = Not Applicable
- 5. Gov = Governorate

Note:

- They allocated LE 15,000 to Luxor city
- A Program (Progs) consists of one or more courses.

Source: WSA Records

BEST AVAILABLE DOCUMENT

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5.3.5 Institutionalization

The approach to local training institutionalization was three-fold:

- (i) Assist selected governorates to consolidate and integrate their overall training capabilities and specific competencies through the technical assistance described in sections 5.3.3 and 5.3.4, and participate in the conduct of regional and/or national meetings offering opportunities for exchange of experience and inter-governorate cooperation;
- (ii) Assist the MLA's Project Support Office and designated training staff to exert program leadership and carry out the monitoring and performance improvement functions previously conducted in the post-project period through a training orientation and development program to be conducted for MLA training staff and by the promotion of a strengthened MLA governorates relationship through the conduct of a national conference sponsored by the MLA for the governorate training teams;
- (iii) Participate in the conduct of a consultancy aimed at developing a long-term strategic plan for the Sakkara Local Development Center, in which the Center would, upon MLA approval of the plan, play a major role in providing the governorate training teams with the mechanism and resources for continuous learning in the field of training.

5.3.6 Training Roster/Budget System

The Contractor's MIS team would ensure that the training roster/budget system was operational in the urban governorates and extended to the remaining 18 governorates and Luxor City.

5.3.7 Popular and Executive Councils Seminars

The Contractor's approach consisted of monitoring the pilot runs, assisting MLA to evaluate them, and cooperating with MLA in making any required program modifications.

5.4 RESULTS

5.4.1 Completion of Cycle 1 Requirements (Task)

The Contractor successfully completed this task, as indicated below:

5.4.1.1 Technical Assistance to Menofia Governorate

As Menofia governorate had not completed its program and had some LE 30,000 to spend, the Contractor's Training Block Grant team visited Menofia at least four times to assist the training unit to complete its program. In March 1993, the governorate reported that it still had some LE 20,000 to be spent. This prompted the Training Block Grant team to report the gap to the MLA. Finally, the Menoufia training representative at the June Training Block Grant conference stated that all remaining Cycle 1 funds had been spent.

5.4.1.2 Technical Assistance to Governorates with Surplus Funds

Five governorates (Assiut, Minya, Qena, Sohag, and Suez) had surplus funds, but, by the end of December 1992, all had spent their surplus funds to implement training programs.

5.4.2 Completion of Cycle 2 Plans (task)

The Contractor successfully completed this task, as indicated below:

5.4.2.1 Training Block Grant Priorities Assessment

During 12/92-1/93, the Contractor's Training Block Grant team surveyed Wilbur Smith Associates' team leaders for training recommendations for the governorates, producing a brief, informal mini-guide of course listings on a governorate-by-governorate basis. The team conveyed these priorities to the governorates, encouraging trainers to incorporate the recommended courses in their plans, as appropriate.

5.4.2.2 Planning Assistance to Six Governorates and Luxor City

The Contractor's Training Block Grant team was directed by the MLA steering committee to provide assistance in program planning. Over 9 meetings, the Contractor team assisted Assiut, Cairo, Giza, Kafr El-Sheikh, Qena, and Suez to complete their plans, which were reviewed and approved by MLA by mid-January.

It should be noted that, after Qena received its Training Block Grant Cycle 2 funding, LE 15,000 was allocated to Luxor City, as requested by the MLA. The Training Block Grant team made three visits to assist Luxor City in program planning after funding was received.

5.4.3 Training Roster/Budget System

The Contractor's MIS team provided technical assistance to the urban governorates to make the training roster/budget system fully operational, and they also succeeded in extending the system to the remaining governorates, distributing appropriate software and conducting demonstrations at the MIS conference held at the Sakkara Local Development Center at the end of June 1993.

5.4.4 Monitoring of Overall Program Performance

Tables 5.2.1, 5.2.2, 5.2.3, and 5.2.4 compare actual and planned Cycle 2 governorate program performance through June 1993, by training category, programs conducted, trainees trained, and funds expended.

As of 8/15/93, the governorate training teams have conducted 44 percent of their planned programs, trained 32 percent of their planned trainees, and expended LE 29 percent of their planned expenditures.

It should be noted that 5 governorates and Luxor City had not started to implement their planned programs as of August 15, 1993.

This rate of overall governorate program performance has, in a large part, been affected by the factors previously stated.

Table 5.2.1
LOCAL DEVELOPMENT/MANAGEMENT TRAINING

Actual program performance to Aug 15, 1993
Local development /management component
by programs conducted, trainees trained, and funds expended
Training Block Grant Program Cycle 2.

GOV.	LOCAL DEVELOPMENT / MANAGEMENT TRAINING								
	# PROGRAMS			# TRAINEES			COST L.E		
	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%
ALEXANDRIA	13	7	54%	244	174	71%	34,990	20,042	57%
ASSIUT	14	0	0%	635	0	0%	44,625	0	0%
ASWAN	7	4	57%	269	69	26%	30,880	8,041	26%
BEHEIRA	6	4	67%	416	216	52%	30,000	16,050	54%
BENI SUEF	10	2	20%	549	101	18%	44,440	5,434	12%
CAIRO	14	4	29%	580	104	18%	31,225	10,564	34%
DAKAHLIA	8	1	13%	293	113	39%	30,965	13,928	45%
DAMIETTA	10	4	40%	345	199	58%	32,424	17,514	54%
FAYOUM	6	2	33%	200	60	30%	16,900	2,795	17%
GHARBIA	7	0	0%	392	0	0%	34,000	0	0%
GIZA	7	5	71%	362	236	65%	32,377	17,589	54%
ISMAILIA	6	3	50%	259	97	37%	27,368	7,382	27%
KAFR EL SHEIKH	14	5	36%	350	170	49%	55,890	42,600	76%
MATROUH	6	0	0%	510	0	0%	43,700	0	0%
MENIA	6	0	0%	500	0	0%	43,600	0	0%
MENOUFIA	6	0	0%	862	0	0%	25,276	0	0%
NEW VALLEY	9	4	44%	777	664	85%	46,300	30,550	66%
NORTH SINAI	11	0	0%	302	0	0%	36,590	0	0%
PORT SAID	12	4	33%	275	92	33%	30,000	8,000	27%
QALIUBIA	12	5	42%	350	97	28%	30,000	1,183	4%
QENA	5	1	20%	484	29	6%	30,100	8,250	27%
RED SEA	7	0	0%	173	0	0%	40,860	0	0%
SHARKIA	8	3	38%	314	63	20%	29,990	4,245	14%
SOHAG	7	7	100%	367	257	70%	29,439	12,259	42%
SOUTH SINAI	14	14	100%	667	467	70%	49,416	25,117	51%
SUEZ	7	3	43%	189	54	29%	15,000	4,053	27%
LUXOR CITY	1	0	0%	35	0	0%	15,000	0	0%
TOTAL	233	82	35%	10,699	3,262	30%	909,465	255,596	28%
AVERAGE	9	3	35%	396	121	30%	33,684	9,467	28%

NOTES:

1. A program consists of one or more courses.
2. The following governorates had not begun implementing programs by Aug 15, 1993.
(Gharbia - Matrouh - Menoufia - Menia - North Sinai - Luxor city)

Source: Governorate training committees

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Table 5.2.2
TECHNICAL TRAINING

Actual program performance to Aug. 15, 1993 local
Technical Training component
by programs conducted, trainees trained, and funds expended
Training Block Grant Program Cycle 2.

GOV.	TECHNICAL TRAINING								
	# PROGRAMS			# TRAINEES			COST L.E		
	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%
ALEXANDRIA	18	14	78%	493	300	61%	55560	32300	58%
ASSIUT	12	0	0%	805	0	0%	48875	0	0%
ASWAN	11	6	55%	153	40	26%	57520	14704	26%
BEHEIRA	16	10	63%	696	308	44%	60020	33141	55%
BENI SUEF	8	1	13%	250	55	22%	55560	9571	17%
CAIRO	34	13	38%	886	247	28%	58036	18618	32%
DAKAHLIA	25	4	16%	1425	537	38%	58035	16818	29%
DAMIETTA	10	7	70%	770	390	51%	63540	31347	49%
FAYOUM	12	9	75%	240	201	84%	61980	40909	66%
GHARBIA	9	0	0%	267	0	0%	53200	0	0%
GIZA	18	5	28%	535	91	17%	52016	3921	8%
ISMAILIA	11	3	27%	298	41	14%	62747	3784	6%
KAFR EL SHEIKH	7	6	86%	165	140	85%	34840	19726	57%
MATROUH	8	0	0%	179	0	0%	51600	0	0%
MENIA	9	0	0%	330	0	0%	51320	0	0%
MENOUFIA	10	0	0%	286	0	0%	61340	0	0%
NEW VALLEY	12	3	25%	732	250	34%	54000	15000	28%
NORTH SINAI	14	0	0%	455	0	0%	57938	0	0%
PORT SAID	7	3	43%	725	190	26%	58000	16000	28%
QALIUBIA	3	16	533%	876	307	35%	65000	20742	32%
QENA	5	5	100%	207	98	47%	51430	267	1%
RED SEA	9	4	44%	195	60	31%	55190	23200	42%
SHARKIA	17	3	18%	905	31	3%	65010	2629	4%
SOHAG	13	12	92%	458	290	63%	60115	27619	46%
SOUTH SINAI	15	15	100%	499	242	48%	47430	17537	37%
SUEZ	38	33	87%	239	200	84%	70000	50862	73%
LUXOR CITY	0	0	0%	0	0	0%	0	0	0%
TOTAL	351	172	49%	13,069	4,018	31%	1,470,302	398,695	27%
AVERAGE	13	6	49%	484	149	31%	54,456	14,766	27%

NOTES:

1. A program consists of one or more courses.
2. The following governorates had not begun implementing programs by Aug. 15, 1993.
(Gharbia - Matrouh - Menoufia - Menia - North Sinai - Luxor city)

Source: Governorate training committees

Table 5.2.3
PVO TRAINING

Actual program performance to Aug. 15, 1993
PVO component
by programs conducted, trainees trained, and funds expended
Training Block Grant Program Cycle 2.

GOV.	PVO TRAINING								
	# PROGRAMS			# TRAINEES			COST L.E		
	PLANNED	ACTUAL	%	PLANNED	ACTUA	%	PLANNED	ACTUAL	%
ALEXANDRIA	10	5	50%	200	100	50%	19,490	9,245	47%
ASSIUT	5	5	100%	242	242	100%	16,500	16,500	100%
ASWAN	7	6	86%	255	158	62%	21,680	11,871	55%
BEHEIRA	7	3	43%	360	150	42%	20,000	9,881	49%
BENI SUEF	7	2	29%	250	90	36%	10,000	3,462	35%
CAIRO	7	6	86%	560	126	23%	20,740	6,988	34%
DAKAHLIA	5	5	100%	810	534	66%	21,000	13,144	63%
DAMIETTA	2	0	0%	190	0	0%	14,036	0	0%
FAYOUM	6	6	100%	325	167	51%	26,120	11,140	43%
GHARBIA	7	0	0%	190	0	0%	22,800	0	0%
GIZA	8	5	63%	180	103	57%	24,113	10,971	45%
ISMAILIA	6	5	83%	280	201	72%	17,664	13,988	79%
KAFR EL SHEIKH	6	0	0%	250	0	0%	19,270	0	0%
MATROUH	10	0	0%	280	0	0%	10,000	0	0%
MENIA	4	0	0%	150	0	0%	15,000	0	0%
MENOUFIA	10	0	0%	370	0	0%	25,192	0	0%
NEW VALLEY	6	2	33%	334	190	57%	9,730	3,911	40%
NORTH SINAI	5	0	0%	145	0	0%	12,528	0	0%
PORT SAID	10	6	60%	275	140	51%	22,000	12,000	55%
QALIUBIA	4	3	75%	300	81	27%	15,000	4,347	29%
QENA	7	3	43%	350	75	21%	12,937	4,248	33%
RED SEA	4	0	0%	120	0	0%	15,840	0	0%
SHARKIA	4	0	0%	300	0	0%	15,000	0	0%
SOHAG	5	5	100%	340	184	54%	20,436	9,325	46%
SOUTH SINAI	8	8	100%	99	96	97%	13,124	10,116	77%
SUEZ	8	5	63%	300	150	50%	25,000	8,250	33%
LUXOR CITY	0	0	0%	0	0	0%	0	0	0%
TOTAL	168	80	48%	7,455	2,787	37%	465,200	159,387	34%
AVERAGE	6	3	48%	276	103	37%	17,230	5,903	34%

NOTES:

1. A program consists of one or more courses.
2. The following governorates had not begun implementing programs by Aug. 15, 1993.
(Gharbia - Matrouh - Menoufi# - Menia - North Sinai - Luxor city)

Source: Governorate training committees

Table 5.2.4
TOTAL TRAINING

Actual program performance to Aug. 15, 1993
Total programs conducted, trainees trained, and funds expended
Training Block Grant Program Cycle 2.

GOV.	TOTAL								
	# PROGRAMS			# TRAINEES			COST L.E		
	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%	PLANNED	ACTUAL	%
ALEXANDRIA	41	26	63%	937	574	61%	110,040	61,587	56%
ASSIUT	31	5	16%	1,682	242	14%	110,000	16,500	15%
ASWAN	25	16	64%	677	267	39%	110,080	34,616	31%
BEHEIRA	29	17	59%	1,472	674	46%	110,020	59,072	54%
BENI SUEF	25	5	20%	1,049	246	23%	110,000	18,467	17%
CAIRO	55	23	42%	2,026	477	24%	110,001	36,170	33%
DAKAHLIA	38	10	26%	2,528	1,184	47%	110,000	43,890	40%
DAMIETTA	22	11	50%	1,305	589	45%	110,000	48,861	44%
FAYOUM	24	17	71%	765	428	56%	105,000	54,844	52%
GHARBIA	23	0	0%	849	0	0%	110,000	0	0%
GIZA	33	15	45%	1,077	430	40%	108,506	32,481	30%
ISMAILIA	23	11	48%	837	339	41%	107,779	25,154	23%
KAFR EL SHEIKH	27	11	41%	765	310	41%	110,000	62,326	57%
MATROUH	24	0	0%	969	0	0%	105,300	0	0%
MENIA	19	0	0%	980	0	0%	110,000	0	0%
MENOUFIA	26	0	0%	1,518	0	0%	109,808	0	0%
NEW VALLEY	27	9	33%	1,843	1,104	60%	110,030	49,461	45%
NORTH SINAI	30	0	0%	902	0	0%	107,056	0	0%
PORT SAID	29	13	45%	1,275	422	33%	110,000	36,000	33%
QALIUBIA	19	24	126%	1,526	485	32%	110,000	26,272	24%
QENA	17	9	53%	1,041	202	19%	94,467	12,765	14%
RED SEA	20	4	20%	488	60	12%	111,890	23,200	21%
SHARKIA	29	6	21%	1,519	94	6%	110,000	6,874	6%
SOHAG	25	24	96%	1,165	731	63%	109,990	49,203	45%
SOUTH SINAI	37	37	100%	1,265	805	64%	110,000	52,770	48%
SUEZ	53	41	77%	728	404	55%	110,000	63,165	57%
LUXOR CITY	1	0	0%	35	0	0%	15,000	0	0%
TOTAL	752	334	44%	31,223	10,067	32%	2,844,967	813,678	29%
AVERAGE	28	12	44%	1,156	373	32%	105,369	30,136	29%

NOTES

1. A program consists of one or more courses.
2. The following governorates had not begun implementing programs by Aug. 15, 1993.
(Gharbia - Matrouh - Menoufia - Menia - North Sinai - Luxor city)

Source: Governorate training committees

5.4.5 Implementation Monitoring: Finance and Reporting

The Contractor monitored Training Block Grant financial, information, and program operations of the governorate training units, in large part through field visits, and, to a lesser extent, by telephone and fax from Cairo. The Mid-Cycle Monitoring and Performance Improvement Conference held in Alexandria from June 22-24, 1993, provided the last major opportunity to collect data for this purpose.

5.4.5.1 Monitoring of Governorate Financial Operations

The Contractor's Training Block Grant team considered the following in monitoring governorate Training Block Grant financial operations:

- (i) Appropriateness of the governorate's financial decree;
- (ii) Clarity of the financial instructions given by the financial departments to the training supervisor of each program;
- (iii) Governorate adherence to PIL 14 regulations;
- (iv) Governorate adherence to Law #9 in contracting with training firms.

In general, the Contractor's team learned the following with regard to the governorates' Training Block Grant financial operations:

- (i) With the exception of Red Sea and Luxor City, which the Contractor team assisted to develop and issue decrees, all governorates have Training Block Grant financial decrees and related regulations and have followed them;
- (ii) The governorates of Kafr El-Sheikh, Beni Suef, Qena, Ismailia, and North Sinai complained to the Contractor's team about the low rates of remuneration accorded to trainers in their decrees;
- (iii) In all the governorates that the Contractor's team visited during the implementation period, the financial departments, in cooperation with the training units, prepared and distributed clear financial instructions to training supervisors, and
- (iv) All governorates followed the USAID regulations and PIL #14 and solved the problem of honoraria by conducting training programs after official work hours. They implemented some programs by contracting out to firms and appeared to be following Law #9 for this purpose.

5.4.5.2 Monitoring of Governorate Training Reporting

The Training Block Grant team could not review the status of governorate training reporting until the end of June, when some, but not all, of the governorates presented their training quarterly reports to the team at the Mid-Cycle Monitoring and Performance Improvement Conference. The team found that the reports varied widely in organization, format, content, and overall quality.

5.4.6 Monitoring of Training Functions

The Contractor's team monitored the following training functions in its governorate field visits and through the Mid-Cycle Monitoring and Performance Improvement Conference:

- needs assessment
- program planning
- course design and re-design
- instructor/trainer recruitment/training of trainers
- curriculum/materials development
- Monitoring and evaluation.

The team's findings, which draw on the results of both field visits and the analysis of the Training Functions Performance Questionnaire completed by governorate training teams, include the following:

5.4.6.1 Needs Assessment

The governorates assessed their training needs according to the systems-focused approach proposed by the previous Training Block Grant contractor. The Training Block Grant Cycle 2 needs assessment process undertaken by the governorates was based on real needs and was developed with a scientific approach in which several tools were used, thus leading to realistic and appropriate training program proposals.

However, there are some gaps in governorate training needs assessment:

- (i) The difficulty in carrying out all required training assessment methods because of the shortage of knowledgeable and experienced staff to accomplish this relatively complex process;
- (ii) The difficulty in identifying local Popular Council members's training needs because of the disparity of their educational and cultural backgrounds, and
- (iii) The lack of commitment to the needs assessment process on the part of the various staffs, both technical and program, that are required to participate.

5.4.6.2 Planning

Cycle 2 programs were planned according to basically similar criteria in all governorates, including:

- (i) Allocations were distributed over three program components: 1) local development/management training; 2) technical training, and 3) PVOs training;
- (ii) Special emphasis was accorded technical training programs for projects serving local development;
- (iii) Planners considered each governorate's special circumstances and actual training needs.

However, governorate planners encountered challenges, including:

- (i) Poor coordination among various training funding sources, including O&M

program Department of Administration, Social Fund for Development, UNICEF, and other funding agencies;

- (ii) Directives from MLA are sometimes issued after plan approval, or after development of the implementation schedule, or even after the start of implementation, dictating the allocation of some funds to the Popular Council training program, or to engineers and architects who are working in national priority building/construction programs, for example. Such directives may present obstacles to implementing plans that had been developed according to actual training requirements;
- (iii) Delays in receiving Cycle 2 funding have made it difficult for the governorates to adhere to their implementation schedules;
- (iv) The necessity to distribute funds over the above mentioned three program components (local development/management, technical, and PVO), with instructions to pay special attention to the technical area, may not be consonant with the principle of planning according to actual needs. Some governorates also indicated that allocation of funds to PVOs is not justifiable since PVOs have their own funding sources.

5.4.6.3 Design and Re-design

Although the governorates are implementing MLA Steering Committee-approved plans, in most cases, insufficient attention was paid to designing specific programs and courses, with these consequences:

- (i) Lack of clear and quantitative identification of the program's objective;
- (ii) Inaccurate identification of targeted participants;
- (iii) Program content may not be consistent with needs of the targeted participants;
- (iv) Superficial design may result in inaccurate curriculum sequencing and timing;
- (v) Designation of inappropriate training methodology and techniques.

Most governorates lack experienced training cadres capable of designing training programs.

Moreover, these governorates did not have sufficient funds to employ specialists in this area. Their training departments did not look to this process with appropriate seriousness, leaving this to the outside trainer, recruited to conduct the training, but who was likely to be unqualified for the design component.

5.4.6.4 Instructor/Trainer Recruitment and Training

Cairo, Giza, and Alexandria governorates and some Delta governorates have no problems in procuring the trainers needed for their planned training programs, as they have universities, scientific institutes and training centers that can provide the required trainers.

The Upper Egyptian governorates, in general, lack efficient trainers, particularly in

technical programs and management areas, such as those related to contracting and procurement.

Shortage of trainers is more obvious in all desert governorates and occurs even in those subjects that need no special experience.

All governorates suffer from two common problems in regard to selection of trainers:

- (i) A governmental employee may not perform a training job during official work hours; and
- (ii) Because of their political or social connections, non-trainers are sometimes hired as trainers.

The governorates have tried to overcome these problems by several means, including:

- (i) Entrusting implementation of training to specialized centers;
- (ii) Implementing training programs in the afternoon and at night, after official work hours.

The governorates asked the training team for lists of trainers and training centers. The team responded by developing a list that included trainers and training centers which had served both rural and urban LD and making it available to those requesting it.

5.4.6.5 Curriculum and Materials Development

In order to make use of all the previously developed training materials, the Contractor's training team distributed all available publications related to the Advanced Seminars program to the urban governorates, and the remaining sets of project training manuals to the rural governorates. This was done in addition to providing the Sakkara Local Development Center and MLA Amana with full sets of all available training materials, with bibliographies distributed to the governorates.

Analysis of the Training Performance Questionnaires indicated the following:

- (i) All urban governorates have complete sets of training manuals covering all areas of training;
- (ii) With the exception of Gharbia and North Sinai, the provincial governorates have not systematically kept the training material that they have received from the previous contractor;
- (iii) Some governorates will use available training materials as they are, while others would modify materials as needed.

5.4.6.6 Training Monitoring and Evaluation

The previous contractor designed a system to follow-up and evaluate the governorate training activity in order to make sure that the plan was being implemented according to the planned time, budget and goals.

The system allows for immediate intervention to remove any obstacles, as well as for future amendment and upgrading; it considers the follow-up and evaluation process as

an integrated process that starts by assessment of training needs and ends by return of the trainees to their work; it follows up and evaluates the trainer, the trainee and the training program, and it includes a set of forms to assist the training supervisor to apply the system.

Field visits to the governorates showed the following:

- (i) Most governorates did not view the follow-up and evaluation function as an integrated process that potentially affects all training program elements;
- (ii) A limited number of governorates partially apply the follow-up and evaluation system: they evaluate the training program through the trainee only;
- (iii) Governorates have not followed up or evaluated their trainers' performance. Trainers are generally made fully responsible for program implementation, without intervention from governorate training managers, even in case of unqualified trainers.
- (iv) Results of follow-up and evaluation are not used in upgrading the program, or in on-the-spot interventions to solve problems and remove obstacles.

5.4.7 Performance Improvement

5.4.7.1 Overview of Performance Improvement Coverage

Table 5.3 provides team performance improvement data by governorate visited and type of performance improvement activity conducted for a selected, illustrative number of performance improvement categories.

Table 5.3
PERFORMANCE IMPROVEMENT BY TYPE AND GOVERNORATE

Performance Improvement Activity	Governorate
Improving coordination between TBG and O&M training plans	Dakahlia, Kafr El Sheikh, Qena, Gharbia
Introducing Advanced Seminars approach and applications	Luxor, N. Sinai, Kafr El Sheikh, Beheira.
Assisting to prepare training of trainers	Aswan, Red Sea, Gharbia, Fayoum
Improving training program/ course design	Red Sea, Alexandria, Damietta, Fayoum
Improving specification of objectives for courses	Beni-Suef, Fayoum, Alexandria, Suez
Introducing LD II trainers and instructors locally	Qena, Kafr El Sheikh, Luxor, N. Sinai
Assisting in developing criteria for selecting trainers and training centers	Alexandria, Fayoum, Aswan, Cairo, Red Sea, Beni Suef, Luxor, Gharbia, Wadi Gedid

Source: Wilbur Smith Associates trip reports.

5.4.7.2 Selected Cases of Training Performance Improvement

The team carried out many training performance improvement activities in order to test the feasibility of this process, gauge the governorates readiness to engage in more formal training of trainers activity, and meet important needs on an immediate basis. The following mini-cases illustrate the nature of this activity.

Fayoum - The Contractor's Training Block Grant team observed a wastewater training course. The trainer did not state a specific objective for the day's four-hour session. When asked about this gap, he replied that the entire session had been an open discussion. The team learned that the instructor had been carrying out seemingly aimless open discussion sessions for four days, after having completed the 12-day course content in only 6 days, and would continue talking for another two days.

This waste of 6 training days needed to be remedied. Therefore, the Contractor team held a meeting with the Fayoum training team, presented the situation to the group, and engaged in a brainstorming session to develop a range of solutions, including detailed curriculum planning, writing specific objectives for each day's session, appropriate allocation of time to sessions, and inclusion of this issue into the monitoring and evaluation system. As a result of this meeting, the development director decided to conduct a Training of Trainers session for his staff, and requested assistance from the Contractor team.

Alexandria - The Contractor team observed one session each from two courses, one on management and the second on statistics. Both sessions were presented in a traditional lecture format and offered virtually no opportunity for class participation. A few participants appeared interested, but most were clearly disinterested. The Training Block Grant Contractor's team met with the Training Director and his Alexandria team about this situation. The Contractor team offered a simple, three part methodology to enliven necessary lectures and increase classroom participation. The Alexandria team was very enthusiastic about applying the methodology and decided to transfer it to all trainers in the local Cycle 2 program.

Luxor City - A new program participant, Luxor City, was allocated LE 15,000 from Gena for its Cycle 2 funding. On a planning visit, the Contractor team found that the Director of Information, who had extensive experience with Basic Village Services and LD II, and had even attended some modules of the LD II Advanced Seminars, had been put in charge of local Training Block Grant.

The Contractor team suggested to him that it would not be useful to distribute such limited funding over the three program categories, but recommended, instead, that Luxor City present a modified Advanced Seminars program to key officials. The Director of Information immediately accepted the suggestion and asked whether it would be possible for the moderator of the program he attended in Wadi Gadi and Assiut to present the program. The Contractor team contacted the moderator, who traveled to Luxor City at his own expense to propose a program. Luxor City expressed its interest and asked the moderator to submit a written proposal.

Luxor City then realized it needed to conduct a competitive bid process to obtain a moderator, in accordance with Law # 9. The Contractor team then provided the names of two additional and equally qualified moderators, in order for Luxor City to solicit bids from at least three proposers. The bid process is underway now and promises extending the Advanced Seminars to a new client, using resources and personnel developed from LD II.

5.4.8 Institutionalization

5.4.8.1 Institutionalization in the Governorates

In part as a result of the LD II Training Block Grant program and the additional efforts of the LD II Urban and Provincial project training teams, the training process has been institutionalized in the governorates.

Thus, the authority, organizational structures, functions, systems, staffing, and activity by which the governorates conduct their local training programs are all in place and functioning.

Financing for local development training is not, however, assured, and without a funding source and mechanism, local training will not be sustained past the completion of Cycle 2.

5.4.8.2 Institutionalization through Sakkara Local Development Center

Over the March 1 - May 6, 1993 period, the project undertook a consultancy producing the report entitled The Sakkara Local Development Center: A Five-Year Strategic Plan 1993-1998.

This report addressed a need stated in the project proposal:

"Sakkara Training Center has been designated as the central training institute for Local Administration training. The Contractor team will continue to work with Sakkara Training Center to develop their reference library and to assist the Sakkara Training Center management in developing long range plans."

The consultant produced a comprehensive, five year development plan report for the Sakkara Local Development Center, working with the MLA Secretary-General and designated MLA and Center personnel.

The English draft report was submitted to USAID, and an Arabic-language version will be delivered to MLA for review in early September 1993.

The Sakkara Center report's Executive Summary included the following points:

- (i) The mission of the Center is to improve the quality of local administration in Egypt by linking training at the Center and the governorates with ongoing development programs.
- (ii) The primary goal of the Center is to provide a unique residential learning environment that will improve the quality of local administration by helping key officials improve their performance and develop the teamwork required to develop and implement the next five years of the LPDP aimed at improving the quality of life of Egyptian citizens.
- (iii) Objectives for the Center's next five years include:
 - Conducting residential in-service training for key officials for every governorate in modern management and leadership techniques;

- Improving local training performance through training of trainers and technical managers to train their staff in new areas of technical expertise;
- Developing curricula, materials, training aids, and professional enrichment publications to assist local officials to increase their understanding of local administrative practices and management skills while they are on the job;
- Conducting research on unique local administration issues affecting the training and performance of local officials;
- Offering technical assistance to every governorate on local administration training issues, and
- Acting as an international liaison between Egyptian local government and other national and international agencies and training centers.

In summary, It should be stated that, while the Strategic Plan contains the elements necessary to support governorate training institutionalization, it is not certain that the MLA will implement the plan.

5.4.8.3 MLA Training Orientation and Development Program

In January 1993 the Contractor team participated in an orientation given to the MLA training team and developed a curriculum for an extended MLA Training Orientation and Development Program aiming to transfer and institutionalize selected activities of the Contractor team to the MLA for the post-project period.

During the February 11 - April 1, 1993 period, the Contractor team presented the first 6 of 21 planned sessions in the program to MLA participants as follows:

- Introduction to LD Training
- Introduction to the Training Block Grant Program
- Overview of LD II Training Program and Strategy (for MLA Project Support Office Head only)
- Training Strategy and Functions: Systems Approach to Training Block Grant Program Planning (Part 1)
- Systems Approach (Part 2) and MLA Training Team Roles
- Training Function: Nature, Scope, and Importance of Needs Assessment.

During April, the MLA training team members missed all of the Thursday weekly meetings. At month's end, the Chief of Party sent a letter to the MLA asking whether the MLA was interested in participating in this program. No response was received. No program presentations were made in May. The Contractor team's April Monthly Report stated:

"In the absence of any effective program of orientation of the MLA to the Training Block Grant program, the Contractor's technical assistance must take other measures to transfer its activities in Training Block Grant to the MLA. The best opportunity for doing so is the conduct of the Mid-Cycle Conference in mid-June, for this event offers an opportunity for the MLA, working with the

governorates, to assume responsibility for the Training Block Grant program."

5.4.8.4 The Mid-Cycle Monitoring and Performance Improvement Conference and Its Recommendations

The Contractor Team conducted the Mid-Cycle Monitoring and Performance Improvement Conference at the Navy Club in Alexandria from June 22 to 24, 1993 for governorate training managers. All but three governorates participated. Both the MLA and USAID were represented all three days. The MLA Secretary-General opened the conference.

The team's objectives for the conference included:

- (i) Increase the capability of governorate training teams to problem-solve and introduce innovations through exchange of information on their training experiences;
- (ii) Forge unified policies, strategies, and program and operating requirements for the duration of Cycle 2 between the MLA and the governorate training teams;
- (iii) Collect data on the program implementation progress to date of the governorates for purposes of the final report;
- (iv) Transfer the Training Block Grant functions and responsibilities to the MLA and the Governorates, in accordance with agreements reached at the conference.

5.4.8.5 Participants' Conference Recommendations

The Participants' recommendations included:

- (i) The program of local training should be continued in order to provide both technical and non-technical training to develop specialized cadres in support of current and projected local development projects;
- (ii) Cycle 2 training programs should be completed by May 31, 1994;
- (iii) The governorate training committees should have the main role in developing training plans that are based on actual needs, reflect local conditions, and are flexible in approach;
- (iv) The training design process should be rationalized by 1) improving the data base; 2) using scientific and systematic principles of needs assessment and program planning; 3) selecting trainees in the same manner, and 4) keeping trainees in the positions or tasks for which they have been trained;
- (v) Emphasize training, rather than education, by focusing on skills development, as well as on the required knowledge.
- (vi) Develop/provide trainers who are capable of design, implementation and follow-up to ensure achieving training objectives;
- (vii) Ensure that training may be provided during working hours;

- (viii) Develop unified financial policies and related regulations which, while they are applicable to all governorates, also allow some leeway in execution in cases of individual governorates because of local circumstances;
- (ix) Allocate three percent of each governorate's share of the USAID Local Participation and Development Program funding to local development training, the sum to be taken from the governorate's contribution;
- (x) Coordinate among the various funding sources available for local development training, such as the Social Fund, UNICEF, LPDP and others;
- (xi) Work with central and local agencies to provide organizational, financial, and technical support to local training entities;
- (xii) Ensure maximum coordination among local training activities, with possible consideration of establishment of a training section, in local development areas, under the Organization for Reconstruction and Development of the Egyptian Village departments in rural governorates.
- (xiii) The MLA Amana is encouraged to play the following roles:
 - Develop a general policy for training;
 - Hold workshops and other training events for the training staff of the governorates at the Sakkara Local Development Center, or in other places, for exchange of experience and problem solving;
 - Provide local training entities with required technical support;
 - Assist in the preparation of skilled trainers capable of assuming local program duties;
 - Assist in funding strategy and fund-raising;
- (xiv) Emphasize in-depth training evaluation, including methods and goals, in order to ensure the best use of resources, time and money;
- (xv) Hold the next training conference after six months (December 1993), to discuss training organization, funding, and local training issues.

5.4.9 Popular and Executive Councils Seminars

The first course took place in December 1992 for the Chairmen of Popular Councils at the governorate level. MLA senior executive staff assisted.

One course was evaluated, modified, and made ready for implementation. MLA senior technical staff contributed to this subject matter formulation. A time schedule to cover the period starting April 1993 through September 1993 was developed jointly with MLA and Sakkara Local Development Center to include 26 courses for 920 Popular Council and 230 Executive Council participants.

To date, thirteen courses have been completed for 477 participants (201 Executive Council members and 276 Popular Council members). LE 190,500 has been expended to date, from the allocated LE 700,000. An elementary-level Training of Trainers course was provided to MLA staff, who assumed the role of trainers for the program.

5.5 CONSTRAINTS

5.5.1 Implementation Monitoring

5.5.1.1 Cessation of Contractor Training Block Grant Monitoring

Visits for planning purposes were begun in December, 1992, but stopped from January 14 to February 14, 1993, in response to a request from the MLA to do so.

Halting the field visits was not necessary and was due to an incomplete understanding on the part of MLA about the contractor's strategy and the important role of field visits. Even though the governorates had not received their funding, the conduct of field visits for plan improvement purposes would have been very useful.

The net result was to limit coverage in the governorates, including monitoring and performance improvement. The Contractor field visits resumed February 15, 1993.

5.5.1.2 Insufficient Time to Monitor Training Reporting

Under the Training Block Grant program guidelines, the governorates were to provide training data to MLA in Quarterly Progress Reports due March, June, September, and December 1993. The governorates did not develop data for March because they had neither received Cycle 2 funding nor undertaken any programs. During the March-June period, the governorates had not yet begun to work on their June quarterly, and thus the Contractor was not able to carry out this monitoring task until it held the Mid-Cycle Monitoring and Performance Improvement Conference in late June 1993.

5.5.1.3 Additional Delays Slow the Pace of Implementation

Although the Cycle 2 plans of 20 governorates were approved by December 13, 1992, checks were not received until March and did not clear until April. A few governorates began their programs using funds from their own contributions, but most waited until receiving their Block Grant funding. As a result, many governorates did not begin courses until April or May. Ten governorates and Luxor City had yet to begin by the end of June 1993.

The small size of the Contractor's Training Block Grant team (a team-leader, two full-time training specialists; and one part-time training support specialist) did not permit intensive and comprehensive on-site monitoring of all training functions in all the 26 governorates. The team remedied this in part by receiving visits in Cairo from many governorates and by contacting others by phone and fax. Finally, the conduct of the Mid-Cycle Monitoring and Performance Improvement Conference helped the team to complete its monitoring task.

The more specialized Contractor MIS team took responsibility for improving the training roster and budget system in the six urban governorates, responding to requests for the installation of that system from selected provincial governorates, and using the occasion of the recently conducted MIS conference to provide training MIS orientation and software to those provincial governorates that had not previously received this package.

5.5.2 Performance Improvement

The Contractor's Training Block Grant team faced constraints in achieving its training

performance objectives.

Ideally, each governorate's training team of managers, specialists and support staff would receive an intensive training of trainers course and would, in turn present the same course, adapted to local needs, to the group of instructors and trainers contracted to conduct the local programs.

This would be done twice a year by a skilled, professional training organization, preferably at the beginning of the new cycle and at a mid-term point.

If carried out over a period of at least three years, such a training of trainers program would inevitably improve the performance of local trainers.

Although the previous contractor did conduct exchange of experience and performance development seminars in the governorates in the summer 1992, to date the governorates have never received a formal training of trainers program. Given the limited USAID scope of work for Training Block Grant in the transition period and the relatively meagre resources allocated to the Training Block Grant team, it was not possible to carry out an ideal program.

The most that could be hoped for was to demonstrate, in field visits by the Training Block Grant team, the feasibility of training performance improvements in selected governorates and to emphasize the same at the national level Mid-Cycle Monitoring and Performance Improvement Conference in June 1993.

5.5.3 Institutionalization

For local development training to be institutionalized in the governorates within the framework of the MLA system, at least three conditions must be met: 1) MLA must provide leadership-strategies, policies, plans and programs to support local training; 2) governorate training units must be capable of sustaining and improving their performance in training; and 3) adequate, long-term funding must be made available for local training.

These conditions have not yet been met. While the governorates have operationalized their training capabilities, MLA has not yet begun to exert positive leadership, nor committed longer-term funding.

5.5.4 Popular and Executive Councils Seminars

Due to the MLA system of payment of training fees, it was not possible to get a moderator to coordinate the work of the Popular and Executive Council Seminars.

The program depends mainly on the MLA senior staff as trainers. Thus the training can be affected by work pressure at MLA and by turnover and promotion of its executive staff.

5.6. RECOMMENDATIONS

5.6.1. Recommendations for Monitoring

5.6.1 MLA Monitoring

- (i) With the end of the project extension period and the cessation of the Contractor monitoring of the Training Block Grant program, the MLA

should carry out those monitoring activities it deems essential for successful completion of Cycle 2 requirements, and

- (ii) MLA should also follow-up the work of the governorates in supplying the required training data for the second Quarterly Progress Report and be prepared to provide technical assistance to the governorates in the operation of the training roster/budget system software they received from the Contractor MIS team at the MIS conference held at the end of June 1993.

5.6.2. Recommendations for Performance Improvement

5.6.2.1 Needs Assessment

- (i) Needs assessment specialists should simplify the assessment forms presented by the previous contractor;
- (ii) Specialists should provide technical assistance and training, either training of trainers or on-the-job training, to governorate training teams in planning and conduct of needs assessments for a possible Cycle 3;
- (iii) Governorate training teams should, in turn, provide a needs assessment orientation or action planning workshop at the governorate level for those local units whose training needs will be assessed;
- (iv) Governorate training teams should allow significantly more time for the needs assessment process than has been allocated to date, in order to implement (v) and (vi);
- (v) Governorate training teams should develop a plan to motivate the staff of local units to participate more actively; and
- (vi) Governorate training committees should develop a plan to involve governorate executive leadership more actively in the needs assessment.

5.6.2.2 Planning

- (i) MLA should commit readily to the yearly local training plan, assuming that the plan was approved by the governorate secretary general in his capacity as head of the governorate training committee;
- (ii) MLA should deliver funding promptly and according to yearly plan and schedule;
- (iii) MLA should support increased autonomy for the Governorate Training Committees and extend their scope to include coordinating locally available training funding sources;
- (iv) Governorate yearly training plans should reflect local socio-economic and socio-technical development priorities, as screened by the the village development director, secretary general, and governor;
- (v) Governorates should include the yearly training program implementation schedule in the overall program plan that is submitted to the secretary-general, governor, and MLA Steering Committee for approval; and

- (vi) Governorate training teams should have reasonable flexibility for making modifications in the annual plan, subject to local governorate training committee approval.

5.6.2.3 Program and Course Design and Re-Design

- (i) The Sakkara Local Development Center should provide governorate training teams with technical assistance in program and course design functions, through training of trainers or on-the-job training, during the planning phase of Cycle 3;
- (ii) The governorate training committees should recruit and/or train for two full-time, long-term positions: 1) senior design specialist and 2) junior design specialist;
- (iii) For Cycle 3, and especially if it is not possible to recruit for these two positions, governorate training teams should use local education and training design experts from the directorates, local training centers and educational institutions;
- (iv) Funds for obtaining the services of such short-term design consultants should be allocated in the local yearly training plan.

5.6.2.4 Recruitment and Use of Instructors and Trainers

- (i) MLA should reconsider the regulation prohibiting the use of government employees as trainers during official work hours;
- (ii) MLA and selected representatives from the governorate training teams should jointly develop specific criteria for guidance for contracting and using specialized training consultants, firms, and training centers;
- (iii) MLA should amend the financial regulations governing trainer fees to allow employing higher-quality/higher cost consultants when such consultants are not available locally, as is sometimes the case in Upper Egypt and Desert governorates;
- (iv) The Sakkara Local Development Committee, using its senior training specialists, should hold training of trainers, strategic and program planning and other specialized training programs at the Sakkara Local Development Center for governorate training teams, in accordance with the recommendations presented in the above-mentioned report, The Sakkara Local Development Center: A Five-year Strategic Plan 1993-1998.

5.6.2.5 Curriculum and Materials Development

- (i) Governorate training committees should commit to increasing the quality of the curricula, materials, and training aids that are used in the local training programs;
- (ii) Governorate training committees should develop criteria, with an emphasis on practicality, clarity, and overall quality, for the curricula and materials that will be developed and used in local training programs, and communicate those

requirements to the individual consultants and firms that will be contracted in order to do so;

- (iii) Governorate training committees should allocate additional levels of funding for obtaining the services of experts in curriculum and materials development;
- (iv) Governorates should establish and activate training libraries for local training, similar to those set up in the LD II Urban training program. These should contain copies of the training and technical manuals, reports, and training aids distributed to the governorates in the LD II program, as well as other materials collected independently by the governorates;
- (v) The Sakkara Local Development Center should make available to the governorate training teams curricula and materials needed for local programs;
- (vi) The governorate training committees should allocate additional funding for making their training libraries operational and for acquiring new materials, reflecting the needs of subsequent yearly training plans.

5.6.2.6 Follow-Up and Evaluation

- (i) The Sakkara Local Development Center should provide technical assistance and training to the governorate teams in practical, results-oriented strategies and techniques of follow-up, evaluation, and impact assessment of local programs, and
- (ii) The governorate training team should conduct follow-up, evaluation, and impact assessments of local training programs and feed back results to local training consultants, trainers and entities in order to make the necessary modifications for future programs and maintain and raise quality and performance standards.

5.6.3. Recommendations for Institutionalization

5.6.3.1 MLA and Institutionalization

- (i) MLA should provide active leadership to the governorates to ensure that the current Cycle 2 program concludes successfully. This involves strong program direction, scheduling, communication, monitoring, evaluation, and impact assessment;
- (ii) MLA should ensure the future of local development training by establishing a five-year training program within the framework of the LPDP;
- (iii) MLA should seek funding for this training program from the LPDP. Both a funding mechanism and a level of assured funding need to be derived from the LPDP. The governorates have already recommended that 3% of the LPDP's total funding be allocated for training and taken from the governorates' matching funds;
- (iv) MLA should assist the governorate training committees to develop supplementary funding for training from such entities as the Social Fund for Development, UNICEF, and other national and international donors;

- (v) MLA should monitor the performance of the governorate training committees in producing their training Quarterly Progress Reports and as a related function, monitor the operation of the training roster/budget system in the six urban governorates and the extension of the system to the provincial governorates and Luxor City,
- (vi) MLA should strengthen the role of the Steering Committee for the work that may be appropriate to it in the post-project period.

5.6.3.2 Sakkara Local Development Center and Institutionalization

- (i) The Sakkara Local Development Center should take the place of the Contractor in providing technical assistance and learning opportunities to the governorate training programs for the five-year duration of the LPDP, in accordance with the Sakkara Local Development Center strategic development plan and recommendations mentioned above in section 5.5.8;
- (ii) The Sakkara Center should become an autonomous entity with assured funding, independent of the MLA, in order to support local development and related training in an independent manner, strongly reflecting the principles of decentralization that guided the LD II Program;
- (iii) The Sakkara Center should create and deliver a formal, intensive program of training of trainers, including beginning, intermediate, and advanced levels, over a five-year period, to the governorate training teams;
- (iv) Governorate training team graduates of the Sakkara Center training of trainers programs should be required, in turn, to give training of trainers courses to the local trainers and instructors who are contracted to carry out the local programs, preferably at the beginning of each new cycle of training.

5.6.3.3 The Governorates and Institutionalization

- (i) The activity of the governorate training committees should be strengthened, in order to complete Cycle 2 with success and participate thereafter in the five-year training program recommended above in section 5.6.3. Some recommended roles include: developing local funding sources; coordinating the contributions of local funding sources; conducting improved needs assessments; drafting comprehensive yearly training plans; monitoring and evaluating the program; conducting impact assessments; identifying local training resources, and promoting the benefits of training to interested parties;
- (ii) Governorate training committees should be encouraged to rely more on local development-experienced and capable private sector training consultants and firms for work in the local development training program, especially those individuals and firms having demonstrated their effectiveness in the LD II Program.

5.6.4. Popular and Executive Councils Seminars

It is recommended that the exercises be reviewed and modified to meet the change in the target group. The original design was based on participation of equal numbers of Executive and Popular Council members. This was changed to have 40 Popular Council members and 10 Executives in each seminar cycle. run.

An evaluation is recommended after reaching 25% of the target. This should involve participants, trainers, and Sakkara Local Development Center staff. Management and technical aspects of the program should be assessed.

More trainers need to be engaged in the program, whether from inside or outside the MLA.

MLA staff is advised to find a way of follow-up for the similar program conducted at the local level through the Training Block Grant program.

MLA is encouraged to use the training materials and manuals delivered to the Sakkara Local Development Center library and to continue to update and develop the library.

SECTION 6

PRIVATE VOLUNTARY ORGANIZATIONS (PVOs)

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PRIVATE VOLUNTARY ORGANIZATIONS (PVO)

6.1 STATUS AT START OF PROJECT

The Private Voluntary Organizations (PVOs) are non-governmental autonomous associations formed by volunteer members to serve their local community and advocate vital issues for community development in areas of: health, social welfare and family services, income generation, education, family planning, elderly services, women development programs, social and youth clubs, productive families, professional formation, and vocational training and rehabilitation for the disabled . There are around 13,000 PVOs in Egypt. The Ministry of Social Affairs (MSA) and its departments and directorates in the governorates coordinate, organize and sponsor PVO activities under Law 32. All PVOs are registered through the Regional Federations in the governorates. The Regional Federations provide training and research and act as a link between the departments of social affairs and PVOs. MSA, departments of social affairs and Regional Federations play an advisory role to PVOs and provide technical assistance where needed.

PVO's can play an essential role in the development of citizen participation and ensure privatization as an approach towards development.

6.1.1 Background of USAID Funds to PVOs

PVOs received USAID funds starting with the Neighborhood Urban Services project which served four urban governorates (Cairo , Alexandria , Giza and Shoubra El Kheima/ Qaliubia) from 1982 to 1986. As a result of the success of the project, PVO Block Grant started in 1987, as a component of the Local Development (LD II) Program, to provide technical assistance and funds to PVOs in the 26 governorates to enable them to plan, design, implement and monitor their own sub-projects. The LD II activities ended in November 1992 and the transition period started in December 1992. During the period of 1988-1992 PVOs received four cycles of USAID funds. (See Table 6.1) The LD II Transition period took over to provide technical assistance to PVOs and Regional Federations to follow-up the expenditure of cycle 4 during the transition period.

6.1.2 Expenditure of Funds at November 1992

Table 6.2 indicates the USAID funds for Cycles 1, 2, 3, 4. The table shows the number of funded PVOs and number of projects under each cycle per governorate. It also points out that the total PVOs funds include the GOE share which constitutes five percent and the PVO contribution. The PVOs of the urban and provincial governorates' share represents twenty five percent of the USAID grant while the PVOs of the desert governorates' share represents ten percent only.

During the period of November 1991 - 1992, the governorate PVO's planned to fund 1740 Cycle 4 sub-projects. A total amount of LE 15,225,000 was received. No record of the expenditure was indicated for eleven out of the 26 governorates. One PVO (Sharkeya) accomplished 90 percent expenditure. One governorate (Assiut) had 80 percent, Damietta and Dakahlia were slightly above 70 percent, and the rest of the governorates ranged between eight percent and 64 percent (See Table 6.3).

6.1.3 PVO Fund Tracking System

The PVO fund tracking system was developed and installed in 20 out of 26 the governorates

Table 6.1

Local Development II
Total USAID Funds
To
Private Voluntary Organization
1987 - 1991

Governorates	1987 - 1991				Grand Total
	Cycle 1	Cycle 2	Cycle 3	Cycle 4	
Cairo	2,766,400	2,766,400	5,532,800	11,065,600	22,131,200
Alexandria	1,081,600	1,081,600	2,163,200	4,326,400	8,652,800
Giza	785,200	785,200	1,570,400	3,140,800	6,281,600
Qaliubia	254,800	254,800	509,600	1,019,200	2,038,400
Port Said	200,200	200,200	400,400	800,800	1,601,600
Suez	171,600	171,600	343,200	686,400	1,372,800
Aswan	452,400	452,400	904,800	1,809,600	3,619,200
Assiut	754,000	754,000	1,508,000	3,016,000	6,032,000
Beheira	1,058,200	1,058,200	2,116,400	4,232,800	8,465,600
Beni Suef	575,900	575,900	1,151,800	2,303,600	4,607,200
Damietta	271,700	271,700	543,400	1,086,800	2,173,600
Dakahlia	1,095,900	1,095,900	2,191,800	4,383,600	8,767,200
Fayoum	555,100	555,100	1,110,200	2,220,400	4,440,800
Gharbia	989,300	989,300	1,978,600	3,957,200	7,914,400
Giza	635,700	635,700	1,271,400	2,542,800	5,085,600
Ismailia	228,800	228,800	457,600	915,200	1,830,400
Kafr El Sheikh	594,100	594,100	1,188,200	2,376,400	4,752,800
Matrouh	184,000	184,000	368,000	736,000	1,472,000
Menoufia	981,500	981,500	1,963,000	3,926,000	7,852,000
Minia	1,068,600	1,068,600	2,137,200	4,274,400	8,548,800
New Valley	150,650	150,650	301,300	602,600	1,205,200
North Sinai	178,250	178,250	356,500	713,000	1,426,000
Qaliubia	707,200	707,200	1,414,400	2,828,800	5,657,600
Qena	725,400	725,400	1,450,800	2,901,600	5,803,200
Red Sea	126,500	126,500	253,000	506,000	1,012,000
Sohag	803,400	803,400	1,606,800	3,213,600	6,427,200
Sharkia	1,307,800	1,307,800	2,615,600	5,231,200	10,462,400
South Sinai	55,200	55,200	110,400	220,800	441,600
TOTAL GOVTS	18,759,400	18,759,400	37,518,800	75,037,600	150,075,200
FOUR CYCLES					150,075,200

Source: USAID Files

Table 6.2
LOCAL DEVELOPMENT II
DETAILED PVO FUND AMOUNT, NUMBER OF PROJECTS & PVOS FOR EACH CYCLE

GOVERNORATE	Fiscal Year 87 First Cycle					
	USAID GRANT (L.E)	GOVERNORATE SHARE (5%)	PVO 25%	TOTAL FUND	NO. OF PROJECTS	NO. OF PVOS
CAIRO	800,000.00	40,000.00	200,000.00	1,040,000.00	120	102
ALEXANDRIA	560,000.00	28,000.00	140,000.00	728,000.00	67	59
PORT SAID	100,000.00	5,000.00	25,000.00	130,000.00	5	5
SUEZ	100,000.00	5,000.00	25,000.00	130,000.00	25	6
GIZA URBAN	160,000.00	8,000.00	40,000.00	208,000.00	26	24
QALUBIA URBAN	160,000.00	8,000.00	40,000.00	208,000.00	25	22
CENTRAL PVOS	0.00	0.00	0.00	0.00	0	0
DAMIETTA	100,000.00	5,000.00	25,000.00	130,000.00	12	11
DAKAHLIA	100,000.00	5,000.00	25,000.00	130,000.00	18	18
SHARKIA	100,000.00	5,000.00	25,000.00	130,000.00	15	13
QALUBIA PROVINCIAL	100,000.00	5,000.00	25,000.00	130,000.00	13	13
KAFR EL SHEIKH	100,000.00	5,000.00	25,000.00	130,000.00	34	30
GHARBIA	100,000.00	5,000.00	25,000.00	130,000.00	10	10
MENOUFIA	100,000.00	5,000.00	25,000.00	130,000.00	7	7
BEHEIRA	100,000.00	5,000.00	25,000.00	130,000.00	34	34
ISMAILIA	100,000.00	5,000.00	25,000.00	130,000.00	10	10
GIZA PROVINCIAL	100,000.00	5,000.00	25,000.00	130,000.00	21	17
BENI SUEF	100,000.00	5,000.00	25,000.00	130,000.00	16	16
FAYOUM	100,000.00	5,000.00	25,000.00	130,000.00	7	7
MENIA	100,000.00	5,000.00	25,000.00	130,000.00	17	16
ASSIUT	100,000.00	5,000.00	25,000.00	130,000.00	19	15
SOHAG	100,000.00	5,000.00	25,000.00	130,000.00	13	13
QENA	100,000.00	5,000.00	25,000.00	130,000.00	10	10
ASWAN	100,000.00	5,000.00	25,000.00	130,000.00	20	20
RED SEA	50,000.00	2,500.00	5,000.00	57,500.00	12	9
NEW VALLEY	50,000.00	2,500.00	5,000.00	57,500.00	8	7
MATROUH	50,000.00	2,500.00	5,000.00	57,500.00	22	22
NORTH SINAI	40,000.00	2,000.00	4,000.00	46,000.00	5	5
SOUTH SINAI	40,000.00	2,000.00	4,000.00	46,000.00	6	6
TOTAL	3,810,000.00	190,500.00	918,000.00	4,918,500.00	597	527

Source: USAID and MSA Files

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Table 6.2(cont'd)
 LOCAL DEVELOPMENT II
 DETAILED PVO FUND AMOUNT, NUMBER OF PROJECTS & PVOS FOR EACH CYCLE

GOVERNORATE	Fiscal Year 88 Second Cycle					
	USAID GRANT (L.E)	GOVERNORATE SHARE (5%)	PVO 25%	TOTAL FUND	NO. OF PROJECTS	NO. OF PVOS
CAIRO	2,435,130.00	121,757	608,782.50	3,165,669.00	211	160
ALEXANDRIA	727,400.00	36,370	181,650.00	945,620.00	74	64
PORT SAID	108,875.00	5,444	27,218.75	141,537.50	6	6
SUEZ	186,375.00	9,319	46,593.75	242,287.50	12	7
GIZA URBAN	644,415.00	32,221	161,103.75	837,739.50	55	46
QALIUBIA URBAN	381,805.00	19,090	95,451.25	496,346.50	47	28
CENTRAL PVOS	500,000.00	25,000	125,000.00	650,000.00	19	14
DAMIETTA	235,900.00	11,795	58,975.00	306,670.00	31	29
DAKAHLIA	1,300,550.00	65,028	325,137.50	1,690,715.00	106	102
SHARKIA	1,593,165.00	79,658	398,291.25	2,071,114.50	102	79
QALIUBIA PROVINCIAL	419,210.00	20,961	104,802.50	544,973.00	66	63
KAFR EL SHEIKH	618,470.00	30,924	154,617.50	804,011.00	79	70
GHARBIA	1,121,920.00	56,096	280,480.00	1,458,496.00	114	87
MENOUFIA	1,312,760.00	65,638	328,190.00	1,706,588.00	137	108
BEHEIRA	1,100,075.00	55,004	275,018.75	1,430,097.50	134	100
ISMAILIA	182,445.00	9,122	45,611.25	237,178.50	11	11
GIZA PROVINCIAL	681,625.00	34,081	170,406.25	886,112.50	77	59
BENI SUEF	647,595.00	32,380	161,898.75	841,873.50	66	57
FAYOUM	604,390.00	30,220	151,097.50	785,717.50	74	64
MENIA	1,354,635.00	67,732	338,658.75	1,761,025.50	116	103
ASSIUT	890,665.00	44,533	222,666.25	1,157,864.50	82	80
SOHAG	935,650.00	46,783	233,912.50	1,216,345.00	76	47
QENA	842,210.00	42,111	210,552.50	1,094,873.00	66	64
ASWAN	489,395.00	24,470	122,348.75	636,213.50	27	26
RED SEA	145,260.00	7,263	14,526.00	167,049.00	17	16
NEW VALLEY	213,345.00	10,667	21,334.50	245,346.75	19	17
MATROUH	201,865.00	10,093	20,186.50	232,144.75	31	29
NORTH SINAI	265,015.00	13,251	26,501.50	304,767.25	16	13
SOUTH SINAI	111,855.00	5,593	11,185.50	128,633.25	12	8
TOTAL	20,252,000.00	1,012,600	4,922,399.00	26,186,999.00	1883	1557

Source: USAID and MSA Files

Table 6.2(cont'd)
LOCAL DEVELOPMENT II
DETAILED PVO FUND AMOUNT, NUMBER OF PROJECTS & PVOS FOR EACH CYCLE

GOVERNORATE	Fiscal Year 89 Third Cycle					
	USAID GRANT (L.E)	GOVERNORATE SHARE (5%)	PVO 25%	TOTAL FUND	NO. OF PROJECTS	NO. OF PVOS
CAIRO	1,513,600.00	75,680.00	378,400.00	1,967,680.00	143	129
ALEXANDRIA	673,400.00	33,670.00	168,350.00	875,420.00	50	47
PORT SAID	344,300.00	17,215.00	86,075.00	447,590.00	36	19
SUEZ	287,300.00	14,365.00	71,825.00	373,490.00	17	8
GIZA URBAN	675,200.00	33,760.00	168,800.00	877,760.00	58	55
QALIUBIA URBAN	374,500.00	18,725.00	93,625.00	486,850.00	43	27
CENTRAL PVOS	0.00	0.00	0.00	0.00	0	0
DAMIETTA	307,100.00	15,355.00	76,775.00	399,230.00	57	47
DAKAHLIA	825,500.00	41,275.00	206,375.00	1,073,150.00	116	107
SHARKIA	1,015,600.00	50,780.00	253,900.00	1,320,280.00	129	115
QALIUBIA PROVINCIAL	673,500.00	33,675.00	168,375.00	875,550.00	108	93
KAFR EL SHEIKH	616,300.00	30,815.00	154,075.00	801,190.00	70	60
GHARBIA	769,500.00	38,475.00	192,375.00	1,000,350.00	68	60
MENOUFIA	833,200.00	41,660.00	208,300.00	1,083,160.00	117	110
BEHEIRA	881,300.00	44,065.00	220,325.00	1,145,690.00	157	135
ISMAILIA	182,500.00	9,125.00	45,625.00	237,250.00	13	13
GIZA PROVINCIAL	593,400.00	29,670.00	148,350.00	771,420.00	65	56
BENI SUEF	601,900.00	30,095.00	150,475.00	782,470.00	73	61
FAYOUM	577,000.00	28,850.00	144,250.00	750,100.00	70	58
MENIA	957,700.00	47,885.00	239,425.00	1,245,010.00	83	83
ASSIUT	731,900.00	36,595.00	182,975.00	951,470.00	72	62
SOHAG	794,500.00	39,725.00	198,625.00	1,032,850.00	100	82
QENA	835,000.00	41,750.00	208,750.00	1,085,500.00	46	44
ASWAN	489,500.00	24,475.00	122,375.00	636,350.00	48	47
RED SEA	181,000.00	9,050.00	18,100.00	208,150.00	13	11
NEW VALLEY	331,700.00	16,585.00	33,170.00	381,455.00	24	21
MATROUH	380,400.00	19,020.00	38,040.00	437,460.00	29	20
NORTH SINAI	303,900.00	15,195.00	30,390.00	349,485.00	19	13
SOUTH SINAI	249,300.00	12,465.00	24,930.00	286,695.00	22	14
TOTAL	17,000,000.00	850,000.00	4,033,055.00	21,883,055.00	1846	1597

Source: USAID and MSA Files

Table 6.2(cont'd)
 LOCAL DEVELOPMENT II
 DETAILED PVO FUND AMOUNT, NUMBER OF PROJECTS & PVOS FOR EACH CYCLE

GOVERNORATE	Fiscal Year 91. Fourth Cycle					NO. OF PROJECTS	NO. OF PVOS
	USAID GRANT (L.E)	GOVERNORATE SHARE (5%)	PVO 25%	TOTAL FUND			
CAIRO	2,128,000.00	106,400.00	532,000.00	2,766,400.00	183	161	
ALEXANDRIA	832,000.00	41,600.00	208,000.00	1,081,600.00	82	71	
PORT SAID	154,000.00	7,700.00	38,500.00	200,200.00	13	11	
SUEZ	132,000.00	6,600.00	33,000.00	171,600.00	18	4	
GIZA URBAN	604,000.00	30,200.00	151,000.00	785,200.00	57	47	
QALIUBIA URBAN	196,000.00	9,800.00	49,000.00	254,800.00	30	20	
CENTRAL PVOS	0.00	0.00	0.00	0.00	0	0	
DAMIETTA	209,000.00	10,450.00	52,250.00	271,700.00	38	34	
DAKAHLIA	843,000.00	42,150.00	210,750.00	1,095,900.00	133	118	
SHARKIA	1,006,000.00	50,300.00	251,500.00	1,307,800.00	116	102	
QALIUBIA PROVINCIAL	544,000.00	27,200.00	136,000.00	707,200.00	115	91	
KAFR EL SHEIKH	457,000.00	22,850.00	114,250.00	594,100.00	40	32	
GHARBIA	761,000.00	38,050.00	190,250.00	989,300.00	92	83	
MENOUFIA	755,000.00	37,750.00	188,750.00	981,500.00	98	90	
BEHEIRA	814,000.00	40,700.00	203,500.00	1,058,200.00	135	110	
ISMAILIA	176,000.00	8,800.00	44,000.00	228,800.00	12	12	
GIZA PROVINCIAL	489,000.00	24,450.00	122,250.00	635,700.00	50	43	
BENI SUEF	443,000.00	22,150.00	110,750.00	575,900.00	69	67	
FAYOUM	427,000.00	21,350.00	106,750.00	555,100.00	50	48	
MENIA	822,000.00	41,100.00	205,500.00	1,068,600.00	89	87	
ASSIUT	580,000.00	29,000.00	145,000.00	754,000.00	67	64	
SOHAG	618,000.00	30,900.00	154,500.00	803,400.00	94	78	
QENA	558,000.00	27,900.00	139,500.00	725,400.00	58	58	
ASWAN	348,000.00	17,400.00	87,000.00	452,400.00	38	37	
RED SEA	110,000.00	5,500.00	11,000.00	126,500.00	13	12	
NEW VALLEY	131,000.00	6,550.00	13,100.00	150,650.00	13	13	
MATROUH	160,000.00	8,000.00	16,000.00	184,000.00	11	10	
NORTH SINAI	155,000.00	7,750.00	15,500.00	178,250.00	13	10	
SOUTH SINAI	48,000.00	2,400.00	4,800.00	55,200.00	4	4	
TOTAL	14,500,000.00	725,000.00	3,534,400.00	18,759,400.00	1731	1517	

Source:USAID and MSA Files

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Table 6.2 (cont'd)
 LOCAL DEVELOPMENT II
 DETAILED PVO FUND AMOUNT, NUMBER
 OF PROJECTS AND PVOS FOR EACH CYCLE

TOTAL			
GOVERNORATE	USAID GRANT (L.E)	NO. OF PROJECTS	NO. OF PVOS
CAIRO	6,876,730	657	552
ALEXANDRIA	2,792,800	273	241
PORT SAID	707,175	60	41
SUEZ	705,675	72	25
GIZA URBAN	2,083,615	196	172
QALIUBIA URBAN	1,112,305	145	97
CENTRAL PVOS	500,000	19	14
DAMIETTA	852,000	138	121
DAKAHLIA	3,069,050	373	345
SHARKIA	3,714,765	362	309
QALIUBIA PROVINCIAL	1,736,710	302	260
KAFR EL SHEIKH	1,791,770	223	192
GHARBIA	2,752,420	284	240
MENOUFIA	3,000,960	359	315
BEHEIRA	2,895,375	460	379
ISMAILIA	640,945	46	46
GIZA PROVINCIAL	1,864,025	213	175
BENI SUEF	1,792,495	224	201
FAYOUM	1,708,390	201	177
MENIA	3,234,335	305	289
ASSIUT	2,302,565	240	221
SOHAG	2,448,150	283	220
QENA	2,335,210	180	176
ASWAN	1,426,895	133	130
RED SEA	486,260	55	48
NEW VALLEY	726,045	64	58
MATROUH	792,265	93	81
NORTH SINAI	763,915	53	41
SOUTH SINAI	449,155	44	32
TOTAL	55,562,000.00	6057	5198

Source: USAID and MSA Files

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Table 6.3

GOVERNORATE CONSOLIDATED REPORT
(GRANT, ACTUAL SPENT AND PVO EXPENDITURES FOR CYCLE FOUR)
AS OF NOVEMBER 1992

GOVERNORATE	Grant Amount + 5%	YTD Spent Grant + 5%	EXPENDITURE		TOTAL NUMBER OF	
			Percent	Difference	PVOs	Project
CAIRO	2,234,400	-	0%	2,234,400	159	182
ALEXANDRIA	873,600	-	0%	873,600	74	84
PORT SAID	161,700	-	0%	161,700	11	13
SUEZ	138,600	-	0%	138,600	4	18
GIZA (URBAN)	634,200	-	0%	634,200	47	57
QALIUBIA (URBAN)	205,800	-	0%	205,800	20	27
CENTRAL PVOs	-	-	0%	-	-	-
DAMIETTA	219,450	175,249	79%	44,201	34	38
DAQAHLIA	885,150	664,150	75%	221,000	118	133
SHARKIA	1,056,300	1,001,650	94%	54,650	102	116
QALIUBIA	571,200	368,841	64%	202,359	91	115
KAFR EL SHEIKH	479,850	210,924	43%	268,926	33	39
GHARBIA	799,050	226,828	28%	572,222	94	102
MENOUFIA	792,750	67,974	8%	724,776	94	100
BEHEIRA	854,750	-	0%	854,750	120	147
ISMAILIA	184,800	79,760	43%	105,040	12	12
GIZA	513,450	272,142	53%	241,308	44	50
BENI SUEF	465,150	254,192	54%	210,958	67	69
FAYOUM	448,350	-	0%	448,350	48	50
MENTA	863,100	-	0%	863,100	90	94
ASSIUT	602,200	484,166	80%	118,034	62	65
SOHAG	643,650	-	0%	643,650	78	94
QENA	585,900	129,973	22%	455,927	58	58
ASWAN	365,400	278,575	76%	86,825	37	38
RED SEA	115,500	101,690	88%	13,810	12	13
NEW VALLEY	137,550	133,461	97%	4,089	13	13
MATROUH	168,000	90,500	53%	77,500	10	11
NORTH SINAI	162,750	77,810	47%	84,940	10	13
SOUTH SINAI	50,400	50,400	100%	0	4	4
TOTAL LE	15,213,000	4,668,285	30%	10,544,715	1,546	1,755

Source: SPAAC final report.

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and the headquarters office of the MSA, technical secretariat group. The system was operating to provide data for the first three cycles only. Only one computer at the MSA's Central Office has the Nafitha Arabization Utility. Received equipment was not in a good condition. There was a need to modify the system to increase the processing speed.

6.1.4 Orientation Workshop

An orientation guidelines manual for project implementation of the LD II Cycle 4 grant was developed and distributed to funded PVOs during the orientation workshops before giving out the checks. No orientation workshops were conducted for Cairo Governorate with its 20 districts. The manuals were delivered to Cairo Directorate of Social Affairs to pass them to the PVOs.

6.1.5 Training of Trainers Workshop

A Training of Trainers Workshop was conducted for Regional Federation and Directorate of Social Affairs training staff. No application of the knowledge introduced during the Workshop was recorded. Some audio-visual aids and material were provided to some regional federations.

6.1.6 Local Popular Council Seminars

The seminars for the Popular Council officials who were PVO board members were not implemented as planned. Elections for the new members took place towards the end of the LD II program, which did not allow time for the activity.

6.1.7 Regional Federation Demonstration Projects

Gharbia Governorate was selected to start a demonstration project using Gharbeya Federation as a center for the design and production of audio-visual aids to be used for training and documentation of PVO activity in the governorate. Gharbeya Federation received some audio-visual aids and a camera to proceed with the activity. No record of products was recorded.

6.2 OBJECTIVES

The stated PVO objectives were:

"The contractor shall monitor the institutional development put in place during the four past cycles of the PVO Block Grants to all 26 governorates and provide additional assistance to improve performance. This monitoring will concentrate on plan adherence, financial reporting and subject completion as well as fund raising and needs assessment training and will provide follow up technical assistance in these selected areas when monitoring indicates non-compliance. The contractor shall focus on those governorates where project completion is less than 70 percent and where there have been reported cases of plan discrepancies and other problems."

The following tasks were identified as a basis for the work program during the transition period:

- 6.2.1 Develop Working System:** set action plan with MSA (technical secretariat and PVO National Committee);
- 6.2.2 Orientation workshops:** on guidelines for use of Cycle 4 funds to cover all governorates;

- 6.2.3 **Install Tracking System:** for the PVO funds in the governorates and headquarters office and resolve subsequent problems;
- 6.2.4 **Training of Trainers:** to assist the regional federations to utilize the outcome of Training of Trainers courses which the regional federations received in 1992;
- 6.2.5 **Monitor and Follow-Up:** expenditure of funds and implementation of projects in the 26 governorates and Luxor City;
- 6.2.6 **Demonstration Projects:** Select two regional federation demonstration projects and provide technical assistance on management of projects.

6.3 **ACTION PLAN**

6.3.1 **Develop Working System**

To liaise with MSA and USAID officials organizing the work and to develop the action plan. The status report and the final report of LD II PVO helped to prioritize the areas where technical assistance efforts should be introduced.

6.3.2 **Orientation Workshops**

Complete orientation workshops on guidelines for use of Cycle 4 funds to cover all governorates.

The only governorate which did not receive orientation on guidelines for expenditure of Cycle 4 was Cairo. A time schedule was prepared to cover Cairo Directorate of Social Affairs and the twenty districts within the first month of the transition period.

6.3.3 **PVO Fund Tracking System**

The plan was to install the PVO Fund Tracking System in the governorates which did not have it.

To coordinate PVO and Contractor MIS teams' effort to install the PVO fund tracking system. One MIS team member was responsible for all PVO MIS to complete the installation of the system; to provide technical assistance to the headquarters MSA Office and the governorates to start using the system to enter data for Cycle 4; and to address any problem with the system at the request of the governorates.

6.3.4 **Training of Trainers**

Assist the Regional Federation to utilize the outcome of Training of Trainers Courses which the federations received in 1992.

To develop a follow-up questionnaire to measure the impact of the Training of Trainers program and see how applicable it can be to train PVO members. Design and implement workshops for Directorate of Social Affairs, Regional Federation and PVOs members on project management, fund raising and needs assessment.

6.3.5 Monitor and Follow up Expenditure of Funds

To attend all meetings of the National PVO Committee for exchange of views and follow-up of implementation status. To conduct regular meetings between the PVO technical assistance and the MSA technical secretariat to work together to accomplish the following:

- (i) Schedule field visits of both teams to selected governorates within the travel limitations;
- (ii) Share findings and field visits reports;
- (iii) Submit a monthly report including findings and recommendations for visited sites from the technical aspects including Regional Federations, Departments of Social Affairs, for Cycles 1,2,3,4;
- (iv) Develop and design and update follow-up forms and questionnaires to be used during the field visits.

6.3.6 Demonstration Projects

Select two Regional Federation Demonstration Projects. Review criteria for selection of demonstration projects, available facility and resources at regional federations. Share findings with MSA for follow-up to guarantee continuity of the activity and transfer of experience to other regional federations.

6.4 RESULTS

6.4.1 Develop Working System

An action plan was developed, shared with MSA staff, revised and approved by the National PVO Committee (Attach 6.A) The plan was geared to complete the tasks unfinished by LD II in November 1992. Each of the Contractor's PVO team members was assigned an equal number of governorates for monitoring, follow-up, and reporting. Reports were prepared in Arabic and English and discussed on a monthly basis with the MSA technical secretariat group which accompanied the PVO team in most cases. Attending the PVO National Committee meetings (eight meetings) during the transition period made it possible to raise and discuss general issues related to expenditure of funds and changes in the governorates plans.

6.4.2 Orientation Workshops

The actual implementation of the orientation workshops started in December 1992 and was completed by mid January 1993. It involved 165 participants representing Cairo Directorate of Social Affairs staff and board members of funded PVOs. USAID, and the MSA technical secretariat attended the sessions with the Contractor's PVO team. (Table 6.4). Discussions revealed the need for more assistance from the Directorate of Social Affairs to the PVOs and more accurate and realistic needs assessment. Some PVO board members objected to the way the projects were assigned to them.

6.4.3 PVO Fund Tracking System

The system was installed in the following governorates: Cairo, Red Sea, Ismailia, South Sinai, Kafr El Sheikh and Beni, Suef. Training in the use of the system and some DOS and dBASE

Table 6.4

PVO ORIENTATION WORKSHOP SCHEDULE

PVO Orientation Workshop Schedule				
District	Date	No. of Participants		Place
		PVO	Governorate Directors	
EI Maadi	12/27/93	9	14	Maadi PVO
Misr EI Kadima South	12/29/93	20	7	M. Kame1 PVO
Helwan EI Tebbin	01/04/93	22	11	Tanmeiet EI Mogtamaa PVO
West Abdeen Middle	01/07/93	16	7	Moslem Youth PVO
Misr EI Gedida EI Waily Nasr City	01/11/93	16	12	Ghar Herra PVO
Ein Shams EI Salam EI Mataria	01/11/93	7	24	Masged EI Nour PVO
TOTAL		90	75	

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Source: PVO Trip reports

commands were also provided by MIS team members in charge of the follow-up of the PVO system. Additional field visits were carried out to address some problems reported by the governorates of Fayoum, Alexandria, Qena, Menoufia, Menia and Sohag and the MSA technical Secretariat Headquarters Office. The system is operating and provides information on the four cycles of funds. A Contractor MIS team member worked with governorates to address problems reported in the area of data entry, hard disk, arabization and virus attack.

6.4.4 Training of Trainers

A simple follow-up questionnaire was developed to analyze the outcome of the Training of Trainers (Attach 6.B). Sixty-three participants out of the 112 who attended the training, representing 52 percent of the target group, filled out the questionnaire. Menia, Dakahlia, Fayoum and Ismailia did not respond. Aswan, New Valley and Assiut were not visited. Port Said and South Sinai did not attend the training. The result of the questionnaire indicated that 85 percent knew how to plan a training program but did not practice it; 91 percent are interested in modern training techniques, 75 percent used the group discussion method in their meetings; 55 percent found the handout on feasibility study very useful; 95 percent feel that they needed more time to absorb and to be able to use the modern training techniques, and 97 percent pointed out that they have not started applying any of the techniques because no training was conducted. The Contractor PVO team helped regional federations to review and update their training plans to meet needs which were revealed during the field visits, such as training of day care and nursery teachers and supervisors, Training of Trainers for handicrafts and sewing training centers staff, and training of PVO board members on project management. The Contractor Training Block Grant and PVO teams assisted the governorates to coordinate efforts between the regional federations and the training entities in the respective governorates. They reached a compromise for the regional federations to identify the topics and the trainees, and share in the selection of trainers and management of the training with the governorate training officer.

Another area of training activity was to design and implement training workshops on fund raising, citizen participation, needs assessment and project management. Two workshops were conducted for Directorate of Social Affairs staff and PVO board members who are Popular Council Members. Representatives of 22 governorates participated in the workshop (see Table 6.5)

The main topics were:

Experience gained through the implementation of projects of the 4 cycles of USAID funds; Comments and recommendations as result of field visits during the transition period, needs assessment and planning, and citizen participation and fund-raising project monitoring.

The workshops came up with a set of recommendations that were endorsed by the PVO National Committee. The recommendations focused on the need for the training and retraining for Departments of Social Affairs personnel, review of terms and conditions for future contracting for funds, evaluation of impact of the 4 cycles of funded projects and the need to ensure the continued functioning of funded projects after the end of the transition period.

6.4.5 Monitor and Follow-up for Expenditure of Funds

The Contractor's PVO team visited 22 governorates, 76 Departments of Social Affairs, 22 Regional Federations and 192 PVOs for 423 funded projects. At the request of MSA National Committee technical secretariat, the governorates of Assiut, New Valley, South Sinai and Aswan were not visited. During the visits, the financial books, receipts and documents were reviewed and technical assistance provided where needed. The main comment was not keeping up-to-

Table 6.5

PVO BOARD MEMBERS AND MSA WORKSHOP
MSA SIDI BESHIR TRAINING CENTER
ALEXANDRIA

Date	Governorate	No. of Participants
April 27-29/1993	Cairo	11
	Giza	3
	Qaliubia	3
	Beni Suef	3
	Assiut	3
	Sohag	3
	Qena	2
	Red Sea	2
	South Sinai	2
May 11-13/1993	Cairo	12
	Alexandria	5
	Kafr El Sheikh	3
	Damietta	1
	El Sharkia	2
	El Behaira	3
	Ismailia	3
	Suez	3
	Port Said	2
	North Sinai	3
	Matrouh	2
	Gharbia	3
	Menoufia	3
	Daqahlia	3
Total	22	80

pvomsa/gh

Source: Private Voluntary Organization trip reports (PVO)

date records. Projects sites were visited, meetings with Regional Federations and PVO board members responsible for the projects were conducted, and discussion of constraints and problems related to approval of PVO National Committee to shift funds from one project to another were held. It has been noticed that the Department of Social Affairs technical departments were not involved in the design stage or follow-up of actual implementation. Examples of some findings are unhealthy sites for day care centers, lack of indoor and outdoor games, needed project staff appointments not considered, the existence of more than one project of the same kind in the same area, and selection of projects not representative of community needs. On the other hand, many projects are functioning, meet a need for the community and depend mainly on voluntary efforts or create an income generation for the PVO and the individuals, such as productive families, vocational training centers, homes for the aged, and medical health service centers.

The main focus of the field trips was on follow-up of expenditure of Cycles 3 and 4. Some major PVOs who could afford to pay their share of the costs received funds for two or three projects of Cycle 4 as well as for one or two projects from other cycles, while minor PVOs received funds for one project and many of them did not receive any because they did not meet the funding criteria. Out of the 423 visited projects, 341 were functioning, 31 were under construction or repair, and 13 were at the purchase stage. Table 6.6 shows the expenditure status for the four Cycles according to the information received from MSA on mid-July 1993. The table points out the following achievements: Cycle one, 99.8 percent with minor delay in Fayoum; Cycle two, 99.6 percent; and Cycle three, 98 percent. The delay in Cycles two and three are in Cairo. As for Cycle four it has been noted that it went up from 30 percent in November 1992 to 66 percent in mid-July 1993. The urban governorates started their activities from a zero point in November 1992 to reach a percentage that varied from 20 percent to 60 percent. It has to be noted that the delay in the urban governorates was due to their receiving the checks in September 1992. Then, with the earthquake in October 1992, MSA priorities were shifted to cope with this event.

6.4.6. Demonstration Projects

The demonstration project identified by the LD II Program in Gharbia was visited. Although the regional federations made some positive attempts to apply modern training techniques which still need to be developed, the audio-visual equipment center is not functioning. The equipment delivered to them by the LD II Program has not been utilized. The Regional Federation has some good ideas but no plan. The project needs to be revised for staffing and plan of action. It was noted in the Monthly Reports that this component of Technical Assistance to a demonstration project would not be accomplished during the transition period, due to time constraints and lack of staff at the federation. A modification was partially accomplished through the two workshops held in April and May 1993, where PVOs exchanged views, knowledge and information on project management.

6.5 CONSTRAINTS

6.5.1 Develop Working System

MSA desired that the technical secretariat group (four members) should accompany the Contractor's PVO team during the field visits to the governorates for transfer of experience and to facilitate issues for the Contractor's Technical Assistance team. Due to budget constraints, that was not feasible. Before MSA and USAID came to an agreement to have the PVO team extend their field visits to all the governorates, follow-up and monitoring was limited to ten governorates identified by the project as one-day trips. This continued for five months, from

Table 6.6

PVO FUNDS

AMOUNT, DISTRIBUTION, EXPENDITURES
AND PERCENTAGE OF COMPLETED PROJECTS

GOVERNOR/STATE	FIRST CYCLE					SECOND CYCLE					% IMPLE- MENTATION			
	GRANT AMOUNT (L.E)	DISTRIBUTED	SPENT	% EXP.	# OF PROJECTS	COMPLETED	% IMPLE- MENTATION	GRANT AMOUNT (L.E)	DISTRIBUTED	SPENT		% EXP.	# OF PROJECTS	COMPLETED
CAIRO	840,000.00	840,000.00	840,000.00	100.00%	120	120	100.00%	2,556,887.00	2,556,886.50	2,553,886.50	99.88%	211	210	99.53%
ALEXANDRIA	588,000.00	588,000.00	588,000.00	100.00%	67	67	100.00%	763,766.00	763,766.00	763,766.00	100.00%	74	74	100.00%
PORT SAID	105,000.00	105,000.00	105,000.00	100.00%	5	5	100.00%	114,319.00	114,319.00	114,319.00	100.00%	6	6	100.00%
SIEZ	105,000.00	105,000.00	105,000.00	100.00%	25	25	100.00%	202,384.00	202,384.00	202,384.00	100.00%	12	12	100.00%
GIZA URBAN	168,000.00	168,000.00	168,000.00	100.00%	26	26	100.00%	676,635.00	676,635.00	676,635.00	100.00%	55	55	100.00%
QALUBIYA URBAN	168,000.00	168,000.00	168,000.00	100.00%	25	25	100.00%	400,895.00	400,895.00	400,895.00	100.00%	47	47	100.00%
CENTRAL PVOS	0.00	0.00	0.00	0.00%	0	0	0.00%	525,000.00	525,000.00	520,500.00	99.14%	19	17	89.47%
DAMIETTA	105,000.00	105,000.00	105,000.00	100.00%	12	12	100.00%	247,695.00	247,695.00	247,695.00	100.00%	31	31	100.00%
DAQHLIYA	107,000.00	107,000.00	107,000.00	100.00%	18	18	100.00%	1,365,577.00	1,365,577.00	1,365,577.00	100.00%	106	106	100.00%
SHARKIA	105,000.00	105,000.00	105,000.00	100.00%	15	15	100.00%	1,672,823.00	1,672,823.00	1,672,823.00	100.00%	102	102	100.00%
QALUBIYA PVO	105,000.00	105,000.00	105,000.00	100.00%	13	13	100.00%	440,170.00	440,170.00	440,170.00	100.00%	66	66	100.00%
KAFR EL SHIKH	105,000.00	105,000.00	105,000.00	100.00%	34	34	100.00%	649,393.50	649,393.50	649,393.50	100.00%	79	79	100.00%
GHARBIYA	105,000.00	105,000.00	105,000.00	100.00%	10	10	100.00%	1,178,017.00	1,178,017.00	1,178,017.00	100.00%	114	114	100.00%
MENUFIYA	105,000.00	105,000.00	105,000.00	100.00%	7	7	100.00%	1,378,398.00	1,378,398.00	1,359,539.35	98.63%	137	133	97.08%
BEHEIRA	105,000.00	105,000.00	105,000.00	100.00%	34	34	100.00%	1,155,078.00	1,155,078.00	1,155,078.00	100.00%	134	134	100.00%
ISMAILIA	105,000.00	105,000.00	105,000.00	100.00%	10	10	100.00%	191,567.25	191,567.25	191,567.25	100.00%	11	11	100.00%
GIZ PROV.	105,000.00	105,000.00	105,000.00	100.00%	21	21	100.00%	715,706.00	715,706.00	715,706.00	100.00%	77	77	100.00%
BENI SUEF	105,000.00	105,000.00	105,000.00	100.00%	16	16	100.00%	679,974.75	679,974.75	679,974.75	100.00%	66	66	100.00%
FAYOUM	105,000.00	105,000.00	105,000.00	100.00%	7	6	85.71%	634,609.50	634,609.50	634,609.50	100.00%	74	73	98.65%
MINYA	105,000.00	105,000.00	105,000.00	100.00%	17	17	100.00%	1,422,366.00	1,422,366.00	1,422,366.00	100.00%	116	116	100.00%
ASSYOUT	105,000.00	105,000.00	105,000.00	100.00%	19	19	100.00%	935,198.00	935,198.00	935,198.00	100.00%	82	82	100.00%
SOHAG	105,000.00	105,000.00	105,000.00	100.00%	13	13	100.00%	982,432.50	982,433.00	982,433.00	100.00%	76	76	100.00%
QENA	105,000.00	105,000.00	105,000.00	100.00%	10	10	100.00%	884,320.50	884,320.50	884,320.50	100.00%	66	66	100.00%
ASWAN	105,000.00	105,000.00	105,000.00	100.00%	20	20	100.00%	463,464.75	463,464.75	463,464.75	100.00%	27	27	100.00%
READ SEA	52,500.00	52,500.00	52,500.00	100.00%	12	12	100.00%	152,523.00	152,523.00	152,523.00	100.00%	17	17	100.00%
NEW VALLEY	53,000.00	53,000.00	53,000.00	100.00%	8	8	100.00%	224,012.25	224,012.25	224,012.25	100.00%	19	19	100.00%
MATROUH	52,500.00	52,500.00	52,500.00	100.00%	22	22	100.00%	211,958.00	211,958.00	211,958.00	100.00%	31	31	100.00%
NORTH SINAI	42,000.00	42,000.00	42,000.00	100.00%	5	5	100.00%	278,265.00	278,265.00	278,265.00	100.00%	16	16	100.00%
SOUTH SINAI	42,000.00	42,000.00	42,000.00	100.00%	6	6	100.00%	117,600.00	117,600.00	117,600.00	100.00%	12	12	100.00%
TOTAL	4,003,000.00	4,003,000.00	4,003,000.00	100.00%	597	596	99.83%	21,221,035.00	21,221,035.00	21,194,676.35	99.88%	1883	1875	99.58%

Table 6.6 (Cont'd)

PVO FUNDS
AMOUNT, DISTRIBUTION, EXPENDITURES
AND PERCENTAGE OF COMPLETED PROJECTS

GOVERNORATE	THIRD CYCLE				FOURTH CYCLE				COMPLETED %					
	GRANT AMOUNT (L.-E)	DISTRIBUTED	SPENT	% EXP.	# OF PROJECTS	COMPLETED	IMPLEMENTATION	GRANT AMOUNT (L.-E)		DISTRIBUTED	SPENT	% EXP.	# OF PROJECTS	COMPLETED
CAIRO	1,589,275.00	1,589,275.00	1,585,775.00	99.78%	143	140	97.90%	2,234,400.00	2,226,400.00	1,619,939.00	72.50%	183	76	41.53%
ALEXANDRIA	747,070.00	730,070.00	730,070.00	97.72%	50	50	100.00%	873,600.00	873,600.00	768,700.00	87.99%	82	23	28.05%
PORIT SAID	361,515.00	361,515.00	361,498.00	100.00%	36	33	91.67%	161,700.00	161,700.00	57,424.71	35.51%	13	1	7.69%
SIEZ	301,665.00	301,665.00	301,665.00	100.00%	17	17	100.00%	138,600.00	138,600.00	138,600.00	100.00%	18	18	100.00%
GIZA URBAN	708,960.00	708,960.00	708,960.00	100.00%	58	58	100.00%	634,200.00	634,200.00	468,000.00	73.79%	57	34	59.65%
QALUBIYA URBAN	393,225.00	393,225.00	393,225.00	100.00%	43	35	81.40%	205,800.00	205,800.00	193,684.00	94.11%	30	19	63.33%
CENTRAL PVOs	0.00	0.00	0.00	0.00%	0	0	0.00%	0.00	0.00	0.00	0.00%	0	0	0.00%
DAMIETTA	322,455.00	322,455.00	322,455.00	100.00%	57	57	100.00%	219,450.00	219,450.00	212,670.00	96.91%	38	27	71.05%
DAQAHLIYA	866,775.00	866,775.00	866,775.00	100.00%	116	116	100.00%	885,150.00	885,150.00	664,150.00	75.03%	133	109	81.95%
SHARKIA	1,066,380.00	1,066,380.00	1,066,380.00	100.00%	129	129	100.00%	1,056,300.00	1,056,300.00	1,055,903.00	99.96%	116	113	97.41%
QALUBIYA PVO	707,175.50	707,175.00	707,175.00	100.00%	108	108	100.00%	571,200.00	571,200.00	571,200.00	100.00%	115	73	63.48%
KAFR EL SHIKH	647,115.00	647,115.00	623,365.00	96.33%	70	67	95.71%	479,850.00	479,850.00	469,362.00	97.81%	40	26	65.00%
GHARBIYA	807,975.00	807,975.00	807,975.00	100.00%	68	68	100.00%	799,050.00	799,050.00	722,295.00	90.39%	92	57	61.96%
MENUFIYA	874,860.00	874,860.00	874,860.00	100.00%	117	117	100.00%	792,750.00	792,750.00	632,300.00	79.76%	98	40	40.82%
BEHEIRA	925,365.00	925,365.00	925,365.00	100.00%	157	157	100.00%	854,700.00	848,200.00	815,200.00	95.38%	135	132	97.78%
ISMAILIA	191,625.00	191,625.00	191,625.00	100.00%	13	13	100.00%	184,800.00	184,800.00	182,945.00	99.00%	12	6	50.00%
GIZ PROV.	623,070.00	623,070.00	623,070.00	100.00%	65	64	98.46%	634,200.00	634,200.00	424,642.00	66.96%	50	32	64.00%
BENI SUEF	631,995.00	631,995.00	631,995.00	100.00%	73	63	86.30%	465,150.00	465,150.00	389,539.00	83.74%	69	32	46.38%
FAYOUM	605,850.00	605,850.00	597,885.46	98.69%	70	70	100.00%	448,350.00	448,350.00	355,000.00	79.18%	50	34	68.00%
MINYA	1,005,585.00	1,005,585.00	1,005,585.00	100.00%	83	83	100.00%	863,100.00	863,100.00	863,100.00	100.00%	89	85	95.51%
ASSYOUT	768,495.00	768,495.00	768,495.00	100.00%	72	72	100.00%	609,000.00	609,000.00	609,000.00	100.00%	67	66	98.51%
SOHAG	834,225.00	834,225.00	860,675.00	91.18%	100	92	92.00%	648,900.00	643,650.00	363,025.00	55.94%	94	47	50.00%
QENA	876,750.00	876,750.00	876,750.00	100.00%	46	45	97.83%	585,900.00	585,900.00	454,239.80	77.53%	58	31	53.45%
ASWAN	513,975.00	513,975.00	513,975.00	100.00%	48	48	100.00%	365,400.00	365,400.00	291,075.00	79.66%	38	20	52.63%
READ SEA	190,050.00	190,050.00	190,050.00	100.00%	13	13	100.00%	115,500.00	115,500.00	115,500.00	100.00%	13	8	61.54%
NEW VALLEY	348,285.00	348,285.00	348,285.00	100.00%	24	24	100.00%	137,550.00	137,550.00	137,550.00	100.00%	13	13	100.00%
MATROUH	359,420.00	359,420.00	359,420.00	100.00%	29	29	100.00%	168,000.00	168,000.00	149,500.00	88.99%	11	3	27.27%
NORTH SINAI	319,095.00	319,097.00	319,097.00	100.00%	19	19	100.00%	162,750.00	162,750.00	162,750.00	100.00%	13	11	84.62%
SOUTH SINAI	261,765.00	261,765.00	261,765.00	100.00%	22	22	100.00%	50,400.00	50,400.00	50,400.00	100.00%	4	3	75.00%
TOTAL	17,849,995.50	17,832,997.50	17,724,215.46	99.30%	1846	1809	98.00%	15,345,750.00	15,205,250.00	12,937,693.51	84.31%	1731	1139	65.80%

Source : MSA Files
JULY 1993

mid-April 1993 and resulted in limitations of technical assistance inputs for PVOs during the implementation of their projects.

6.5.2 Orientation Workshops

The Cairo Directorate of Social Affairs did not distribute the guidelines manual delivered to them by the LD II Program on November 1992. This created an unexpected need to provide the material directly.

6.5.3 PVO Fund Tracking System

The system was not operating properly for the MSA central office until February 1993. There were printing, arabization and virus problems (problem of data duplication still exist). Menia had virus and hard disk problems, Assiut and Menoufia had data entry problems, and Alexandria, arabization problems.

6.5.4 Training of Trainers

The PVO share of the Training Block Grant was not made available to regional federations until May 1993, although all plans were developed and approved. The regional federations's training budget was limited. No actual implementation of the plan took place. The anticipated starting date for implementation of training for most of the visited regional federations was mid-June 1993.

6.5.5 Monitor and Follow-up Expenditure of Funds

- (i) The main concern of MSA/Directorates of Social Affairs and PVO departments was to make sure the funds were spent and documents verified;
- (ii) The impact of the funded projects was not measured because the Directorate of Social Affairs technical units were not involved in many cases;
- (iii) Shortage of MSA trained staff at the Directorate of Social Affairs level sufficient to provide technical assistance to PVOs during the needs assessment and planning stage led to change of selected funded projects in some governorates till the very last month of the transition period.

6.5.6 Demonstration Projects

Lack of permanent full time staff at regional federations made it difficult to manage a demonstration project.

6.6 RECOMMENDATIONS

6.6.1 Develop Working System

It is anticipated that the MSA will keep the PVO National Committee in place to coordinate and to monitor the expenditure of the remaining funds. The MSA technical secretariat group would be responsible for screening the recommendations reached through the two workshops that were held during the transition period, and they would use them as guidelines for future PVO action plans. Regional Federations, PVOs and Departments of Social Affairs must be involved.

6.6.2 Orientation Workshops

The MSA should consider retraining the directorates and departments of social affairs staff on application of guidelines for expenditure of funds. The MSA technical secretariat group and selected MSA staff from technical departments should review and update the material. Orientations should take place at least two weeks before the delivery of any funds.

6.6.3 PVO Fund Tracking System

Initiation of an MIS unit at the MSA and additional staff training will maintain support for the development of the PVO fund tracking system. The system needs to be more developed if it is to be used as a planning and monitoring tool for regional federations, departments and directorates of social affairs. Regional federations should include retraining of their staff on DOS and dBASE in their training plan, and should train more than one staff member to avoid a systems drop in case of a personnel turnover.

6.6.4 Monitor and Follow Up Expenditure of Funds

The MSA PVO National Committee should set a plan to accomplish the following:

- (i) More in-depth monitoring by departments of social affairs to provide technical assistance to regional federations and PVOs during the actual implementation of projects and training;
- (ii) Participation and involvement of trained MSA staff from the different technical units, (each to monitor the projects in his area of specialization);
- (iii) Training to departments of social affairs and regional federations in project planning and management and in methods of providing technical assistance to regional federations and PVO members before they are involved in monitoring more projects;
- (iv) Review of field visits reports, study comments and recommendations, stress the issues for follow-up and use these as a guide to provide technical assistance to PVOs.

6.6.5 Demonstration Projects

- (i) Project criteria should be revised by directorates of social affairs to initiate a demonstration project in each governorate but not necessarily at the regional federations.
- (ii) To develop channels of communication for sharing experience among the regional federations and PVOs and departments of social affairs through meetings, workshops or one-day training activity to be organized on a regional basis.

PVO ACTION Plan

(DEC. 1, 92 - SEPT. 30, 1993)

INPUT	SITE/ LOCATION	1992	1993									OUTPUT	
		12	1	2	3	4	5	6	7	8	9		
1. Review outputs of LD II PVO Project	In-house	==											Status report
2. Set strategy and action plan with MSA	Cairo/MSA	==											Action plan shared with MSA
3. Getting to know the Governorates	MSA	==											Develop system for working with Federations, Directorates and Dept. of Social Affairs.
4. Complete orientations to governorates	Cairo	==											Orientation to Cairo Directorate, Dept. of Social Affairs & funded PVOs.
5. Follow up on remaining of cycle 3 funding	Govern. with remaining of funds	==											Finalize report on cycle 3
6. Provide TA to Federations to train PVO's	Selected Governorate												Field reports/Federation start applying TOT Techniques/measure impact of TOT.
7. Quarterly Report	In-house			=									Report
8. Follow-up and provide TA for cycle 4	Selected Governorates												Information/Reports on implementation of selected PVO using AID funds.
9. Follow-up PVO/MIS System	26 Govern.												Complete installation of the system for the remaining 6 gov. provide technical assistance.
10. Follow-up & provide TA for demonstration projects	2 selected Reg. Feder.												Reports on Demonstration Projects/end products for demonstration projects.
11. Final Report	In-house												Report

Attachment 6-B

FOLLOW-UP QUESTIONNAIRE
TRAINING OF TRAINERS

Area: Planning & Implementation of Training Program for the Voluntary Social Work

Governorate:

Training Date:

Name of Trainee:

I. Selection of Trainees

Put () against the title which, your participation in the training course was based upon

- Director of Department of PVO at the directorate of Social Affairs ()
or his/her deputy
- Training Director of the Social Affairs or his/her deputy ()
- Regional Federation Director (for PVOs) his/her deputy ()
- Chairman of Training Committee at the Regional Federation ()
- A member interested in training at the Regional Federation ()

II. Training Needs

Was the training program you participated in sufficient to assess your training needs ?

Yes () No ()

In case the answer is Yes, mention the training needs assessed by the program :

In case the answer is no, mention your actual training needs.

III. Program's Format & Content

a. Have you been introduced to modern training methods and techniques and acquired skills in using them ?

Yes () No ()

In case the answer is Yes, mention the acquired methods and techniques.

b. Did you benefit from the educational films demonstrated with the training program ?

Yes () ; No ()

In case the answer is Yes, mention the lessons learned from these films'

IV. Training Methods

Put () against the training method that attracted your attention :

- | | |
|---|--|
| <input type="radio"/> Brain storming () | <input type="radio"/> Individual work () |
| <input type="radio"/> Analytical thinking () | <input type="radio"/> Small work groups () |
| <input type="radio"/> Assimilation () | <input type="radio"/> Seminars () |
| <input type="radio"/> Role playing () | <input type="radio"/> Objective observation () |
| <input type="radio"/> Group discussion () | <input type="radio"/> Group monitors another () |
| <input type="radio"/> Discussion lecture () | <input type="radio"/> Criticism () |
| <input type="radio"/> Traditional lecture () | <input type="radio"/> Case study () |

V. Training Program

Put () against the tools that were introduced and you feel are important :

- | | |
|--|-----|
| <input type="radio"/> Assessment approaches | () |
| <input type="radio"/> Objective criticism | () |
| <input type="radio"/> Development of participation methods | () |
| <input type="radio"/> Group work | () |
| <input type="radio"/> Means of communication | () |
| <input type="radio"/> Use of Audio - visual devices
and training aids | () |

VI. Training Manual and References

Put () against the training topic you benefitted from when you returned back to your work

- | | |
|---|-----|
| <input type="radio"/> Feasibility study | () |
| <input type="radio"/> Small business enterprises which create
income and marketing | () |
| <input type="radio"/> Primary sanitation | () |
| <input type="radio"/> Mother & Child care | () |
| <input type="radio"/> Community development | () |
| <input type="radio"/> Poultry & animal Breeding | () |
| <input type="radio"/> Nursery's supervision and children and
pre-school phase | () |

VII. An Overview on the training you participated in :

a. Put () against your overall point of view about the training system introduced through the workshop:

- | | |
|--|-----|
| <input type="radio"/> Integrated training program | () |
| <input type="radio"/> System contributes in giving a general view about training | () |
| <input type="radio"/> System requires longer period to be observed | () |
| <input type="radio"/> System difficult to be implemented by the available potentialities resources | () |

- o System requires to seek alternatives for its implementation ()
- b. What is your plan in utilizing the training you gained for training PVOs' members and employees during the project's completion period and in the long run.
- What are the training courses implemented by the Department of Social Affairs or the Regional Federation by those who were trained by LD II SPAAC training of trainers' courses?
- What are the advance training methods used for the implementation of these courses ? Define
- Other remarks ?