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ELECTRICITY REGULATORY AGENCY CONSULTING SERVICES, EGYPT

FINAL REPORT

May 2005

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ELECTRICITY REGULATORY AGENCY CONSULTING SERVICES PROJECT, EGYPT

FINAL REPORT

USAID Contract 263-M-00-03-00058-00

Reporting Period: October 1, 2003–April 30, 2005



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OVERVIEW

CONTRACT OVERVIEW

The purpose of this Report is to summarize and detail the Project's purpose, objectives and accomplishments on a Task/Milestone basis. The Project was authorized under USAID Contract No.: 263-M-00-03-00058-00, Electricity Regulatory Agency Consulting Services (ERACS), pursuant to the final revision of the Work Plan and the associated Implementation Schedule (Enclosure 1 to this Report).¹ The Project supported USAID/Egypt's Strategic Objective No. 18 ("Access to Sustainable Utility Services, and Intermediate Results associated therewith"). All Milestones have been completed to the satisfaction of IRG, the Agency and USAID/Cairo. This report will synopsize the details of all work conducted in respect of each Milestone.

International Resources Group, Ltd (IRG) was contracted by the US Agency for International Development (USAID) to provide consulting services to the Electricity Regulatory Agency. The contract was a continuation of similar services provided by the Egyptian Electricity Regulatory Project (EERP) from late 2001 to early 2003. IRG work commenced on October 1, 2003 and continued through April 2005, including a 30-day no-cost contract extension for the month of April 2005.

IRG's Team that carried out this 19-month activity was comprised of one long-term Chief of Party (COP) a long term Deputy COP (DCOP) and a long term Administrative Officer. These experts were supported by a team of short-term Egyptian and US experts (Appendix B). The COP was Mr. Russell C. Brown of International Resources Group (IRG). Mr. Brown has over 30 years experience in the electric utility, power generation and nuclear industries. Since 1991, he has provided his knowledge and assistance in electric sector regulation, restructuring and privatization to Hungary, Poland, Slovakia, the Czech Republic, Romania, Bulgaria, Egypt, Montenegro and India as well as in the US. Mr. Brown worked with the Agency extensively during the EERP to develop model licenses controlling market access and to provide an information platform for the Agency. Mr. Brown relocated to Cairo and was available full time for the duration of the project. Mr. Robert Taylor, a regulatory attorney with over 23 years of commercial law and electricity sector experience in Europe, Central Asia and Africa, was the DCOP and Resident Advisor. He also relocated to Cairo. Ms. Luna Luther, an Egyptian national, was the Administrative Officer and has served been in similar positions on IRG projects in Egypt since 1996. The IRG Cairo Team was supported by Ms. Margaret McKay, the IRG home office Project Manager located in Washington, DC. Additional support in the home office was provided by Ms. Ashley Shattles as Project Administrator and various personnel from other functions such as Contracts, Accounting and IT.

The COP has issued Monthly Reports that provided details of ongoing work tasks/activities, project accomplishments, milestones completed, future planned work, meetings held/attended and any important issues and problems. The Monthly Reports are stand-alone documents that also include all consultant's Trip Reports, deliverables, plans and schedules, letters, invoices, etc. This Report and the Quarterly Reports issued by the COP are intended to be a synopsis of the more detailed, stand-alone Monthly Reports.

¹ Please note that this Report will also serve as the final (sixth) Quarterly Report for the quarter ended March 31, 2005 and as the Monthly Report for April 2005. Please refer to other Sections that follow for work task status and accomplishments for the sixth quarter and for the month of April.

AGENCY BACKGROUND AND UPDATE

The Egyptian Electric Utility and Consumer Protection Regulatory Agency (EEUCPRA) was established in 2000 by Presidential Decree No. 339/2000. Dr. Mohamed Salah El Sobki, Jr., was appointed Managing Director and fills that position to this day. During the duration of the EERP project, and between the end of that project and the start of this one, Dr. Sobki was adding and training his staff. At the present time, the EEUCPRA staff numbers 49 people with a total complement of 60-70 people to be reached in the coming months. Appendix A shows the current organization of the EEUCPRA.

The EEUCPRA's accomplishments to date have been truly impressive and have been achieved in the absence of an Electricity Law (the Law). The Draft Law produced under this project has recommended that the EEUCPRA be renamed as the Egyptian Electricity Regulatory Agency (ERA). Throughout this Report the EEUCPRA will be referred to as "the Agency". The preparation of the Draft Law was a very important part of this Project. That work was led by Mr. Robert Taylor, the DCOP, in very close cooperation with the Agency's legal and technical staff. Other important aspects of the Project dealt with the finalization of both the Benchmarking System and the License Management System; preparation of a Technical and Financial Compliance Report and Performance Measurement System; preparation of a Model Performance Agreement; preparation of a suggested Electricity Market Design; development of a Tariff Methodology and purchase, installation and training on Tariff Model (also known as a Cost of Service Model); Training of Agency and Utility Company personnel as necessary; development of draft Rules of Procedure and Secondary Regulations; and other related tasks discussed below.

Today, the Agency operates under the direction of a Board of Directors, comprised of ten members. With the exception of one member who was recently replaced, all have been on the Board since its inception four years ago. Recently they were approved for another term. The Board is chaired by the Minister of Electricity and Energy (MEE), Dr. Hassan Younis.

OTHER DIRECT AGENCY AND ELECTRICITY SECTOR IMPLICATIONS

The electricity sector is comprised of 15 separate government-owned companies that are owned and controlled by the MEE by way of the Egyptian Electricity Holding Company (EEHC), and several privately owned entities, three BOOTs, three private, vertically integrated electric companies located at the Red Sea and three private generation/distribution utility companies connected to the national grid in the Cairo and Alexandria areas. At the present time the Government (i.e., the State Council) controls all aspects of tariff setting. Major issues to be addressed in preparing and enacting the Electricity Law include the future roles of the Agency, the Ministry and the EEHC in the electricity sector, specifically as they relate to issues such as independence of the regulator, tariff setting, monitoring and enforcing improved performance within the individual electric companies and the division of responsibilities between all three entities related to planning, development, restructuring and attracting new market entrants.

Egypt's electricity consumption is expected to increase dramatically during the next decade. The associated increase in capacity will serve Egypt's increasing population and expanding economy. It is extremely important that the Electricity Law, the Electricity Market Design, the establishment of a Tariff Methodology that guarantees the recovery of all costs and the presence of an effective and efficient regulatory regime be in place to attract the necessary capital to fuel sector expansion. This Project specifically addressed each of these (and other) issues.

On October 1, 2004, the GoE raised tariffs for High Voltage (HV) and Ultra High Voltage (UHV) customers. A confidential document on the subject was issued to most (if not all) donors at the time of the tariff change. That information was also published in the "Arab Electricity Magazine". Egypt's 17 UHV customers consume 13% of all energy produced. Their tariffs were raised from 6.8 to 9.8 piasters per kilowatt hour, a 44% increase. Egypt's HV customers represent 7 % of all energy consumed in Egypt. Their tariffs were increased from 11.34 to 11.91 piasters, approximately a 5% increase. One petroleum HV customer, however, had its tariffs raised from 6.8 to 21 piasters (nearly a 300% increase). The name of the company and

the reasons for its “special treatment” were never disclosed. Although tariffs for all residential customers were also raised minimally at that time, it is anticipated that commencing on October 1, 2005 tariffs for all customers will be increased by 5% each year for the succeeding 5 years. The result will be a 27.6% increase overall by the end of the five-year period. These tariff increases (the first in over ten years) were very important. Principally, the increases reflect the GoE’s political will to do so. It may also reflect the GoE’s recognition that tariffs should cover costs. Whatever the import of the tariff rises may be for the GoE, they are monumentally significant for the Agency. With appropriate tools and adequate training, the Agency will be in a position to give substantive advice to the MEE on appropriate tariff increases for each company and for each customer class.

During the course of the Project, the COP submitted many documents (electronically where possible and where not, in hard copy) to Dr. Sobki on such matters as power sector restructuring and privatization, all aspects of regulation, customer/licensee connection policies and charges, international best practices in a variety of areas, benchmarking and performance measurement and customer service practices in other venues. All Project documentation was referred to in the Monthly Reports.

At the request of Dr. Sobki, IRG consultants Bowman and Wilcox provided information regarding Extra High Voltage Power Contracts and penalties charged for exceeding contracted demand and average monthly demand from other jurisdictions and from their experience. The project also worked closely with USAID in providing technical and operational information and support on the Benchmarking Tool, the Performance Measurement System, details of the recent tariff increases and the COS model, fuel costs and Performance agreements.

IRG TEAM UPDATE

GENERAL/LOGISTICS

The Project commenced on October 1, 2003. That month was devoted to the preparation of a Work Plan and Contract Modification #1 (made necessary by the extended period between proposal submission and contract award and changes in Agency needs during that period). In addition, during the month of October and with the assistance of its sub-contractor, Progress 2, the Project established its office and infrastructure. The office became fully operational in early November 2003. That Project office closed on March 31, 2005 and all IRG Team personnel operated out of the Agency's offices during the month of April 2005.

WORK PLANNING

The Work Plan and Implementation Schedule were approved by the Agency and the USAID CTO, Mr. Hosam Ismail, in late October 2003. Contract Modification #1 was approved by USAID and IRG on February 23, 2004.

Work Plan and Implementation Schedule revisions relating to remaining Milestones and Tasks were prepared in the fall of 2004 and approved by the Agency in October 2004. Those revisions and the accompanying Contract Modification No. 2 were submitted to the USAID Contracting Officer for approval, also in October 2004. USAID approved Modification No. 2 in January 2005. Final Work Plan and Implementation Schedule revisions were issued in April 2005 (Enclosure 1) and these comprised the changes reflected in Contract Modification No. 2.

MILESTONE PROGRESS, 6TH PROJECT QUARTER

This section addresses the status of Milestone/Task work for the sixth quarter ending March 31, 2005. During that quarter the Project continued to work on Milestones 10, 11, 12, 13, 14, 15 and 16, as follows.

MILESTONE #10—CUSTOMER SERVICE NEEDS ASSESSMENT

Ms Webster completed the Draft Customer Service Needs Assessment in mid-March. Following review and comment by several IRG Team members, the final report was submitted to the Agency for final approval and acceptance on March 28.

MILESTONES #11 AND #12—TARIFF MODEL PROCUREMENT AND FINAL TARIFF METHODOLOGY

It was determined in early January that the Agency had collected a sufficient amount of data to begin the process of customizing the vendor's Tariff Model [hereinafter known as the Cost of Service (COS) Model]. During the months of January and February the vendor remained heavily involved in the customizing process. Mr. Bowman arrived in Cairo on March 9 and Ms. Debbie Gajewski of Management Applications Consultants (MAC) arrived in Cairo on March 11 to install and test the model and to train Agency personnel in its use. The installation and training was completed on March 17 and both Mr. Bowman and Ms. Gajewski departed Cairo.

While in Cairo, Mr. Bowman also completed the Final Tariff Methodology Report. It was submitted to the Agency on March 20, thus completing the work required under Milestone 12.

On March 23, Dr. Sobki issued a letter to the COP with a request for additional work and clarifications on the COS Model. Ms. Gajewski revised the User's Manuals and completed her responses to Dr. Sobki's requests and the Manuals were issued to the Agency on April 9, together with a request from the COP that the Agency formally approve the completion of Milestones 11 and 12.

Further, notwithstanding that IRG purchased the model, the Software License Agreement with the vendor had to be approved by Dr. Sobki as the user and owner. The license agreement was submitted to Dr. Sobki for his review and approval in January and he executed it on March 16.

MILESTONE #13—LMS REFINEMENTS COMPLETED

The Agency continued to work and become more familiar with the intricacies of the Benchmarking Tool. In the process they identified additional Agency needs related to this Tool. These were delivered to the COP in a letter from Dr. Sobki dated March 27, 2005. The Project's IT consultant was engaged to return to Cairo on April 11 to complete the process of refining the tool pursuant to Dr. Sobki's letter.

Over the course of a five-day period in February the Project conducted seminars for the public utility companies on the subject of the Performance Measurement System. Consultants Morse and Wilcox further developed the presentation material during that visit. Messrs. Morse and Wilcox were in attendance and participated in all seminars.

On February 2, Mr. Wilcox arrived in Cairo to continue his review of the Grid Code and to participate in the Performance Management System seminars. Mr. Wilcox's Draft Code was submitted to the Agency and is

now in the hands of the Transmission Company. Mr. Wilcox and Dr. Sobki met with the transmission company on February 7. Additional meetings with the transmission company are required to complete Mr. Wilcox' review. Dr. Sobki attempted (unsuccessfully) to arrange those meetings during the month of March. As such, based upon the work product submitted by Mr. Wilcox, IRG and the Agency agreed to consider the item complete.

Mr. Morse and Mr. Taylor prepared and delivered a presentation on the Model Performance Agreement to Dr. Sobki on February 20. The Agreement was revised based upon the discussions of that presentation and a final version was submitted to the Agency on February 23 for final review. Mr. Morse's trip was extended several days at Dr. Sobki's request.

MILESTONE #14—TWINNING COMPLETED

The 12 Agency attendees selected by Dr. Sobki departed Cairo on February 19 for the third and final Twinning Exchange. The exchange was conducted in Boston, MA and Washington, DC. By all accounts, the Exchange was considered highly successful. Ms. Webster and the COP were present for the entire Exchange. Ms. Webster prepared and handed out all documentation received and provided copies to selected Agency personnel.

MILESTONE #15—CAPACITY PLANNING AND POWER POOL

CURRENT ACTIVITIES:

The Project submitted Mr. Bowman's final draft of the Power Pool Report to the Agency for final review and comment on February 11. Mr. Bowman and Mr. Taylor prepared and delivered a presentation on the subject of the report and the Agency's comments. Following discussions with Agency personnel, the report was revised and reissued to the Agency on March 15, 2005, together with a request that Dr. Sobki provide formal concurrence that this task is complete.

Work continued on the remainder of Milestone 15 (the Capacity Planning Report). The final report was submitted in late April.

MILESTONE #16, DEVELOPMENT OF LEGISLATIVE INSTRUMENTS AND MARKET DESIGN

The Legislative Instruments portion of this Milestone has been in progress since the Project began.

With the assistance of Messrs. Taylor, Bowman and Brown, Ms. Webster further developed the Report on Market Design. The report was delivered to Dr. Sobki for final review and approval on February 12. Also submitted was a presentation based upon that paper. Final discussions on the paper were held with the Agency in mid-March.

Having been reviewed by Mr. Bowman, the tariff regulations were finalized and submitted to the Agency for final review and comment on February 26, 2005. The COP has been informed that the Agency has no comments. Upon review by Mrs. Webster and Mr. Morse, the Customer Service Rules (the Customer Charter) were submitted to the Agency on March 14, 2005. Based upon the Customer Service Rules, the Agency returned with six questions for clarification. The questions were circulated, commented upon and delivered to the Agency in mid-April.

FINAL MILESTONE/CONTRACT TASK ACCOMPLISHMENTS

All Tasks, Activities and Milestones delineated in the Contract and the Work Plan have been completed as of April 30, 2005. Each Milestone/Contract Task is addressed below including April accomplishments and deliverables. Formal concurrence of completion of each Milestone was received via letter or email from the Agency Managing Director to the COP. All approval documentation was submitted to USAID together with each invoice.

MILESTONE/TASK STATUS AND DELIVERABLES

Enclosure 2 is a CD that contains as many Project Deliverables as possible. Some Deliverables (the Benchmarking Tool, website upgrading, and the Cost of Service Models) cannot be provided electronically.

MILESTONE #1, TASK #1: WORK PLAN.

Deliverable: Project Work Plan within one month of the start of the project on October 1, 2003.

The original Work Plan was completed on Monday, October 27, 2003 and submitted to USAID, the Agency and appropriate IRG personnel the same day. It was also approved that same day by the Agency. It was formally approved by Mr. Hosam Ismail, the USAID CTO on October 30, 2003.

MILESTONE #2, TASK #9: WEBSITE LAUNCH.

Deliverable: Web Site launched and training provided to maintain and update the Web Site. Make Website dynamic. Provide website maintenance services as needed for approximately six months (the latter is not a milestone).

This Milestone was completed on December 20, 2003. It was approved by Dr. Sobki in an email to the COP, a copy of which was sent to the USAID CTO. Note that the only deliverable is the upgrade of the website itself, which can be accessed via www.egyptera.com.

MILESTONE #3, TASK #2: DRAFT LAW SUBMITTED.

Deliverable: Prepare and deliver a Draft Electricity Law to the Agency.

This Milestone was completed on December 24, 2003. It was approved by Dr. Sobki via email to the COP.

MILESTONE #4, TASK #3, COMPLETE BENCHMARKING TOOL.

Deliverable: Benchmarking system of the LMS and its incorporation into Agency policy instruments.

This Milestone was completed to the satisfaction of IRG on March 31, 2004 and to the satisfaction of the Agency on April 19, 2004. Concurrence by USAID was requested via email on April 20 and was granted on May 5, 2004.

MILESTONE #5, TASK #11: TWINNING INITIATED.

Deliverable: Partnership Exchanges between the Massachusetts Department of Telecommunications and Energy and the Agency.



This Milestone was completed to the satisfaction of IRG and the Agency on February 9, 2004, with the completion of the first (of three) Twinning Exchanges in Cairo. The USAID CTO approved completion of the Milestone on March 22, 2004.

MILESTONE #6, TASK #4: TECHNICAL AND FINANCIAL COMPLIANCE.

Deliverables:

- (1) A Comprehensive Report of Technical and Financial Compliance Parameters.
- (2) A comprehensive manual on technical and financial compliance data requirements and submissions.
- (3) One or more courses on technical and financial compliance data requirements and submissions.
- (4) Draft Performance Agreement for one test company.
- (5) Provide assistance in the development of proposed Transmission or Distribution Codes.
- (6) Review and commentary on any proposed industry standards.

Deliverables 3, 5 and 6 were transferred to Milestone 13 in the Work Plan revision approved in January 2005. The remaining deliverables (Items 1, 2 and 4) under this Milestone/Task were completed with the issuance and acceptance of the Draft Technical and Financial Compliance Report to the satisfaction of IRG on March 31, 2004 and to the satisfaction of the Agency on April 18, 2004. Concurrence by USAID was requested via email on April 20 and was granted on May 5, 2004.

MILESTONE #7, TASK #4: DRAFT TARIFF METHODOLOGY REPORT.

Deliverable: Draft Tariff Methodology Report.

This Milestone was completed to the satisfaction of IRG and the Agency in September 2004.

MILESTONE #8, TASK #2: FIRST DRAFTS OF RULES OF PROCEDURE AND SECONDARY REGULATIONS.

Deliverables: First drafts of Rules of Procedure and Secondary Regulations

This Milestone was completed in December 2004 to the satisfaction of the COP and Dr. Sobki (verbally). Invoicing attended USAID's approval of the revised Work Plan and Contract Modification # 2 in January 2005. Dr. Sobki's concurrence was received via a letter to the COP dated March 13, 2005.

MILESTONE #9, TASK #4—FINAL PERFORMANCE AGREEMENT SUBMITTED

Deliverable: Final Technical and Financial Compliance Report, including Final Performance Agreement for one "model" utility company.

By letter, the COP submitted the final Technical and Financial Compliance Report (together with appropriate revised Appendices) to Dr. Sobki on November 1, 2004. Dr. Sobki verbally approved them on November 21, 2004. Once again, invoicing had to wait until the revised Work Plan and Contract Modification No. 2 were approved by USAID in mid-January 2005. The COP received Dr. Sobki's formal concurrence on March 12, 2005.

MILESTONE #10, TASK # 12--CUSTOMER SERVICE NEEDS ASSESSMENT

Deliverable: Customer Service Needs Assessment Report

The Assessment draft was completed by Ms. Webster in mid-March 2005. Following review and comment by several IRG Team members, the final version was submitted to the Agency for final approval and acceptance on March 28. Dr. Sobki formally concurred with completion of this Milestone by letter to the COP in early April 2005.

MILESTONES #11 AND #12, TASK #5—TARIFF (COS) MODEL PROCUREMENT AND FINAL TARIFF METHODOLOGY

Deliverables: Development, installation and training on the COS model (Milestone 11) including User's Manuals. Final Tariff Methodology Report issued (Milestone 12).

COS model installation and training were completed on March 16, 2005. Final revisions to the user's manuals were completed and sent to the Agency on April 9, 2005. Mr. Bowman completed the Final Tariff Methodology Report on March 15, 2005 and it was submitted to the Agency. The COP requested Dr. Sobki's formal concurrence that Milestones 11 and 12 are complete on April 9, 2005. By way of a letter dated April 18 (and a subsequent e-mail dated April 28) the COP received Dr. Sobki's concurrence on Milestone 12.

MILESTONE #13, TASK #3—LMS REFINEMENTS COMPLETED

Deliverables:

- (1) Refinements to the Benchmarking Tool completed and final acceptance of the Benchmarking Tool by the Agency;
- (2) Prepare and present one or more courses on technical and financial compliance data requirements and submissions;
- (3) Draft Performance Agreement for one test company finalized and submitted;
- (4) Provide assistance in the development of proposed Transmission or Distribution Codes; and
- (5) Review and commentary on any proposed industry standards.

By letter dated March 27 to the COP, Dr. Sobki itemized all remaining Agency requirements related to the Benchmarking Tool. The designer of the Tool, Mr. Shakeb Afsah, arrived in Cairo on April 11, 2005 and completed all necessary refinements to the Tool on April 28, 2005 (Item 1 above). By way of an e-mail dated April 28, the COP received Dr. Sobki's formal concurrence that Milestone 13 was complete.

Deliverables 2, 3 and 4 above were completed in February/March 2005.

MILESTONE #14, TASK 11—TWINNING COMPLETED

Deliverables: Organize and conduct three Twinning Exchanges between the Agency and the Massachusetts Department of Telecommunications and Energy (two in Cairo and one in Boston and Washington, DC).

The Twinning Exchange to Boston and Washington held from February 19 through March 3, 2005 completed this Milestone. By way of a letter dated April 9, the COP received Dr. Sobki's formal concurrence that this Milestone had been completed.

MILESTONE #15, TASKS #6 AND #8—CAPACITY ADDITIONS AND POWER POOL

Deliverables:

- (1) Report on Power Pool Regulation; and
- (2) Report on Capacity Planning.

The Power Pool Report was submitted to Dr. Sobki on March 15, 2005. The Capacity Planning Report was submitted to Dr. Sobki on April 25. The COP received Dr. Sobki's formal concurrence that this Milestone had been completed in a letter dated April 29.



MILESTONE #16, TASK # 2—FINALIZE DEVELOPMENT OF LEGISLATIVE INSTRUMENTS AND MARKET DESIGN

Deliverables:

- (1) Selected Legislative Instruments as agreed between Dr. Sobki and Mr. Taylor; and
- (2) Market Design Report

The Legislative Instruments portion of this Milestone has been in progress since the Project began. The final legislative instrument to be completed was the Rules for Customer Service. This was prepared and discussed with Agency personnel in April 2005 and is now complete.

The Market Design portion commenced during the month of December 2004. After review and comment of a draft and discussions with Dr. Sobki the final was submitted to Dr. Sobki on March 15, 2005. In a letter dated April 29 the COP received Dr. Sobki's formal concurrence that this Milestone was complete.

OTHER CONSULTANT WORK PRODUCT

Consultants on temporary assignment in Egypt have produced Trip Reports outlining the work accomplished on each trip to Cairo. Each Trip Report has been included in the Monthly Reports.

LISTING OF POWER POINT PRESENTATIONS DEVELOPED

During the course of the project several PowerPoint presentations were developed in respect of specific Milestones and Deliverables. These are listed in Enclosure 4.

APPENDICES AND ENCLOSURES

Appendix A: Agency Organization Chart

Appendix B: Listing of IRG Expat and Local Consultants

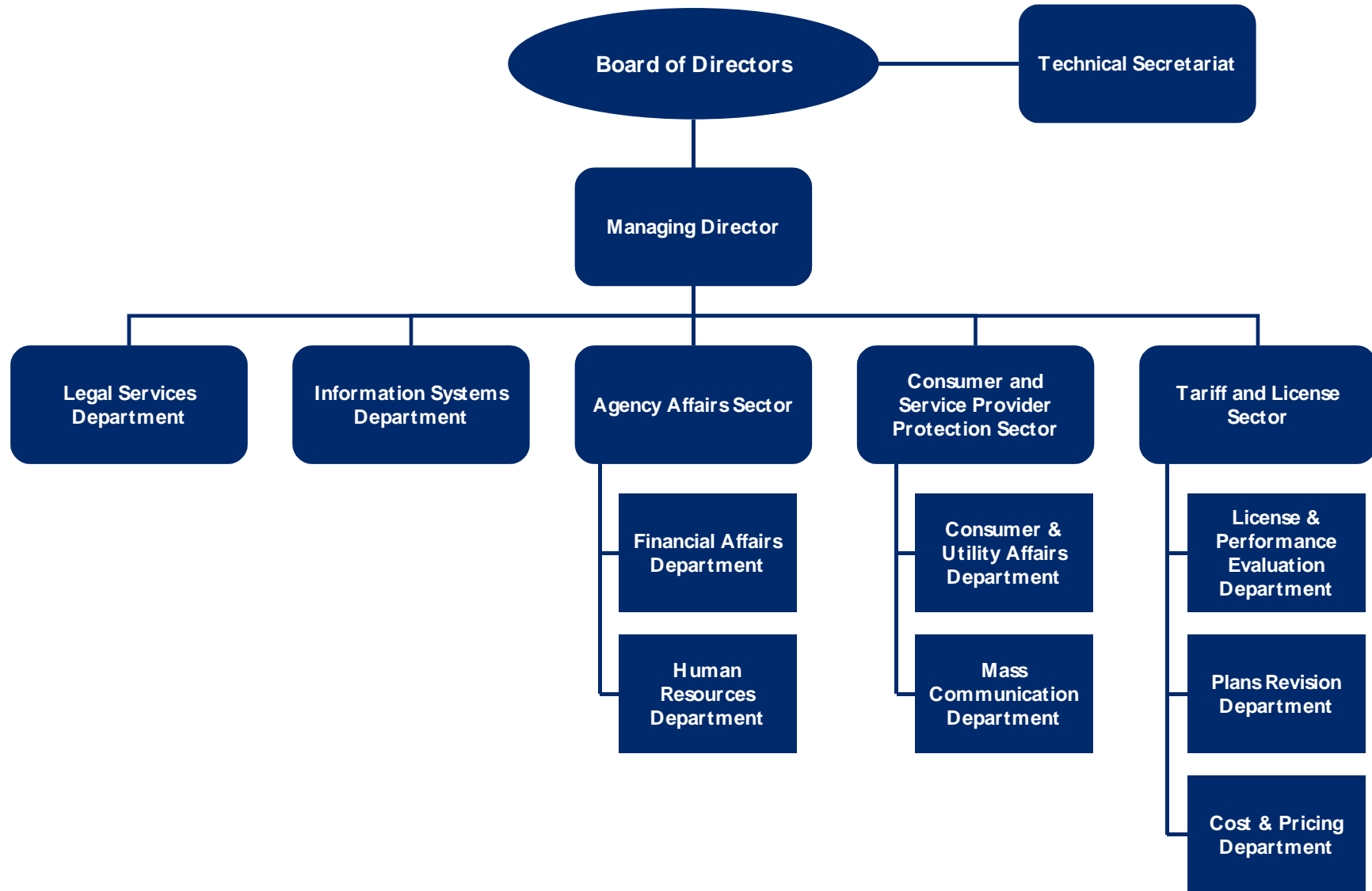
Enclosure 1: Final Work Plan

Enclosure 2: CD Containing all Deliverables

Enclosure 3: CD Containing Other Consultant Work Products

Enclosure 4: Listing of all PowerPoint Presentations Developed

APPENDIX A: AGENCY ORGANIZATION CHART



APPENDIX B: IRG SHORT TERM CONSULTANTS

US CONSULTANTS/MILESTONES*	EGYPTIAN CONSULTANTS/MILESTONES*
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Ms. Mary Clark Webster, IRG
Milestones 1, 3, 4, 8, 10, 11, 13, and 16.

Mr. Robert E. Borgstrom, IRG
Milestones 4, 5, 6 and 9.

Mr. Shakeb Afsah, IRG
Milestones 4, 5 and 13.

Mr. David E. Morse, IRG
Milestones 4, 5, 6, 9, 10 and 13.

Mr. Michael Wilcox, IRG
Milestones 9, 13 and 15

Mr. George Garman, IRG
Milestone 9

Mr. Douglas Bowman, IRG
Milestones 7, 10, 11, 12, 15 and 16.

Ms. Debbie Gajewski, Management Applications
Consultants
Milestones 11 and 12.

Mr. Mohsen Alishmoni, Progress 2
Milestones 1, 4, 8, 11, 13 and 16.

Ms. Dalia Dawood, Arabsoft
Milestones 2 and 9.

Mr. Hasan Moustafa, Progress 2
Milestones 4, 5 and 6.

Mr. Hesham Bahaa, Progress 2
Milestones 4, 5 and 6.

Mr. Serofim Serofim, Progress 2
Milestone 3

* For Tasks and Activities to be performed under each Milestone please refer to Enclosure 1: Work Plan.