



Management, Training & Systems Strengthening  
for  
The General Organization For Greater  
Cairo Water Supply

Black & Veatch International

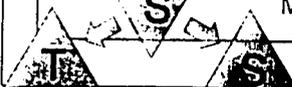
**MTSS Amended Workplan 1**

20 July 1994  
30 September 1994

Cairo Water II - Institutional Development Component  
USAID Project No. 263-0193



In Association with:  
Montgomery Watson - National Education International - Sabbour Associates





## Black & Veatch International

*Management, Training & Systems Strengthening (MTSS) Project  
General Organization for Greater Cairo Water Supply*



30 September 1994

Eng. Afaf El Marakby,  
MTSS Project Manager  
General Organization for  
Greater Cairo Water Supply  
42 Ramses Street  
Cairo, A.R.E.

Dear Eng. Afaf,

On behalf of Black & Veatch International and our associated subcontractors (BVI), I am pleased to present to the General Organization for Greater Cairo Water Supply (GOGCWS) five (5) copies of the first annual amendment to the work plan (AWP-1) for the Management, Training & Systems Strengthening (MTSS) project. In accordance with Article I, Section A.2 of the BVI-GOGCWS contract, AWP-1 represents BVI's recommended approach to project implementation in light of progress made to date and/or new priorities for the period 1 July 1994 - 31 March 1997.

Except as specifically amended herein, the provisions of the BVI-GOGCWS contract (dated 20 December 1992) and the approved MTSS work plan (approved 3 July 1993) remain in effect. Please take note of the fact that this new submission of AWP-1 incorporates our mutually agreed modifications to the draft amended work plan previously submitted on 19 July 1994, in accordance with the BVI-GOGCWS contract.

The basic format of the MTSS work plan has not been changed in AWP-1, i.e., the tasks, subtasks, and outputs for each program are identified; a schedule for completing each of the outputs is provided; and, the recommended organization and staffing are indicated for each program.

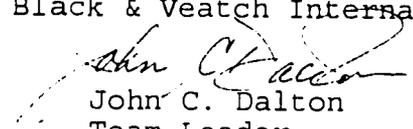
Before reviewing AWP-1, however, I encourage you and your GOGCWS colleagues to read the Annual Progress Report (APR-1) of the MTSS project for the period 1 July 1993 - 30 June 1994. APR-1 identifies the accomplishments - and shortcomings - of each program as well as its priorities for Phase 2 (1 July 1994 - 30 June 1995). Accordingly, APR-1 contains the rationale for most of the modifications in AWP-1.

BVI and the GOGCWS have completed 12 months of a 45 month institutional support partnership. As indicated in APR-1, we believe the past year was a success, with the major shortcoming being the fact that policy formulation is behind schedule. We have made provision in AWP-1 to speed up this activity so that the policy foundation required for the development of GOGCWS missions, visions and strategies - key elements of Phase 2 of the MTSS project - can be initiated in October 1994.

Your cooperation and commitment to the MTSS project has been one of the major contributing factors to project success. In addition, the other members of the Project Implementation Unit, Mr. Hafez and Mr. Mokhtar, were also very helpful. We commend them. The Chairman and the Steering Committee have been very supportive whenever called upon to assist. The amended work plan includes a significant investment in team building for the Steering Committee, in their capacity as top management of the organization. This is based on our very positive experience working with them, and on our belief that the top management team at the GOGCWS, working together, can achieve the MTSS objectives.

Thank you for your assistance. I speak for all the staff when I say that we are looking forward to working with you to implement the amended MTSS work plan.

Very truly yours,  
Black & Veatch International

  
John C. Dalton  
Team Leader

Distribution:

USAID (3)  
Home Offices (5): BVI, MW, NEI, SA, WG  
Team Leader  
Senior Advisor (1)  
Program Managers (5): FV, MD, TSOM, MMP, PM&A

## Table of Contents

	page
1. <b>Background and Introduction</b>	1
2. <b>Team Leader (TL)</b>	4
3. <b>Financial Viability (FV)</b>	9
4. <b>Management Development (MD)</b>	16
5. <b>Technical Support for Operation &amp; Maintenance (TSOM)</b>	24
6. <b>Materials Management and Procurement (MMP)</b>	31
7. <b>Project Management and Administration (PMA)</b>	37

## Background and Introduction

In July 1993, the General Organization for Greater Cairo Water Supply (GOGCWS) approved Black & Veatch International's (BVI) work plan to implement the Management, Training & Systems Strengthening (MTSS) project (USAID Project No. 263-0193). The GOGCWS approval encompassed the following:

1. A four phase approach to project implementation, covering specified time periods and organized around a logical sequence of tasks as follows:

### **Phase 1: Planning and Policy Formulation**

1 July 1993 - 30 June 1994

Task 1 - Mobilization of Personnel

Task 2 - Baseline Data Collection

Task 3 - Policy Formulation

### **Phase 2: Performance Improvement & Policy Reform**

1 July 1994 - 30 June 1995

Task 4 - Performance Management & Monitoring

Task 5 - Strategic Planning

### **Phase 3: Institutionalization of Reforms**

1 July 1995 - 30 September 1996

Task 6 - Systems Development & Implementation

### **Phase 4: Planning to Sustain Reforms**

1 October 1996 - 31 March 1997

Task 7 - Sustainability Planning

2. A program structure which "mirrors" the GOGCWS organization so as to facilitate multiple, concurrent interventions by the MTSS project to improve GOGCWS performance. The five MTSS programs are:

1. Financial Viability
2. Management Development
3. Technical Support for Operation and Maintenance
4. Materials Management & Procurement
5. Project Management & Administration

3. Specific subtasks for each program, with defined outputs and targets, in accordance with the schedule of the MTSS project's phases and tasks.
4. A staffing and personnel mobilization plan for each program to enable it to carry out tasks and subtasks and produce the required outputs according to the agreed implementation schedule.

The MTSS work plan has been an excellent project management and monitoring tool for Phase 1 of the MTSS project. Therefore, very few changes are needed in the tasks, subtasks or program structure to implement Phase 2. However, there were lessons learned during Phase 1 and new opportunities also exist, which BVI intends to capitalize upon in the amended work plan. Improvements contained in this document are intended to strengthen approved work plan, not replace it.

Among the amendments contained in this work plan are the following:

1. The Strategic Planning Task will be consolidated under the direction of the Team Leader. Subtasks associated with strategic planning will be implemented by a three person staff, as follows:

- Strategic Planner - this BVI expatriate position will be shifted from the MD program to the Team Leader's staff to stress the importance of strategic planning and to give the Strategic Planner position the authority and visibility it will require for coordination between the MTSS project and top management of the GOGCWS. This is a 12 month position, beginning on or about 1 November 1994.
- Research and Communications Specialist - this is proposed as a new BVI expatriate position for a 14 month period beginning on 1 November 1994. The Research and Communications Specialist will work with the Strategic Planner to collect and analyze data required for strategic planning purposes and then develop and implement an approach to inform key actors about the strategy and its implications for change.
- Research Analyst - this is an Egyptian position to work with and support the efforts of the two expatriates involved in this activity.

2. Eng. Hussein Talaat, of Sabbour Associates, is the senior Egyptian on the MTSS project. In Phase 2, he will assume both a new title and expanded responsibilities. His title will be Senior Advisor, reporting directly to the Team Leader. He will be the Team Leader's representative at the Rod El Farag office - empowered to take decisions as needed to bring about efficient operations at that location. In addition, he will provide policy guidance and technical support to both the TSOM and MMP programs.

3. The Utility Computer Specialist position, and all the tasks associated with it, will be transferred from the FV program to the PM&A program. This will consolidate the

computerization and information management subtasks under one program manager and enable PM&A to define more efficiently the number and type of computers, peripheral equipment and software which should be acquired by the GOGCWS during Phases 2 and 3.

4. Mr. Kevin Haupt, the Publications/Reports Advisor, and all the associated duties of the position, will be shifted from the PM&A program to the Team Leader. This will assure that the client's reporting needs are emphasized.

5. The Materials Management Specialist position of the MMP program will be terminated on the recommendation of the MMP program manager and the position months shifted to the TSOM program.

These internal reallocations, and the selective hiring of new personnel, will enable the MTSS project to cover its known requirements for the duration of the MTSS project. Next year when the annual work plan is amended again there may be other changes which will need to be considered and proposed to you and the Steering Committee for approval.

#### **Contents of the Revised Work Plan**

The amended work plan is organized into six sections. A section for the Team Leader, including the new strategic planning subtasks, and one for each of the five programs. To provide an easy frame of reference, the format used for the original work plan has been retained. Subtasks and outputs which have been deleted are noted by redlining (~~the original text~~) the original text. Tasks transferred between programs are italicized. Additions or modifications are indicated in **bold** type.

An output chart has been prepared for the Team Leader (new) and each of the five programs. This one page form indicates the schedule of output which will determine progress or measure performance. A legend has been provided to show how each program intends to accomplish the expected results.

**Team Leader (TL)**

**PROGRAM: Team Leader (TL)**

**Description/Justification:** In Phase 2, the Team Leader (TL) will be responsible for developing and managing the Strategic Planning Task (Task 5) of the MTSS project. Strategic planning is a major element of the project's institutional strengthening effort. For this Task to succeed, it will require the experience, top management direction (from the MTSS project and from the GOGCWS) and coordination across the program structure which the TL can provide. The direct management of this responsibility by the TL is also consistent with the terms of the contract (Appendix A, Scope of Service, page 41) which specify that the TL will:

"Develop and maintain and coordinate overall institutional development project strategy; and,

"Provide direct technical assistance to the strategic planning function of the organization"

A Strategic Planner position, already approved, will be transferred from the MD program and report directly to the TL. The Strategic Planner will be the task manager for the Strategic Planning Task of the MTSS project. As task manager the Strategic Planner will supervise a staff consisting of an expatriate Research and Communications Specialist (posted by BVI) and an Egyptian Research Analyst (posted by Sabbour) .

A new position title, Senior Advisor, has been created for the senior Egyptian expert on the MTSS project, Eng. Hussein Talaat. Eng. Talaat will report directly to the TL. The Senior Advisor will assume administrative responsibility at Rod El Farag and also other duties to be agreed upon with the TL.

The Publications/Reports Advisor position has been transferred from the PM&A program to the TL. This shift will provide the TL with the ability to set priorities for publications and reports and enable the Publications/Reports Advisor to concentrate on the preparation of GOGCWS Annual Reports. Although not shown on the organization chart, the Publications/Reports Advisor will be supported by an Arabic Typist and a Translator.

**Priorities and Plans for Phase 2:** The key priorities for the Team Leader in Phase 2 are:

1. Recruit an internationally experienced Strategic Planner to help design, develop and implement a strategic planning process which leads the GOGCWS toward financial viability and managerial autonomy.
2. Convene a Water Producers' Conference, to present data collected and analyzed from the major national potable water organizations, and establish a continuing "institution" to advocate water sector policy reform.
3. Prepare a GOGCWS Annual Report for the fiscal year 1993-1994 and introduce a Counterparts Newsletter as a team building effort for the MTSS-GOGCWS partnership.

Table 3.0  
Program Tasks, Subtasks and Outputs  
PROGRAM TITLE: Team Leader

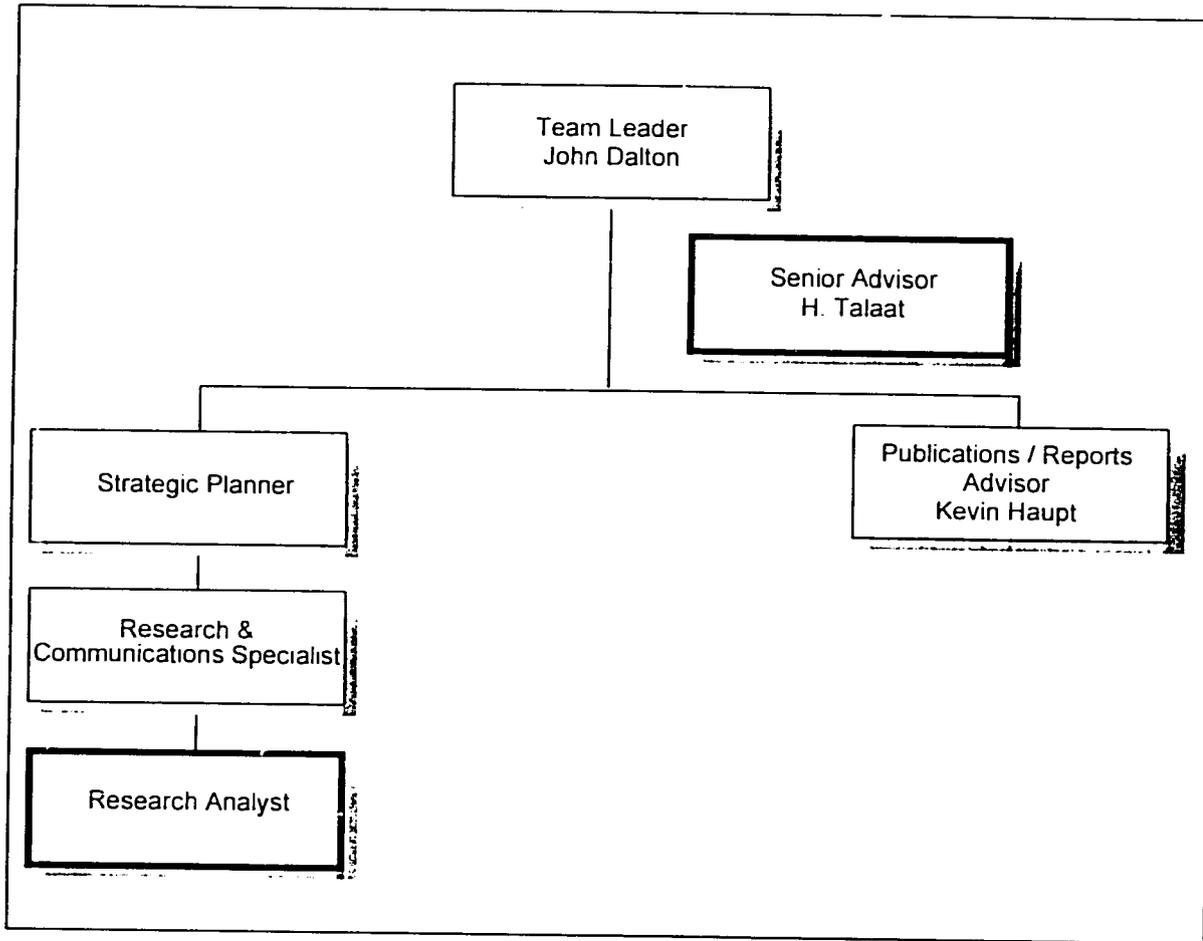
NO.	Tasks	Subtasks	Output/Target
1	Mobilization of Personnel	1.1 Recruit and appoint Strategic Planner (expat) 1.2 Recruit and appoint Research & Communication Specialist (expat) 1.3 Recruit and appoint Research Analyst (Egyptian) 1.4 Prepare annual scopes of work for all assigned staff	<ul style="list-style-type: none"> <li>o 2 Expatriate positions filled (1.1;1.2)</li> <li>o 1 Egyptian position filled (1.3)</li> </ul>
2	Baseline Data Collection	2.1 Define project and program data requirements/prepare source book/collect and present data report 2.2 Conduct SWOT analysis (quantitative and nonquantitative) 2.3 Assist the GOGCWS to collect data from water producers 2.4 Collect and validate statistics for GOGCWS Annual Report	<ul style="list-style-type: none"> <li>o Data Directory (2.1)</li> <li>o SWOT Report (2.2)</li> <li>o GOGCWS Annual Report (2.4)</li> </ul>
3	Policy Formulation	3.1 Sponsor Water Producers Conference to shape sectoral policy 3.2 Coordinate program level policy formulation efforts 3.3 Define macro policies/develop and implement a plan for joint GOGCWS-BVI policy negotiations with external agencies 3.4 Assist with policy training	<ul style="list-style-type: none"> <li>o Water Producers Conference (3.1)</li> <li>o Support Policy negotiation memos prepared by MD(3.3)</li> </ul>
4	Performance Improvement	4.1 Sign and implement a GOGCWS-BVI Performance Agreement 4.2 Develop a GOGCWS performance improvement plan (PIP) for 1994-95 4.3 Conduct performance improvement workshops for MTSS program/ GOGCWS department level personnel 4.4 Coordinate team building activities of Coverdale, Inc. 4.5 Monitor/redirect Titus Austin, Inc. training activities	<ul style="list-style-type: none"> <li>o Performance Agreement (4.1)</li> <li>o Performance Improvement Plan (4.2)</li> <li>o PIP Workshop (4.3)</li> </ul>
5	Strategic Planning	5.1 Develop and implement overall plan and timetable for strategic thinking workshops/ strategic planning processes and participants/strategic plan drafts 5.2 Coordinate all strategic planning activities of other programs 5.3 Coordinate with MD program re: mission statements 5.4 Coordinate with FV, TSOM, MMP and PM&A programs on MTSS program/ GOGCWS department level strategic plans 5.5 Prepare and promulgate strategic plan for 1996-2005 5.6 Develop the capacity of GOGCWS management planning personnel to carry out strategic planning efforts in the future 5.7 Define the requirements for strategic plan monitoring and work closely with the PM&A Computer Support Specialist to develop monitoring and reporting systems 5.8 Define the statutory (decree/policy/program/procedure) requirements for a sustainable GOGCWS strategic planning process 5.9 Define the organizational and staffing requirements to institutionalize strategic planning	<ul style="list-style-type: none"> <li>o Mission/Vision Statements (5.1-5.4)</li> <li>o Strategic Plan:1996-2005 (5.5)</li> <li>o Institutionalization Report (5.6-5.9)</li> </ul>
6	Systems Development & Implementation	6.1 To be provided as part of the 1995-1996 MTSS amended work plan	<ul style="list-style-type: none"> <li>o Per amended work plan (6.1)</li> </ul>
7	Sustainability Planning	7.1 To be provided as part of the 1996-1997 MTSS amended work plan	<ul style="list-style-type: none"> <li>o Per amended work plan (7.1)</li> </ul>

**TEAM LEADER: SCHEDULE OF PROGRAM OUTPUTS BY QUARTER**

KEY OUTPUTS	YEAR 2				YEAR 3				YEAR 4			
	1	2	3	4	1	2	3	4	1	2	3	
1. Mobilization - Expatriate positions filled - Egyptian position filled		<input checked="" type="checkbox"/>										
2. Baseline Data - Data Directory - SWOT Report - GOGCWS Annual Report		<input checked="" type="checkbox"/>										
3. Policy Formulation - Water Producers Conference - Policy Negotiation Memos (with MD)		<input checked="" type="checkbox"/>										
4. Performance Improvement - Performance Agreement / MOU - PIP Workshop - Performance Improvement Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>										
5. Strategic Planning - Mission/Vision Statements - Workshop - Strategic Plan - Institutionalization Report		<input checked="" type="checkbox"/>										
6. Systems Development & Implementation  (1995-96)												
7. Sustainability Planning  (1996-97)												

**Legend:**  
 new output

## Team Leader Phase 2 Organization



POSITION	Company	Person Months
<b>EXPATRIATE</b>		
Team Leader	BVI	45
Strategic Planner	BVI	12
Publications / Reports Specialist	NEI	36 ←
Research & Communications Specialist	BVI	12
<b>EGYPTIAN</b>		
Senior Advisor	SA	45
Research Analyst	SA	18
<b>Total</b>		<b>168</b>

# Financial Viability (FV)

**PROGRAM: Financial Viability (FV)**

**Description/Justification:** Based on Phase 1 experience, several changes have been made in the FV program tasks, subtasks and outputs. The changes are reflected in Table 3.1 and summarized below:

**Task 3: Financial Policy Formulation:** A new subtask to conduct a financial policies workshop has been added to the work plan. This will enable the FV program staff and the GOGCWS counterparts to work together on policy tasks and develop a joint plan of action for policy implementation.

**Task 4: Performance Planning and FV Models:** The FV program will concentrate on training, implementation and institutionalization of the financial planning computer model developed in Phase 1. The computer model contains data relative to O&M costs, system expansion, tariffs, subsidies, depreciation and fixed assets. Therefore, no additional models appear to be required, at this time.

**Task 5: Plan Management and Monitoring:** Additional outputs, corresponding to existing approved subtasks, have been added to the work plan.

**Task 6: Strategic Financial Planning:** The description of some of the outputs has been clarified.

**Task 7: Systems Development & Implementation:** With the exception of a reworded subtask 7.1 (and its associated output) and the shift up of the fixed asset model to phase 3, this entire Task has been transferred to the PM&A program. The Utility Computer Specialist position, and all the subtasks associated with the position, has also been transferred.

**Task 8: Sustainability Planning:** No changes are proposed at this time.

**Priorities and Plans for Phase 2:** Four priorities have been identified for implementation in Phase 2 of the project:

- (1) Develop a cost reduction plan.
- (2) Identify and adopt performance indicators to track financial status.
- (3) Develop financial policies for adoption and implementation which would empower GOGCWS managers to make the changes needed to reduce cost and meet performance indicator targets.
- (4) Establish long range financial planning with the aid of a financial planning computer model.

Table 3.1  
 Program Tasks, Subtasks and Outputs  
 PROGRAM TITLE: Financial Viability (FV)

NO	Tasks	Subtasks	Output/Target
1	Mobilization of Personnel	1 1 Mobilize Dalton and Brown 1 2 Participate in workshop 1 3 Define data needs 1 4 Prepare FV program outline 1 5 Define staffing requirements 1 6 Identify counterparts	-Dalton and Brown arrive May 5 -Financial viability is workshop priority -FV program requirements defined -Deputy program manager identified -Revenue analyst identified -Financial systems analyst identified -Counterparts determined
2	Baseline Data Collection	2 1 Conduct financial audit of GOGCWS (past 3 years) 2 2 Define location, condition and value of fixed assets 2 3 Define revenue sources and amounts by service areas 2 4 Define and evaluate financial planning processes 2 5 Define current financial policies and practices 2 6 Define the organization and management structure for finance functions 2 7 Develop financial projections 2 8 Collect and analyze other reports and existing data	-Financial audit report -Fixed asset values: (spreadsheets) -Documentation of capital investment programs and financial planning processes -Details of revenue source, cost recovery levels and collection efficiency: (spreadsheets) -Budget projections (1995-2005) report -FV policy needs and constraints report
3	Financial Policy Formulation	3 1 Recommend policy requirements for financial viability and managerial autonomy (from FV perspective), including, specifically, revenue <del>recovery</del> policies 3.1a Arrange a financial policy workshop for formulation of financial policies. A plan of action for adoption of policies will be addressed at the workshop. 3 2 Negotiate specific FM performance targets for <ul style="list-style-type: none"> <li>- cost recovery</li> <li>- subsidy reduction</li> <li>- billings and collection levels</li> <li>- replacement and reserve levels and procedures</li> <li>- depreciation and sinking fund policies</li> </ul> 3 3 Recommend debt service guidelines and strategies 3 4 Recommend alternative revenue sources and alternative means of capital financing 3 5 Analyze and recommend policies and programs for collection of arrears, including GOE agencies 3 6 Define the data collection, management and reporting requirements for policy tracking and performance documentation Recommend approaches	-FV policy requirements for decree (memo) -GOGCWS financial performance targets report <del>Financial Policy Workshop Report</del> -Debt service and capital financing policy recommendations report -Alternative financing sources for pipes, hydrants and comparable distribution system capital items (position paper) <b>Task 3.4</b> -Arrears management <del>report</del> memorandum <b>Task 3.5</b> -Microcomputers for financial management report -Reporting requirements for tracking progress and performance re: financial viability <b>Task 3.6</b> -Financial Policy Workshop <b>Task 3.1a</b>

NO	Tasks	Subtasks	Output/Target
4	Performance Planning and FV Models	<p>4.1 Identify options and implement financial models for</p> <ul style="list-style-type: none"> <li>- facility operations and maintenance</li> <li>- system expansion</li> <li>- tariff and fee levels</li> <li>- subsidies</li> <li>- depreciation debt service, reserve and replacement factors</li> </ul> <p>4.2 Implement financial planning model. Train appropriate GOGCWS personnel on use of model</p> <p>4.3 Recommend the best financial practices and commercial procedures (including cost accounting) for GOGCWS</p> <p>4.4 Analyze the intergovernmental financial relationships which affect GOGCWS operations (e.g. with Cairo, Giza and Qaloubia Governorates, MOF, MHPU, CGQSD, MP, MIC)</p> <p>4.5 Recommend a phased cost reduction program, in both absolute and relative terms</p> <p>4.6 Provide Training for FV Counterparts</p> <p>4.7 Recommend standards and purpose for twinning program</p> <p>4.8 Prepare a Performance Improvement Plan (PIP) for for the financial functions of the GOGCWS</p>	<ul style="list-style-type: none"> <li>-Computerized financial models for <del>facility operations, system expansion, fixed assets and other revenues training</del> <b>Task 4.1</b></li> <li>-Intergovernmental finance <del>report</del> <b>discussion Task 4.4</b></li> <li>-Cost reduction policies and options for cost containment (memo) <b>Task 4.5</b></li> <li>-Identification of business practices and recommendation for an improved commercial cost accounting and financial management system, including system requirements and a <del>PIP for</del> <b>Task 4.3</b></li> <li>-<b>Module Training Task 4.6</b></li> <li>-<b>Twinning Standards and Purpose Task 4.7</b></li> <li>-<b>PIP for Financial Viability</b></li> </ul>
5	Plan Management and Monitoring	<p>5.1 Establish a progress monitoring and reporting procedure to monitor financial performance and inform GOGCWS management of key trends</p> <p>5.2 Recommend the microcomputer requirements to support FV</p> <p>5.3 Assist GOGCWS to prepare financial monitoring reports tied to Task 3 policy targets</p>	<ul style="list-style-type: none"> <li>-Monitoring report formats and graphic outputs to display progress toward key performance targets <b>Computerize monitoring system Task 5.1</b></li> <li>-Computer plan <del>report</del> <b>memorandum Task 5.2</b></li> <li>-<b>Financial performance report Task 5.3</b></li> </ul>
6	Strategic Financial Planning	<p>6.1 <del>Coordinate</del> Coordinate strategic financial planning workshops and hold follow-up interviews with key GOGCWS managers</p> <p>6.2 Assist GOGCWS management to prepare a FV strategic plan for the period 1996-2005</p> <p>6.3 Develop training and information dissemination procedures to promulgate the FM strategic plan.(to TL)</p> <p>6.4 Assist FM to extend its computer capability to monitor strategic plan progress and accomplishments</p>	<ul style="list-style-type: none"> <li>-Strategic plan <del>report</del> <b>recommendations Task 6.2</b></li> <li>-<b>Strategic plan computer monitoring memo (to TL)</b></li> <li>-Strategic planning workshop <b>Task 6.1</b></li> <li>-Workshop <del>report</del> <b>memorandum Task 6.2</b></li> <li>-<del>Training plan and training courses (memo)</del></li> </ul>

NO	Tasks	Subtasks	Output/Target
7	Systems Development & Implementation	<p>7.1 Based on review comments from GOGCWS on the Task 4 computer requirements report, identify the computer hardware, software, communications and training requirements for an comprehensive, integrated FV system. Develop a conceptual plan for the computerization of financial information</p> <p>7.2 Define the requirements for linking GOGCWS microcomputers with the new FV system</p> <p>7.3 Prepare specifications and tender documents to acquire computer equipment</p> <p>7.4 Supervise delivery, set-up and testing of all equipment</p> <p>7.5 Analyze the requirements and develop a plan to migrate from the current installation to the new FV system</p> <p>7.6 Develop and implement a training program for the new FV computers</p> <p>7.7 Prepare a computerized fixed assets update program (moved from 4.2)</p>	<ul style="list-style-type: none"> <li>-Computer specifications for a new finance system (report) (to PMA)</li> <li>-Training plan (to PMA)</li> <li>-Data coding procedures and conversion plan defined (spreadsheet) (to PMA)</li> <li>-Microcomputer integration memo (to PMA)</li> <li>-Computer specifications package to PMA)</li> <li>-RFP prepared and issued to PMA)</li> <li>-Bidders' conference conducted, notice prepared for all confirmed bidders to PMA)</li> <li>-Bids evaluated (report) to PMA)</li> <li>-Delivery and testing of equipment</li> <li>-Installation to PMA)</li> <li>-Train data encoders to PMA)</li> <li>-Supervise data entry; process batch test (to PMA)</li> <li>-Financial computerization conceptual plan Task 7.1</li> </ul>
8	Sustainability Planning	<p>8.1 Prepare a plan for building on the financial viability already achieved which will encompass</p> <ul style="list-style-type: none"> <li>- laws and policies to sustain progress</li> <li>- new organization arrangements (internal &amp; external)</li> <li>- staffing requirements and training needs</li> <li>- systems and procedures</li> <li>- capital investments (system expansion)</li> </ul> <p>8.2 Prepare a multi-year donor financing plan to attract investment capital to GOGCWS</p>	<ul style="list-style-type: none"> <li>-Action plan (1997-2002) report</li> <li>-Donor investment strategy</li> <li>-Final report (31 March 1997)</li> </ul>

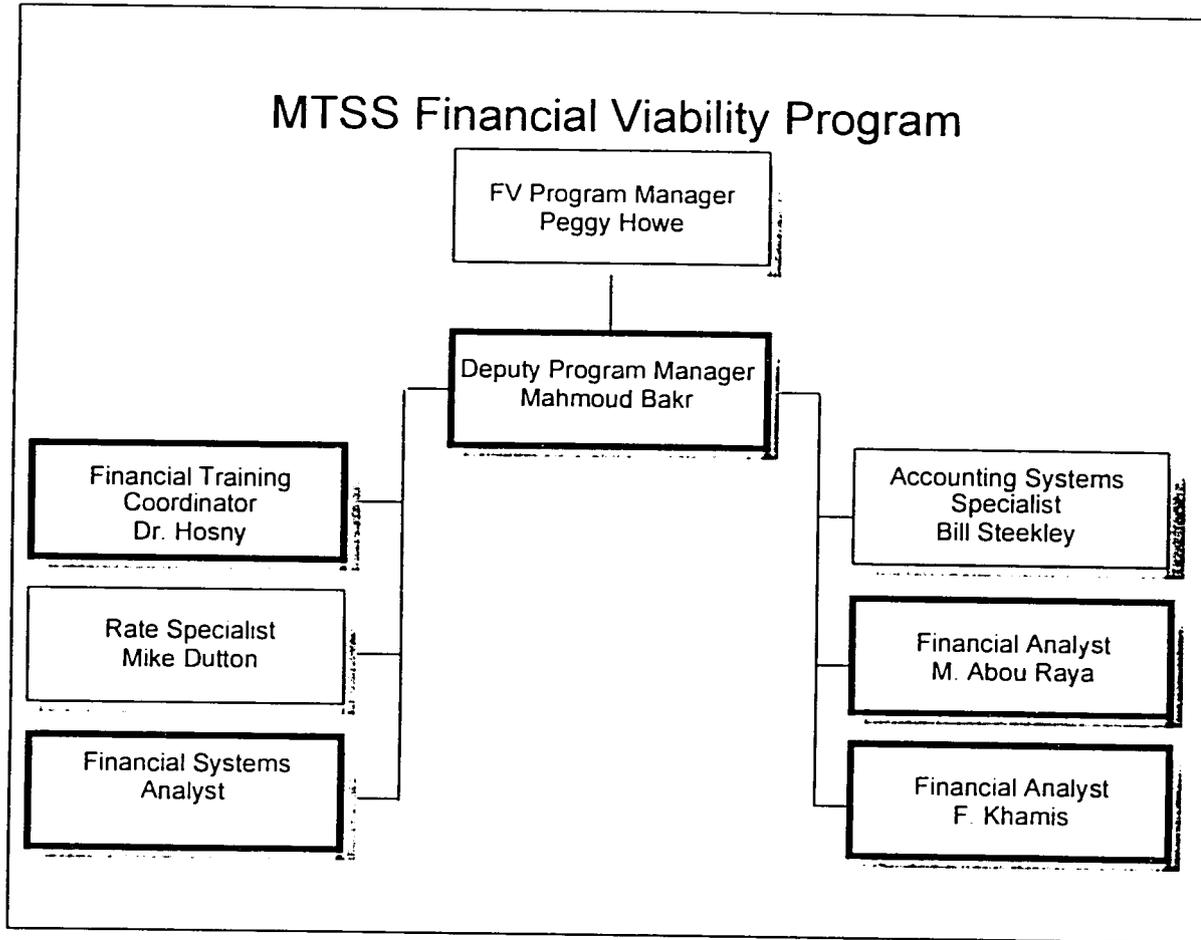
## FINANCIAL VIABILITY : SCHEDULE OF PROGRAM OUTPUTS BY QUARTER

KEY OUTPUTS	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1 Mobilization - Program outline approved	•															
2 Baseline Data - Financial Audit Completed - Fixed Assets Inventoried - Service Areas Defined - Systems Documented - Financial Projections Completed		•														
3 Policy Formulation - Macro-Level Finance Policies Defined - GOGCWS Finance Policies Defined - Adoption of Financial Policies Task 3.1 - Performance Contract - Financial Policy Workshop - Alternative Revenues Identified - Task 3.4 - Arrears Management Memorandum - Task 3.5 - Policy Tracking System Established - Task 3.6 - Reporting System Implemented - Task 3.6 - Performance Indicators / Policy Reports - Task 3.6	•	•	•	•				•				•				•
4 Performance Planning/Model Programs - Annual Financial Framework Defined - Computerized Financial Model Training - Task 4.1 - Annual Cost Reduction Memorandum - Task 4.5 - Commercial Systems Report - Task 4.3 - Intergovernmental Finance Memorandum - Task 4.4 - Twinning Standards & Purpose - Task 4.7 - Performance Improvement Plan - Design ESL program (MD)			•	•				•				•				•
5 Plan Management Monitoring - Systems & Procedures Defined - Management Monitoring Systems Computerized Task 5.1 & 5.2 - Financial Performance Reports Issued - Task 5.3								•								
6 Strategic Planning - Strategic Planning Workshop Conducted - Task 6.1 - Strategic Plan Promulgated - Task 6.2 - Present Training Module 1 - Task 6.3 - Plan Monitoring Systems Defined - Plan Monitoring Reports Issued								•								
7. System Development & Implementation - Financial Computerization Conceptual Plan - Task 7.1								•								
8. Sustainability Planning - Plan Prepared - Final Financial Report Issued																•

**LEGEND:**

- new output
- time shift for output →
- Transferred Tasks ████
- Deleted Tasks ████
- output •
- output completed ♦

## Financial Viability Program Phase 2 Organization



POSITION	Company	Person Months
<b>EXPATRIATE</b>		
Program Manager	BVI	36
Rate Specialist	BVI	12
Accounting Systems Specialist	NEI	24
<b>EGYPTIAN</b>		
Deputy Manager	SA	45
Financial Training Coordinator	SA	30
Financial Systems Analyst	SA	12
Financial Analyst	SA	30
Financial Analyst	SA	24
<b>Total</b>		<b>213</b>

# Management Development (MD)

**PROGRAM: Management Development (MD)**

**Description/Justification:** The MD program work plan has added and/or clarified several subtasks. Additional outputs have also been programmed. With the transfer of two positions from the MD program to the TL program, it will be possible to concentrate MD resources on four functions: policy formulation/organization development; institutional strengthening; training; and, personnel systems. The changes are reflected in Table 3.2, and described below:

**Task 2 Baseline Data Collection:** A new subtask, the review of the legal and institutional factors which impact the GOGCWS, and its associated output - a report evaluating these impacts in light of the objectives of financial viability and managerial autonomy - have been added.

**Task 3 Policy Formulation and Personnel, Institutional and Training Strengthening:** This Task has been substantially modified to enable the MD program to concentrate its resources more effectively. Four major streams of activity will be initiated and completed in Phase 2. The policy formulation/organization development focus group workshops will be initiated. If successful, the tested methodology will be refined and then applied to each of the seven policy categories under the policy/organization development stream. The personnel stream will be based on policies developed by the focus group. It will then provide the statutes (mission statements), structures, staff responsibilities (job descriptions) and systems to improve personnel affairs. The institutional strengthening stream will follow the same pattern, i.e., the statutory base for the GOGCWS will be defined (decree) and the structure, staff responsibilities (management duties) and systems to improve institutional affairs will be provided. The training/twinning stream will follow the same pattern: policy, statutes (training department mission, vision and strategy), staffing requirements (job descriptions and budgets) and systems. The organizational structure of the MD program has been realigned to implement this approach. The additional outputs are substantially more than provided in the original work plan.

**Task 4: Performance Management and Monitoring:** This Task now includes the expanded outputs for each of the four streams of activity described above.

**Task 5: Strategic Planning:** This Task has been modified to reflect the transfer of task management responsibility to the Team Leader. Coordination and workshop facilitation will be provided by the MD program.

**Task 6: System Development & Implementation:** This Phase 3 Task has been changed by adding several new subtasks and outputs.

**Task 7: Sustainability Planning:** No change in this Task.

Priorities and Plans for Phase 2

The major tasks to be accomplished during Phase 2 include the following: 1) Develop Legal/Institutional Report / Conduct Workshop; 2) Complete Policy Formulation Module; 3) Institutionalize GOGCWS Policy Formulation Process, 4) Provide recommendations for personnel, institutional and training strengthening. 5) Provide management training to middle and senior level managers; and 6) Coordinate subcontractor activity, as appropriate.

**Table 3.2**  
**Program Tasks, Subtasks and Outputs**  
**Program Title: Management Development**

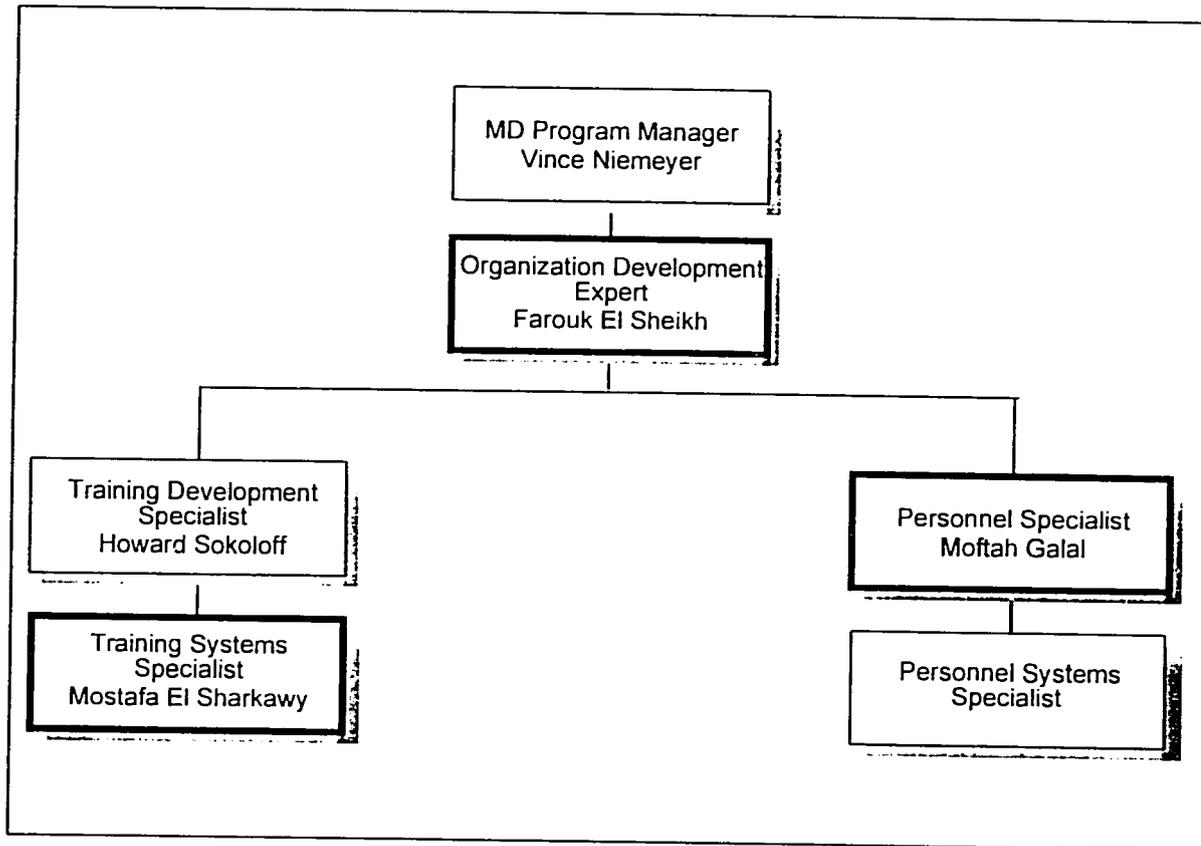
NO	Tasks	Subtasks	Outputs/Targets
1	Mobilization of Personnel	1.1 Mobilize Niemeier 1.2 Participate in WASH Workshop 1.3 Define data needs 1.4 Prepare MD program outline 1.5 Mobilize staff	<ul style="list-style-type: none"> <li>- Niemeier arrives April 12</li> <li>- Managerial autonomy is workshop priority</li> <li>- MD program requirements defined</li> <li>- Staff mobilized as scheduled</li> </ul>
2	Baseline Data Collection	2.1 Conduct institutional audit of GOGCWS 2.2 Review of laws/decrees and by laws for establishment of GOGCWS 2.3 Review organization structure (tanzeem) as approved by the CAO 2.4 Review Human Resource Development policy (if any) for - Analysis and classification of existing labor force by skill and wage level - Labor force projections/needs 2.5 Determine GOGCWS ability to promulgate rules and regulations (hiring, promotion, training, certification) 2.6 Determine GOGCWS ability to provide incentives (monetary and non-monetary) 2.7 Review top management, personnel and training system 2.8 Review James Montgomery/BVI-ATK reports 2.9 Conduct legal/institutional review	<ul style="list-style-type: none"> <li>- Institutional audit report</li> <li>- Draft decree for reorganization of GOGCWS</li> <li>- Legal/institutional review report and workshop</li> </ul>
3	Policy Formulation	3.1 Develop policy formulation module 3.2 Convene focus groups; define policy making process and procedures 3.3 Convene Personnel/HRD policy focus group to determine policies re: retraining, recruitment, hiring, retirement, etc. 3.4 Convene institutional policy focus group to determine policies re: Board configuration, organizational form (decentralization), delegation, empowerment, etc. 3.5 Convene training policy focus group to determine policies for training 3.6 Prepare master training plan and conduct workshops	<ul style="list-style-type: none"> <li>- Policy formulation module complete</li> <li>- Policy for policy making (draft)</li> <li>- Personnel policies recommended</li> <li>- Institutional policies recommended</li> <li>- Training policies recommended</li> <li>- Training plan developed</li> </ul>

NO	Tasks	Subtasks	Outputs/Targets
4	Performance Management and Monitoring	<p>4.1 Provide consulting assistance to improve personnel/HRD matters:            -Personnel Dept (PD) mission statement            -PD functional organization; job descriptions; staffing            -PD staff training requirements            -PD 1995-96 budget            -Personnel Management Information System (PMIS) prototype</p> <p>4.2 Provide organization development consulting assistance to improve institutional matters:            -prepare mission statements (for institution and major segments)            -draft new decree if necessary (to be done in conjunction with strategic planning activity)            -job descriptions for top management (grade 1 and above)            -develop a performance management system (PMS)            -provide management training</p> <p>4.3 Provide consulting assistance to improve training matters:            -coordinate subcontractor training            -establish administrative procedures for training systems management            -Training Dept.(TD) mission statement            -TD functional organization; job descriptions; staffing            -TD staff training; individual development plans            -training of trainers (TOT)            -training management information system (TMIS)</p> <p>4.4 Prepare Performance Improvement Plans for the training &amp; personnel management functions of the GOGCWS and for the overall organization (with other programs)</p> <p>4.5 Monitoring and follow-up            4.6 Report performance indicators            4.7 Consult and monitor ESL program            4.8 Establish twinning/participant training procedures</p>	<p>-PD performance improvement plan consisting of:            -mission statement prepared            -organization chart            -staffing requirements            -personnel systems recommendations            -job descriptions            -budget recommendations</p> <p>-GOGCWS performance improvement plan consisting of:            -mission statements            -organization chart            -staffing requirements (GR1 and above)            -management systems recommendations            -job descriptions</p> <p>-Reorganization recommendations (new decree)</p> <p>-TD performance improvement plan consisting of:            -mission statements            -organization chart            -staffing requirements            -training systems recommendations            -job descriptions</p> <p>-Management training provided (10 courses 400 trainees)            -TOT implemented/trained trainers conducting courses            -Twinning program implemented consistent with criteria</p>
5	Strategic Planning	<p>5.1 <del>Coordinate strategic management planning activities</del></p> <p>5.3 Provide input to GOGCWS strategic plan along with other program managers and GOGCWS counterparts</p> <p>5.4 Provide logistical support for strategic planning workshops</p>	<p>-Strategic planning workshop</p>
6	Systems Development & Implementation	<p>6.4 Define the requirements for linking the TMIS microcomputers to the GOGCWS MIS            6.5 Develop and implement a training program for systems integration            6.6 Implement management development courses            6.11 Evaluate effectiveness of training            6.12 Monitor and follow-up policies for personnel, institutional and training matters            6.13 Develop training center design specifications and budgets            6.14 Compile training center equipment list, specifications and budgets</p>	<p>-TMIS operational            -Systems training plan            -Management training courses completed and institutionalized            -Follow-up memos on effectiveness of specific training programs            -Training center designed            -Training equipment defined</p>

NO	Tasks	Subtasks	Outputs/Targets
7	Sustainability Planning	7.1 Prepare a plan for building on the managerial autonomy already achieved which will encompass -laws and policies to sustain progress -new organizational arrangements -staffing requirements -systems and procedures	-Action plan report -MD Final report



## Management Development Program Phase 2 Organization



POSITION	Company	Person Months
<b>EXPATRIATE</b>		
Program Manager	NEI	45
Training Development Specialist	NEI	36
Personnel Systems Specialist	NEI	12
<b>EGYPTIAN</b>		
Organization Development Expert	SA	39
Personnel Specialist	SA	34
Training Systems Specialist	SA	24
<b>Total</b>		<b>190</b>

# Technical Support for Operation and Maintenance (TSOM)

**PROGRAM: Technical Support for Operation and Maintenance (TSOM)**

**Description/Justification:** The TSOM program's work plan has been strengthened by the addition of new subtasks and outputs. The Certification/Training subtask transferred from the MD program has been integrated into the TSOM work plan. The changes in the work plan are contained in Table 3.3 and described below:

**Task 2: Baseline Data Collection:** Two new subtasks, and related outputs, have been added to the TSOM program's baseline data collection activities. An effort will be made to improve record keeping at the waterworks and networks facilities. This is an instrumental subtask since it will improve the capacity of the GOGCWS to improve its own baseline data collection, analysis, utilization and reporting. A second new subtask is a survey of pipe breaks. Both of these are additions to the original work plan.

**Task 3: Policy Formulation:** A new O&M certification policy subtask and output have been added.

**Task 4: Performance Management and Monitoring:** New subtasks include preventive maintenance, meter calibration and power factor analysis and improvement. A report on each of these topics will be provided.

**Task 5: Strategic Planning:** To support the TL's strategic planning efforts, the TSOM program will analyze the staffing levels at each of the WTPs. In addition a new subtask has been added to provide comparative data about utilities, worldwide. This later subtask will be supported by the Research Analyst in the TL's office who will assist in the collection, analysis and reporting of data.

**Task 6: Systems Development and Implementation:** Training has been added as a subtask.

**Task 7: Facilities & Commodities for O&M Improvement:** The original outputs have been advanced to keep pace with the new equipment procurement schedule. In addition, a Capital Improvement Program (CIP) subtask and output have been added.

**Task 8: Sustainability Planning:** No changes are proposed at this time.

**Priority Activities and Plans for Phase 2**

During Phase 2 the TSOM program will devote its major efforts toward assisting the GOGCWS improve network effectiveness by upgrading the quality of repairs. This can increase the quantity of water the GOGCWS delivers to its customers without increasing water production. TSOM program staff will also work with the GOGCWS waterworks managers to decrease operating costs by reducing chemical consumption and electrical power usage. Although these efforts can decrease costs, they will not be enough to enable GOGCWS to achieve financial viability without changes to the tariff schedule.

Specifically, TSOM staff will continue to work with the designated GOGCWS personnel to accomplish the following during Phase 2:

▶ Waterworks Plant Managers

Improve record keeping of chemical usage and electric consumption

Repair and calibrate source and production water meters

Establish preventive maintenance activities

▶ Networks Maintenance Center Chiefs

Conduct a pipeline break survey

Provide training on pipeline break repair procedures

Implement a valve exercise program

▶ Projects Department Engineers

Develop design guidelines for new facilities

Complete cost/benefit study of power factor improvements

Develop general specifications for pipeline construction

Table 3.3  
 Program Tasks, Subtasks and Outputs  
 PROGRAM TITLE: Technical Support for Operations and Maintenance

NO	Tasks	Subtasks	Output/Target
1	Mobilization of Personnel	1.1 Mobilize D.Houser 1.2 Mobilize K. Clark 1.3 Define data needs 1.4 Prepare TSOM program outline 1.5 Define staffing requirements 1.6 Identify counterparts 1.7 Inventory, collect and review past studies 1.8 Mobilize remaining staff	<ul style="list-style-type: none"> <li>- D.Houser mobilized 9 January and K. Clark mid-August</li> <li>- remaining staff mobilized</li> <li>- TSOM program design approved</li> <li>- Staffing defined (draft)</li> <li>- Counterparts determined</li> </ul>
2	Baseline Data Collection	2.1 Conduct water audit 2.2 Prepare detailed system map and facility inventory with production and distribution statistics (last three years) 2.3 Define policies, standards, procedures and regulations relative to O&M 2.4 Assist FV staff analyze and report on operations budgets (Bab I and Bab II) for the past three years 2.5 Evaluate the organization and management of O&M activities at GOGCWS 2.6 Define, quantify and evaluate the current metering approach Identify alternatives and prepare cost/benefit estimates 2.7 <del>Estimate</del> Estimate non-revenue water and identify USA and other country water conservation and leak detection methods 2.8 Improve record keeping at GOGCWS Waterworks and Networks facilities 2.9 Conduct pipe break survey	<ul style="list-style-type: none"> <li>- Water audit report</li> <li>- Facility inventory (spreadsheets)</li> <li>- O&amp;M management report</li> <li>- O&amp;M expenditure data (spreadsheets)</li> <li>- Meter condition report</li> <li>- Water conservation and leak detection program report</li> <li>- Pipe break survey report</li> </ul>
3	Policy Formulation	3.1 Identify technical and O&M policies which will enable GOGCWS to achieve financial viability and managerial autonomy objectives 3.2 Recommend physical performance improvement such as <ul style="list-style-type: none"> <li>- % water loss reduction</li> <li>- plant productivity</li> <li>- % reduction in illegal connections</li> <li>- rate of installation of meters for large volume users</li> </ul> 3.3 Identify standards for plumbing, facility design, domestic and commercial connections etc which reduce water wastage 3.4 Design a public education plan and program 3.5 Develop technical and financial feasibility criteria and a review procedure for system expansion 3.6 Conduct Policy Formulation Workshop 3.7 Draft O&M Certification Program outline	<ul style="list-style-type: none"> <li>- TSOM policy requirements <del>report</del> (memo)</li> <li>- O&amp;M technical performance targets report</li> <li>- Plumbing and consumer facilities installation standards (memo)</li> <li>- System expansion criteria report and application to the current physical layout of the system</li> <li>- Public information action plan</li> <li>- Reporting requirements for tracking progress in policy areas related to O&amp;M</li> <li>- Policy for GOGCWS O&amp;M Certification Program</li> </ul>

27

4	Performance Management and Monitoring	<p>4.1 Define the requirements for a computerized O&amp;M monitoring and reporting system to track technical performance and inform GOGCWS management of key trends</p> <p>4.2 Define other microcomputer requirements to support TSOM program objectives</p> <p>4.3 Assist GOGCWS technical managers prepare monitoring reports tied to Task 3 policies</p> <p>4.4 Assist GOGCWS technical managers to prepare the 1994/1995 annual budget for O&amp;M</p> <p>4.5 Recommend the standards and purposes for an O&amp;M twinning program</p> <p>4.6 Review Preventive Maintenance activities at Waterworks and Networks facilities</p> <p>4.7 Repair and calibrate source and production meters at Waterworks facilities</p> <p>4.8 Cost/benefit study of power factor improvements</p> <p>4.9 Performance Improvement Plan for the Waterworks, Networks &amp; Projects</p>	<ul style="list-style-type: none"> <li>- Microcomputers for O&amp;M management report</li> <li>- Report formats and graphic outputs to assist GOGCWS O&amp;M managers maximize their effectiveness</li> <li>- Annual O&amp;M budget needs report</li> <li>- Standards for twinning (memo)</li> <li>- Power factor/energy conservation report</li> <li>- Meter status and recommendations report</li> <li>- Preventive maintenance recommendations</li> <li>- <b>Performance Improvement Plan capable of being implemented</b></li> </ul>
5	Strategic Planning	<p>5.1 Conduct a strategic technical planning workshop and conduct follow-up interviews with GOGCWS managers</p> <p>5.2 Assist GOGCWS O&amp;M managers to prepare a strategic plan for the period 1996-2005 (with TL)</p> <p>5.3 Develop training and information dissemination procedures to promulgate the O&amp;M strategic plan (with TL)</p> <p>5.4 Assist the O&amp;M managers to extend computer capability to monitor strategic plan progress and accomplishments</p> <p>5.5 Review staffing levels at individual facilities and recommend adjustments</p> <p>5.6 Undertake worldwide survey of water utility operations</p>	<ul style="list-style-type: none"> <li>- Strategic plan report</li> <li>- Strategic plan computer monitoring memorandum</li> <li>- Strategic planning workshop</li> <li>- Workshop report</li> <li>- Training plan and training courses (memo)</li> <li>- <b>Report comparing the GOGCWS to utilities in Asia, Latin America, Africa and the United States</b></li> </ul>
6	Systems Development and Implementation	<p>6.1 Identify the O&amp;M computer hardware, software, communication and training requirements related to the proposed GOGCWS computer system</p> <p>6.2 Define the requirements for linking the O&amp;M "management by microcomputers" approach to the host system</p> <p>6.3 Develop and implement a training program for systems integration</p> <p>6.4 Define the requirements for a computerized work order control and costing system</p> <p>6.5 Provide O&amp;M training to Waterwork and Network personnel</p>	<ul style="list-style-type: none"> <li>- Computer specifications for technical sections to link with the main computer installation (memo)</li> <li>- Training implemented</li> <li>- Microcomputer integration memo</li> <li>- Work order control and costing system requirements report</li> <li>- Specifications input to computer acquisition plan (memo)</li> </ul>
7	Facilities and Commodities for O&M Improvement	<p>7.1 Identify the technical equipment needed to improve O&amp;M management at GOGCWS</p> <p>7.2 Prepare specifications and tender documents, as appropriate</p> <p>7.3 Commission architectural drawings or engineering designs, as appropriate, for workshops, facilities and other priority civil works</p> <p>7.4 Develop Capital Improvement Program (CIP) for GOGCWS Waterworks and Networks facilities</p>	<ul style="list-style-type: none"> <li>- Technical facility needs report</li> <li>- O&amp;M equipment needs report</li> <li>- Architectural design of workshops and other support facilities</li> <li>- Future facilities Capital Improvement Program with budget level cost estimates report</li> <li>- "Shelf" designs of new facilities (prefeasibility level)</li> </ul>
8	Sustainability Planning	<p>8.1 Prepare a plan to sustain the progress made under MTSS, including</p> <ul style="list-style-type: none"> <li>- laws and policies</li> <li>- community education programs</li> <li>- training and twinning programs</li> <li>- capital investments</li> </ul> <p>8.2 Define the needs for continuing the training programs and rewarding staff</p>	<ul style="list-style-type: none"> <li>- Action plan (1997-2002) report</li> <li>- Training needs report</li> </ul>

### TECHNICAL SUPPORT FOR O & M: SCHEDULE OF PROGRAM OUTPUTS

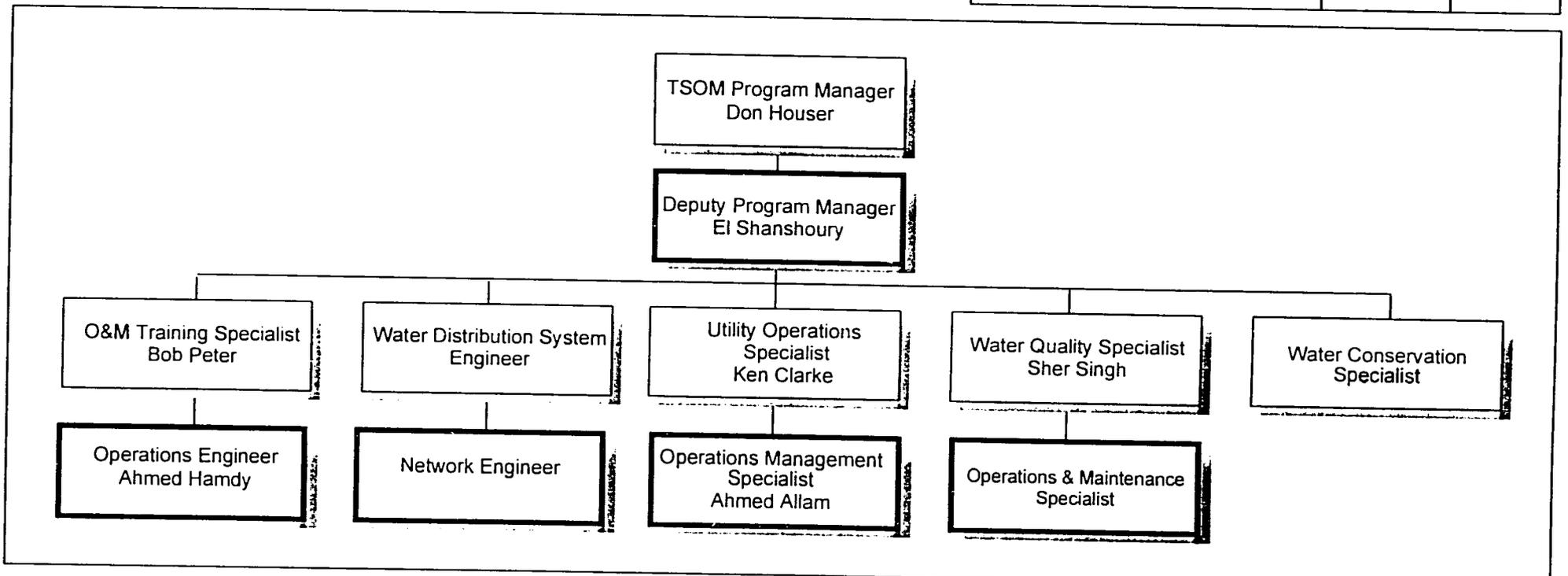
KEY OUTPUTS	YEAR 1				YEAR 2				YEAR 3				YEAR 4		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
<b>1. Mobilization</b> - Personnel - MTSS Project staff (Tasks 1.1, 1.2, 1.8) - GOGCWS counterparts - Program Outline Approved															
<b>2. Baseline Data</b> - Water Audit completed - System Map-Statistics Completed - Policies Documented - Historical Budgets reviewed (Bab 1 & Bab 2) - Evaluate Metering Policy-cost/benefit estimated - Evaluate Water Conservation - Improved GOGCWS record keeping (Task 2.8) - Report on Pipe Break Survey (Task 2.9)															
<b>3. Policy Formulation</b> - Identify policies - GOGCWS policies defined and agreed to - Performance Agreed / Standards Defined % water loss plant productivity reduce illegal connections large meters- production / consumers - Public Education Program (task 3.4) - Design Guidelines Drafted (task 3.5) - System Expansion Feasibility Development - O & M certification program (Task 3.7)															
<b>4. Performance Management &amp; Monitoring</b> - Annual Budget Defined - Develop Computerized Statistical Data Systems - Performance Evaluation - Monitoring Reports--Task 3 - Twinning Standards & Purpose - Performance Improvement Plan - Review PM activities (Task 4.6) - Source & Production Meters repaired/calibrated (Task 4.7) - Power Factor Improvements Report (Task 4.8)															
<b>5. Strategic Planning</b> - Strategic planning Workshop - Strategic Plan Presented - Plan Monitoring System - Monitoring Reports - Staffing Levels Recommended (Task 5.5) - Survey of Other Water Utilities (Task 5.6)															
<b>6. System Development &amp; Implementation</b> - Evaluate Requirements for Systems -Task 4 - Identify & Specify Software / Hardware - Vendor Selected - System Delivery - Tests Completed - Work Order System Operating - O&M Training (Task 6.5)															
<b>7. Facilities &amp; Commodities for O&amp;M Improvement</b> - Technical equipment identified, recommended & procured - Specifications prepared (as needed) - Capital Improvement Program (CIP) (Task 7.3)															
<b>8. Sustainability Planning</b> - Action Plan - Final Report															

**LEGEND:**

- new output
- time shift for output → ←
- output •
- output completed ◦

## Technical Support for Operation & Maintenance Phase 2 Organization

POSITION	Company	Person Months
<b>EXPATRIATE</b>		
Program Manager	MW	44
Utility Operations Specialist	BVI	24
Water Conservation Specialist	MW	18
Water Quality Specialist	MW	24
O&M Training Specialist	NEI	18
Water Distribution System Engineer	MW	15
<b>EGYPTIAN</b>		
Deputy Manager	SA	29
Operations Management Specialist	SA	39
Water Works Engineer	SA	39
O&M Specialist	SA	30
Operations Engineer	SA	18
<b>Total</b>		<b>298</b>



# Materials Management and Procurement (MMP)

**PROGRAM: Material Management & Procurement (MMP)**

**Description/Justification:** The MMP program has completed all assigned tasks in Phase 1 and is implementing Phase 2 as scheduled. The Materials Management Specialist position will not be required to complete the work plan and therefore the person months for this slot have been reallocated. The MMP work plan revisions are reflected in Table 3.4 and described below.

**Task 3: Policy Formulation:** The text of the original work plan has been modified to include the policies adopted by the GOGCWS.

**Task 4: Performance Management and Monitoring:** A new subtask has been added to provide support to the equipment procurement activities of Phase 2.

**Task 5: Strategic Planning:** No changes are proposed at this time.

**Task 6: Systems Development and Implementation:** No changes are proposed at this time.

**Task 7: Sustainability Planning:** No changes are proposed at this time.

**Priority Activities and Plans for Phase 2**

Future work of the MMP program will focus on assisting the GOGCWS to develop a master inventory, optimize the procurement cycle and sell or recycle scrap and stagnant stock more effectively.

Listed below are additional items to be accomplished by the MMP staff during Phase 2:

- Monitor and assist GOGCWS with initiation of work on the performance indicators. Verify that monthly progress reports are submitted to the Chairman.
- Provide twinning standards and describe program purpose.
- Conduct a strategic planning workshop for inventory and procurement management.
- Submit a quarterly report on scrap and stagnant material sold (by quantity and value)
- Define requirements for a computerized MMP program.
- Continue inventory computer training.
- Prepare a strategic training plan.
- Procure lifting and handling equipment.
- Procure computer hardware and software for the Stores' Department.
- Install and initiate use of computer hardware and software.
- Prepare action plan.
- Prepare training report.
- Prepare final report.

Table 3.4  
Program Tasks, Subtasks and Outputs  
PROGRAM TITLE: Materials Management & Procurement

NO	Tasks	Subtasks	Output/Target
1	Mobilization	1 1 Recruit and appoint program manager 1 2 Mobilize deputy program manager Wardany 1 3 Participate in workshop 1 4 Prepare MMP program outline 1 5 Define staffing requirements 1 6 Identify counterparts	-Wardany mobilized -Program manager mobilized -MMP program design approved -Staffing defined (draft) -Counterparts determined
2	Baseline Data Collection	2 1 Review past reports 2 2 Conduct a physical inventory of all disposable and non-disposable property 2 3 Determine the value of inventories 2 4 Review and evaluate policies and procedures for purchasing, materials management, property management and disposition 2 5 Evaluate the MMP organization and management structure at GOGCWS 2 6 Define and evaluate planning and budgeting procedures for the acquisition of materials 2 7 Evaluate pilot stores management programs at Rod el Farag, including the general placement system and stores management procedures	-Inventory and values of all disposable and non-disposable property (other than fixed assets) (spreadsheets) -Evaluation of existing system report -Assessment of Rod el Farag property management & central stores procedures (memo) -Assessment of budget levels for materials management
3	Policy Formulation	3 1 Identify procurement, inventory control and materials management policies which will contribute to financial viability and managerial autonomy 3 2 Develop specific performance targets for inventory control and materials management, such as - scrap/stagnant stock sold or recycled - inventory coded into computer at two stores 3 3 Identify cost saving techniques and administrative policy reforms to reduce delays and improve the efficient utilization of stocks	-MMP policy requirements for decree (memo) -Performance targets (memo) -Cost reduction program report -Reporting requirements for tracking progress in policy areas related to materials management
4	Performance Management and Monitoring	4 1 Recommend a performance monitoring system, tied to key policy variables and management improvements, to monitor performance and inform GOGCWS of key trends 4 2 Define the requirements for a computerized MMP program 4 3 Identify other microcomputer requirements to support MMP objectives 4 4 Provide input to GOGCWS during the preparation of the annual operating and capital budgets for the Store's Department 4 5 Establish the standards and purposes for a twinning program related to stores management and inventory control 4.6 Performance improvement plan for inventory control functions of GOGCWS	-Microcomputers for MMP management report -Report formats and graphic outputs to assist MMP managers maximize their effectiveness -Review Annual stores and materials acquisition list -Purposes and Standards for twinning (memo) -Dispose of scrap and stagnant inventory (quarterly reports) -PIP for stores, warehouses etc.

23

5	Strategic Planning	<p>5.1 Coordinate a strategic planning workshop for procurement and property management and follow up with interviews of key GOGCWS managers</p> <p>5.2 Assist GOGCWS management to prepare a strategic plan for the period 1996-2005</p> <p>5.3 Develop training and information dissemination procedures to promulgate the MMP strategic plan (with TL)</p>	<ul style="list-style-type: none"> <li>-Strategic plan report</li> <li>-Strategic plan computer monitoring memo</li> <li>-Strategic planning workshop</li> <li><del>Workshop report</del></li> <li>-Training plan and training courses</li> </ul>
6	Systems Development and Implementation	<p>6.1 Define the requirements for materials management software</p> <p>6.2 Inventory and select an existing software application</p> <p>6.3 Determine the most appropriate hardware for the selected software and prepare specifications</p> <p>6.4 Define the requirements for linking MMP microcomputers to the systems in GOGCWS</p> <p>6.5 Develop and implement a training program for systems integration</p> <p><b>6.6 Capital Improvement Plan (CIP) for GOGCWS warehouses, stores &amp; workshops</b></p>	<ul style="list-style-type: none"> <li>-Computer specifications for materials management locations to link with the main computer (memo)</li> <li>-Training plan (memo)</li> <li>-Microcomputer integration memo</li> <li>-Specifications input to computer acquisition plan (memo)</li> <li>-Capital improvement plan (CIP)</li> </ul>
7	Sustainability Planning	<p>7.1 Prepare a plan to sustain the progress made under MTSS including</p> <ul style="list-style-type: none"> <li>- laws and policies</li> <li>- training and twinning programs</li> <li>- materials handling equipment</li> </ul> <p>7.2 Define the continuing training needs of the personnel responsible for MMP activities</p>	<ul style="list-style-type: none"> <li>-Action plan 1997-2002 report</li> <li>-Training report</li> <li>-Final report</li> </ul>

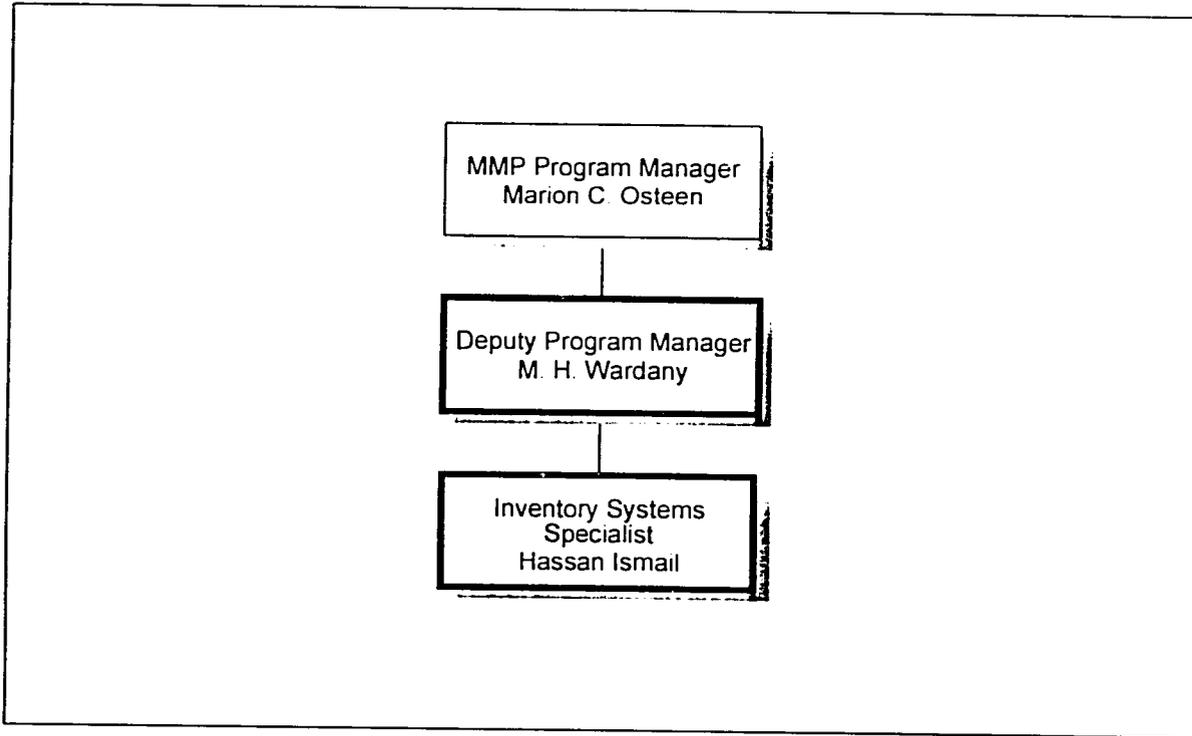
## MATERIALS MANAGEMENT & PROCUREMENT: SCHEDULE OF PROGRAM

KEY OUTPUTS	YEAR 1				YEAR 2				YEAR 3				YEAR 4		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
1. Mobilization - Program Outline Approved		♦													
2. Baseline Data - Inventory Quantities & Values - Review Current Policies & Procedures - Evaluate Upgraded Rod El Farag Systems			♦												
3. Policy Formulation - Identify Key Policies - Policies Defined & Agreed to - Performance Agreed To: - scrap/stagnant stock sold or recycled - inventory coded into computer at two stores - Procedures to Meet Policies Instituted				♦											
4. Performance Management & Monitoring - Annual Budget Defined for Store's Dept. - Develop Systems - Performance Evaluation - Monitoring Reports - Task 3 - Twinning Standards & Purpose - Performance Improvement Plan						♦					♦				♦
5. Strategic Planning - Strategic Planning Workshop - Strategic Plan Presented - Plan Monitoring System - Monitoring Reports						→				→					
6. System Development & Implementation - Evaluate Requirements for Systems -Task 4 - Identify System - Task 4 - Vendor Recommended - Computer System Installed - Computer System Tests Completed - System Operating						♦				←					
7. Sustainability Planning - Action Plan Report - Final Statistical Report															♦

**LEGEND:**

- new output
- time shift for output →
- Transferred Tasks
- Deleted Tasks
- output •
- output completed ♦

## Materials Management & Procurement Program Phase 2 Organization



POSITION	Company	Person Months
EXPATRIATE Program Manager	BVI	30
EGYPTIAN Deputy Manager Inventory Systems Specialist	SA SA	36 34
	<b>Total</b>	<b>100</b>

# Project Management and Administration (PM&A)

**PROGRAM: Project Management & Administration (PMA)**

**Description/Justification:** The PM&A program has substantially expanded and re-directed its scope over the past six months and this revised work plan reflects those changes. The PM&A subtasks and activities are now balanced between providing support to the MTSS project itself (accounting, computer support, procurement, facility management/maintenance) and providing direct technical assistance to the GOGCWS. This latter responsibility includes the Microcomputers for Management (MFM) initiative, mapping, information management utility computerization and procurement coordination. The PM&A staff has been increased by the transfer from the FV program of the Utility Computer Specialist. Subtasks and outputs associated with this transfer are reflected in Table 3.5, the revised PM&A work plan. A description of the changes follows:

**Task 3: Policy Formulation:** The text of the original work plan has been modified to include the policies adopted by the GOGCWS.

**Task 4: Performance Management and Monitoring:** A new subtask has been added to provide support to the equipment procurement activities of Phase 2.

**Task 5: Strategic Planning:** No changes are proposed at this time.

**Task 6: Systems Development and Implementation:** No changes are proposed at this time.

**Task 7: Sustainability Planning:** No changes are proposed at this time.

**Priority Activities and Plans for Phase 2**

1. Implementation of the MFM program by:

- defining the HW/SW requirements and procuring and installing HW/SW at appropriate locations.
- providing training, technical support and follow-up
- expanding the MFM program to cover all Phase 2 performance indicators

2. Developing an urban data/mapping resource for the MTSS project and extending this capacity into the GOGCWS by the end of Phase 2.

3. Streamlining the invoice processing system through discussions, negotiations and administrative support. Both the GOGCWS and USAID will be involved in this effort.

4. Supporting the administration of the MTSS project, especially by assuring effective project operations at both the GOGCWS Headquarters and Rod El Farag locations.

Table 3.5  
Tasks, Subtasks and Outputs  
PROGRAM TITLE: Project Management & Administration

NO	Tasks	Subtasks	Output/Target
1	Mobilization	1 1 Mobilize Singh 1 2 Establish project procedures 1 3 Prepare office space/acquire equipment 1 4 Participate in workshop 1 5 Prepare management reports 1 6 Define staffing requirements 1 7 Identify counterparts 1 8 Develop workplan outline 1 9 Provide translation services 1 10 Project accounting 1 11 Procurement 1 12 Project subcontract management 1 13 Equipment management 1 14 Provide transportation support services 1 15 Provide clerical support services 1 16 Mobilize personnel 1 17 Maintain management documents library 1 18 Maintain equipment inventory	<ul style="list-style-type: none"> <li>-Singh mobilized 9 April 93/Kirkman 16 Jan 94</li> <li>-Office renovation contract signed</li> <li>-Monthly reports prepared</li> <li>-Microcomputer specialist appointed</li> <li>-Coordination meetings held with GOGCWS and USAID</li> <li>-New MTSS workplan prepared</li> <li>-Accounting Reports</li> <li>-Furniture/equipment procurement completed</li> <li>-All equipment maintained operational</li> <li>-Reports (final documents) provided in Arabic</li> <li>-Transportation needs met for MTSS project team</li> <li>-Clerical needs met for MTSS project team</li> <li>-Utility Computer Specialist and Systems Analyst position filled</li> <li>-Report equipment inventory bi-annually</li> <li>-Report library inventory bi-annually</li> </ul>
2	Baseline Data Collection	2 1 Review and catalog previous reports 2 2 Verify program performance indicators 2 3 Verify budget allocations for staff and other direct costs to support programs 2 4 Produce MTSS project facilities maps 2 5 Identify & assess GOGCWS automation needs	<ul style="list-style-type: none"> <li>-Report inventory setup (list)</li> <li>-Revised project budget (spreadsheets)</li> <li>-Facilities located on maps in accordance with individual program requirements</li> <li>-Facilities description developed in accordance with individual program requirements</li> <li>-Complete needs assessment information gathering requirements</li> </ul>
3	Policy Formulation	3 1 Facilitate coordination with other ISC projects 3 2 Collect policy performance data 3 3 Prepare consolidated performance reports 3 4 Develop GOGCWS information management policy 3 5 Develop GOGCWS facilities automation policy	<ul style="list-style-type: none"> <li>-Monthly and quarterly performance tracking reports</li> <li>-Produce Information management and technology policy statement</li> <li>-Produce facilities automation policy statement and</li> </ul>

159

4	Performance Management and Monitoring	<p>4 1 Provide microcomputer support to programs and counterpart organizations within GOGCWS</p> <p>4 2 Provide editorial services and prepare high quality graphics to enhance reports (to TL)</p> <p>4 3 Organize a GOGCWS employee recognition program (to MD)</p> <p>4 4 Assemble a management documents library</p> <p>4 5 Develop an MBO program</p> <p><del>4 6 Coordinate with workshop providers to arrange training sessions</del></p> <p>4 7 Implement microcomputer for management (MFM) initiative and provide support to MTSS programs within GOGCWS</p> <p>4 8 Train GOGCWS users for performance monitoring systems</p>	<p><del>Microcomputer systems developed to track</del></p> <p><del>Graphics reports prepared for GOGCWS to advocate for</del></p> <p><del>financial stability and managerial autonomy</del></p> <p><del>Workshop proceedings (report)</del></p> <p>-MBO policies promulgated (memo)</p> <p>-Awards granted to GOGCWS employees (list) (to MD)</p> <p>-Performance monitoring systems (workstations) in-place &amp; operable</p> <p>-Performance reports successfully produced by GOGCWS staff</p>
5	Strategic Planning	<p>5 1 Facilitate program strategic planning workshops (to TL)</p> <p>5 2 Develop strategic planning guidelines (to TL)</p> <p>5 3 Develop a data base of relevant statistics about GOGCWS performance</p> <p>5 4 Package and present the GOGCWS strategic plan for 1996-2005 (to TL)</p> <p>5 5 Provide for follow-up training</p> <p>5 6 Support the microcomputer-based strategic plan monitoring systems for each program.</p> <p>5 7 Develop GOGCWS urban data/mapping resource</p>	<p>-Strategic plan computer monitoring report (with graphs) (to TL)</p> <p>-Workshop proceedings reports (to TL)</p> <p>-Data base (output reports)</p> <p>-"Strategic Plan for GOGCWS 1996-2005" (publication) (to TL)</p> <p>-Training agendas and evaluations (memos) (to TL)</p> <p>-Specify hardware/software, training, database development &amp; implementation requirements</p> <p>-Conduct training seminars</p>
6	Systems Development and Implementation	<p><del>6 1 Support the microcomputer integration efforts of each program</del></p> <p><del>6 2 Review and evaluate all technical specifications</del></p> <p><del>6 3 Test systems operations</del></p> <p>6 4 Support &amp; coordinate the microcomputer integration efforts for each program and counterpart organization within GOGCWS</p> <p>6 5 Provide mapping capabilities to support MTSS program objectives</p> <p>6 6 Identify financial systems computerization requirements and detailed plan (from FV)</p>	<p>-Microcomputer integration report</p> <p>-Training programs</p> <p>-mapping capability provided</p> <p>-Produce GOGCWS computer systems plan</p> <p>-Produce GOGCWS facilities automation plan</p> <p>-Produce Financial Systems Computerization Plan (from FV)</p>
7	Sustainability Planning	<p>7 1 Develop plans to sustain the microcomputer based performance monitoring systems</p> <p><del>7 2 Develop a training plan</del></p>	<p>-Action plan (publication)</p> <p><del>7 2 Develop a training plan</del></p> <p>-Implement CAD/mapping training program for select GOGCWS staff</p> <p>-Trained GOGCWS users for the MFM performance monitoring system</p>

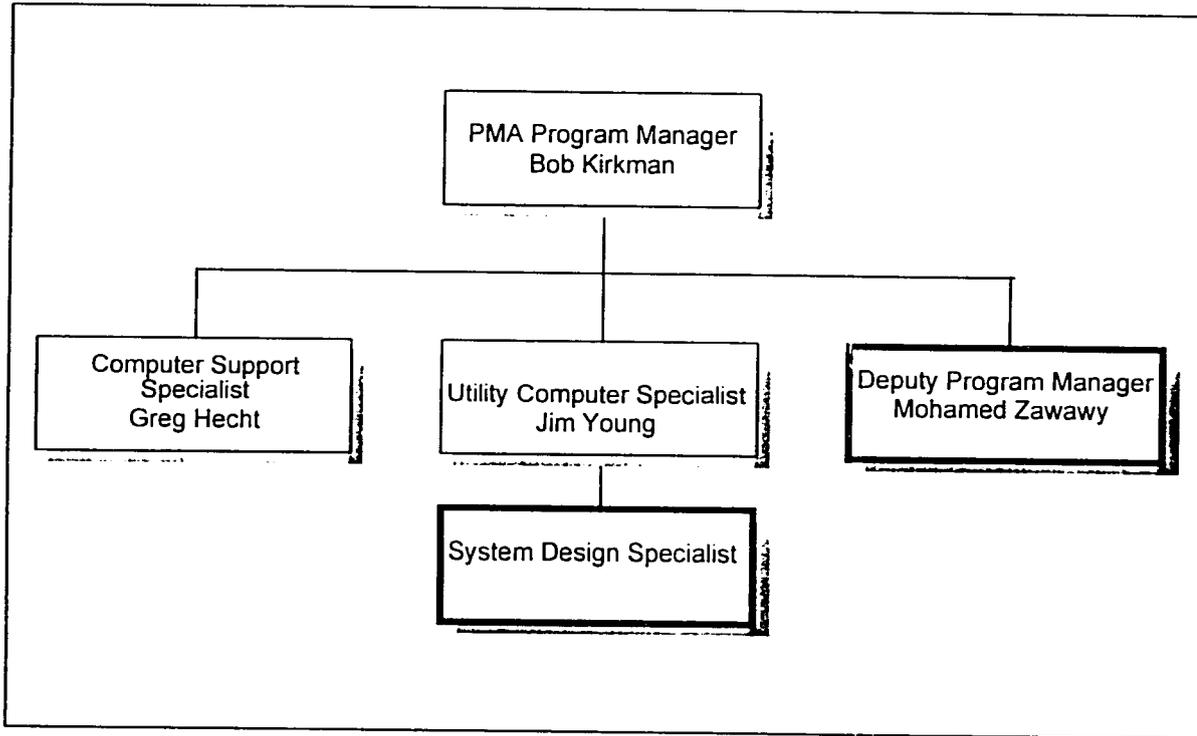
**PROJECT MANAGEMENT & ADMINISTRATION: SCHEDULE OF OUTPUTS BY QUARTER**

KEY OUTPUTS	YEAR 1				YEAR 2				YEAR 3				YEAR 4		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
<b>1. Mobilization/Administration</b>															
- Office setup	•	•		•	•										
- Revised Program Workplan (phase 1)		•	•												
- Personnel															
- MTSS Project staff	•	•	•	•											
- GOGCWS counterparts	•	•	•												
<b>2. Baseline Data Collection</b>															
- Project Budget		•	•			•				•					•
- GOGCWS Computerization Survey			•												
- Facilities Management Needs Assessment							☑								
- GOGCWS Facilities Map								☑			☑				☑
- GOGCWS Base Map Identified			•	•											☑
<b>3. Policy Formulation</b>															
- GOGCWS Information Management Policy								☑							
- Technology Policy								☑							
- Performance Tracking Reports					•	•	•		•	•	•	•	•	•	•
<b>4. Performance Management &amp; Monitoring</b>															
- Microcomputers for Management		•	•		→	•		☑							
- Microcomputers Software						•				•					•
- Management by Objectives Policies			→	→	→	•									
- Performance Improvement Plan (PIP)							☑								
Hardware/Software plan			•	•	•										
<b>5. Strategic Planning</b>															
- Urban Data/Mapping Resource Development							☑					☑			☑
- GOGCWS Performance Statistical Reports							☑	☑	☑	☑			☑		
- Information Management Seminars					☑	☑	☑	☑	☑	☑					
<b>6. System Development &amp; Implementation</b>															
- Mapping Support Systems								☑		☑			☑	☑	
- Produce GOGCWS Computerization Conceptual Design								☑							☑
- Train Computer System Operators			•					•				•			
<b>7. Sustainability Planning</b>															
- GOGCWS Performance Systems Training								☑	☑	☑					☑
- Computer Technical Training								☑					☑	☑	☑
- Action Plan Report												•			
<b>Final Statistical Report</b>															•

**LEGEND:**

- new output ☑
- time shift for output →
- output •
- output completed ♦
- transferred tasks ■
- deleted tasks ▨

## Project Management & Administration Phase 2 Organization



POSITION	Company	Person Months
<b>EXPATRIATE</b>		
Program Manager	MW	45
Computer Support Specialist	BVI	24
Utility Computer Specialist	BVI	12
<b>EGYPTIAN</b>		
Deputy Manager	SA	36
System Design Specialist	SA	24
<b>Total</b>		<b>141</b>

9/2