

PROJECT MANAGEMENT WORKSHOP FOR THE IRRIGATION MANAGEMENT SYSTEMS COORDINATING COMMITTEE

ALEXANDRIA, EGYPT

September 3-8, 1989

ISPAN Activity No. 659B

ISPAN Report No. 22





**IRRIGATION SUPPORT PROJECT FOR ASIA
AND THE NEAR EAST**

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PROJECT MANAGEMENT WORKSHOP
FOR THE IRRIGATION MANAGEMENT SYSTEMS COORDINATING COMMITTEE

Alexandria, Egypt
September 3-8, 1989

Prepared for the GOE Ministry of Public Works
and Water Resources and USAID/Cairo
under ISPAN Activity No. 659B

by

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and
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ACRONYMS

AM	Action Memos
AMIDEAST	American-Middle East Education and Training Organization (a non-profit organization which assists in placement of students from the Middle East in U.S.-based programs)
APC	Agricultural Production and Credit Project
ARC	Agricultural Research Center
AUC	American University/Cairo
AWP	Annual Work Plan
CAMD	Center for Agricultural Management Development
CC	Coordinating Committee
CM	Channel Maintenance
CSU	Colorado State University
CV	Curriculum Vitae
FAO	Food and Agriculture Organization
IAS	Irrigation Advisory Service
IFB	Invitation for Bidders
IIP	Irrigation Improvement Project
ILD	Irrigation and Land Development Office, USAID
IMS	Irrigation Management Systems (Project)
ISPAN	Irrigation Support Project for Asia and the Near East
MFS	Monitoring, Forecasting and Simulation
MIC	Ministry of International Cooperation
MIS	Management Information System
MKE	Morrison-Knudsen Engineers, Inc.
MO	Monitoring Office
MPWWR	Ministry of Public Works and Water Resources
MSM	Main Systems Management
NARP	National Agricultural Research Project
NITI	National Irrigation Training Institute
O&M	Operation and Maintenance
PACD	Project Activity Completion Date

PASA	Participating Agency Service Agreement
PBDAC	Principle Bank for Development and Agricultural Credit
PD	Project Directors
PDP	Professional Development Project
PIL	Project Implementation Letter
PIO/P	Project Implementation Order/Participant Training
PM	Preventive Maintenance
PP	Project Paper
PPD	Project Preparation Department
PSM	Planning Studies and Models
RFQ	Request for Quotations
SM	Survey and Mapping Authority
SR	Structural Replacement
TA	Technical Assistance
TDY	Temporary Duty
TL	Team Leader
TMD	Training and Manpower Development
TNA	Training Needs Assessment
TT	Technology Transfer
USAID	U.S. Agency for International Development
WRC	Water Research Center

EXECUTIVE SUMMARY

Coordination, communication, timely implementation, and avoiding duplication are the major challenges facing the Irrigation Management Systems (IMS) Coordinating Committee. This committee must effectively monitor and manage, on a continuous basis, the activities of the ten components which comprise the \$340 million Irrigation Management Systems Project in Egypt. Each of the ten components plays a specific role in accomplishing the overall goal of the IMS Project-- "Effective control of Nile waters for all uses and particularly for their optimal allocation to and within agriculture as a means of helping increase agricultural production and productivity."

These challenges and other important issues were the focus of a four-and-a-half day IMS Project Management Workshop held in Alexandria, Egypt, September 3 to 8, 1989. Thirty-nine people attended the workshop--25 Egyptians and 14 Americans. In his opening address, His Excellency Engineer Essam Rady, Minister of Public Works and Water Resources (MPWWR), expressed his hope that the participants "will be able to release some of the constraints facing the implementation of the project's components." Engineer Ahmed Ali Mazen, Chairman of the Irrigation Department and the IMS Coordinating Committee, said his objectives in bringing the participants together for this workshop were to identify issues facing implementation and to reach agreement on ways to resolve them or make recommendations for their resolution.

The workshop was conducted by facilitators Kathy Alison and Dee Hahn-Rollins, from the Irrigation Support Project for Asia and the Near East (ISPAN). They interviewed 31 participants to determine the workshop agenda. Eight major issues areas were identified from the interview data as important to discuss during the workshop.

MAJOR ISSUES IDENTIFIED

1. The role and responsibilities of the IMS Coordinating Committee and its relationship to the project component steering committees, technical assistance team members, other ministries within the Government of Egypt, other donors and the U.S. Agency for International Development (USAID).
2. Authority and decision-making of project directors. What kinds of decisions can project directors make? What decisions have to be taken to the project component steering committees? What decisions should be taken to the IMS Coordinating Committee and Engineer Mazen?
3. The lack of coordination, communication, and resource sharing among components. The different components do not know what other components are doing and what resources others might

have that could assist them. Participants fear duplicating others' work, overlapping without coordinating and, in extreme cases, conducting activities that contradict another component's work.

4. The need to solve the mysteries of USAID procurement and other regulations. Participants complained about the lack of clear, specific, and consistent information and/or advice on procedures.
5. Role and function of the IMS Monitoring Office. What is the overall role and responsibility of the Monitoring Office?
6. Counterpart staffing, local salaries, and civil servant incentives. These areas were identified as constraints to the project's implementation plan(s).
7. IMS components' training needs and the role of NITI (National Irrigation Training Institute). There was an expressed need from all the components for a coordinated effort in regard to conducting training needs assessments, developing training plans, conducting training programs, and purchasing equipment.
8. The future of the IMS Project. What happens after 1991?

The largest percentage of the workshop's time was spent on the discussion of these eight issues and reaching agreements on what could be done to resolve them. Specific agreements and recommendations for each issue area are explained in detail in Chapter 3 of the report.

SUMMARY OF KEY RECOMMENDATIONS

The agreements reached put a strong emphasis both on the IMS Coordinating Committee's role in policy making and the role of component project directors in exercising their authority to take responsibility for making decisions about implementation activities.

The role of the project component steering committees was clarified and reaffirmed as being the place where project directors could go for advice and support in resolving implementation problems. It was agreed that only as a last resort were implementation problems to be brought to the IMS Coordinating Committee for resolution.

Project directors were encouraged to take the initiative in communicating and working with other components; formal and informal meetings could be called and project component steering committees would be used to share information. Resources such as maps would be available free of charge to other components. Work plans, technical information, etc. would be shared.

USAID officers agreed to request that the USAID Contracts Office conduct a procurement workshop for project directors and others. Project directors were encouraged to work with their USAID project officers to insure timely response to requests.

An ad hoc group was formed to help the newly established Monitoring Office make some important decisions on how it is going to function. It was agreed that the Monitoring Office would provide training to people in each component who would be providing data to the office.

Participants recommended that MPWWR make every effort to provide counterpart staffing, and if staff cannot be provided, then positions should be filled by local contract hires. The lack of adequate staff, the ceiling on local salaries, and low incentives were cited repeatedly as major constraints to project implementation. It was recommended that the IMS Coordinating Committee raise the ceiling on local salaries and that employee performance be considered in awarding incentives.

There was general agreement that NITI should provide general training courses applicable across project components while individual components would provide specialized training. However, currently NITI's capacity to provide services is limited.

There was agreement to start the process of looking ahead to what will be needed after 1991, the project activity completion date, and 1995, end of project extension. The IMS Coordinating Committee and USAID agreed to review policies, philosophy, and objectives by the end of 1990, identify new projects by the end of 1991, and develop a project design by 1992.

FACILITATORS' COMMENTS

For the IMS Project to accomplish its goal, it is critical that the agreements summarized here and outlined more specifically later in the report be monitored closely for timely and effective execution. To date this project has successfully completed several activities. And now it is entering into a peak stage of activity--expectations are high and the need is great.

Near the end of the workshop when participants reviewed and made final revisions to their agreements, it became apparent that the participants had all committed themselves in one way or another to do something. Some agreements require people to change their behavior, i.e., delegate authority in their absence or encourage lower-level staff to take more initiative. There has been a strong tendency to take problems to a higher level for resolution. On a project of this scale, this causes unnecessary delays and stifles employees' creativity and motivation.

Other agreements mean taking on new responsibilities, monitoring staff and activities more closely, purposely seeking out opportunities to share information and collaborate with one another as well as with other departments within MPWWR and outside.

All the participants must commit themselves to fulfill the promises made during the workshop. The IMS Coordinating Committee needs to continually remind people of their agreements and hold them accountable. To keep peoples' interest and commitment high, to review the progress on agreements, and to deal with new problems and issues as they surface, it is recommended that a follow-up workshop with the same representative groups be held in 6 to 9 months. Of particular importance are the agreements made concerning project director authority, counterpart staffing, salary incentives, per diem, and timely decision-making at the implementation level if component activities are going to go forward. A more detailed discussion of these recommendations can be found in Chapter 4 of this report.

Chapter 1

INTRODUCTION

1.1 Background

USAID/Cairo requested the Irrigation Support Project for Asia and the Near East (ISPAN) to conduct a project management workshop for the Irrigation Management Systems Coordinating Committee. This committee has the overall responsibility of managing the ten components of the Irrigation Management Systems (IMS) Project. This project is a complex umbrella enterprise currently scheduled to complete its activities in September 1991.

The IMS Coordinating Committee and the Office of Irrigation and Land Development (ILD) of USAID/Cairo decided that a project management workshop would provide an opportunity for key project staff from the Ministry of Public Works and Water Resources (MPWWR), contractor team leaders from eight of the IMS components, and USAID/Cairo personnel to discuss and agree on how to resolve implementation issues that cut across all of the components. The challenge in conducting a workshop of this type was to identify the central cross-cutting issues and to keep the focus on issues of this larger dimension (i.e., to avoid digressions to specific components' problems or issues).

Thirty-nine people attended the IMS Project Management Workshop held in Alexandria, Egypt on September 3-8, 1989. (See Appendix A for a list of participants.) His Excellency Engineer Essam Rady, Minister of Public Works and Water Resources, gave an opening address (see Appendix B), and Engineer Ahmed Ali Mazen, Chairman of the Irrigation Department and the IMS Coordinating Committee, stated the objectives for the workshop. Kathy Alison, ISPAN Human Resource Development Program Manager, and Dee Hahn-Rollins, a management consultant with Training Resources Group, facilitated the workshop.

Since January 1989, ISPAN has conducted project start-up workshops for five of the IMS components, with others scheduled for 1990. These workshops have focused on the planning and management of implementation activities within each individual component, but have not directly addressed the issue of communication and coordination among the different components. When the IMS Project expanded in 1987, the challenge of managing additional components intensified. Although each component (see Appendix C) has specific objectives to accomplish in the overall IMS Project, it is imperative that the project directors in each component share information and coordinate their activities when appropriate.

The overall goal of the IMS Project is "Effective control of Nile waters for all uses and particularly for their optimal allocation to and within agriculture as a means of helping increase agricultural production and productivity." One sub-goal is "to improve the operating efficiency of the water distribution system for agricultural irrigation and for other water uses." Equally important is the project's purpose which is to "strengthen the capability and capacity of the MPWWR to plan, design, operate, and maintain the water distribution system." Because of the project's magnitude and complexity, it is easy to grasp why its

leadership wanted to give time and attention to the larger management issues affecting the overall project.

1.2 Terms of Reference

ISPAN was requested to provide two senior facilitators, skilled in workshop design, implementation and consultation. They were to:

- Meet with key members (project directors from MPWWR, contractors, and USAID personnel) to assist in preparation for the workshop.
- Review background information and interview participants to identify key issues and constraints to successful project implementation.
- Analyze interview data using results to design the specific elements particular to the IMS Coordinating Committee workshop.
- Oversee the workshop planning and organization and the timely and proper management completion of all logistical arrangements.
- Manage and facilitate the workshop, emphasizing team-building and using a problem-solving approach.
- Conduct a debriefing on the results of the workshop and possible next steps with key MPWWR, USAID, and contractor staff.
- Prepare a brief report of issues identified, including discussion and methodologies employed and final problem-solving approaches recommended for effective management and improved implementation of the entire IMS Project.

1.3 Interviews

Thirty-one interviews were conducted to establish the workshop agenda. The interviewees included 16 Egyptians in the MPWWR, 8 technical team advisors, and 7 USAID personnel. They were asked to describe their particular role in the project, what they thought were the major issues facing the IMS Project, what questions or expectations they had of the other components, and what they believed were future issues the project might have to face. The ISPAN consultants encouraged each interviewee to consider the overall project, not to focus on an individual component.

The interview data were analyzed and used to develop the workshop goals and sequencing of the workshop discussion topics. The ISPAN consultants prepared a proposed workshop agenda, schedule, and list of what they believed to be the

eight major issues reflected in the interview data. Their workshop proposal was presented to the IMS Workshop Steering Committee for approval. The committee included IMS Coordinating Committee Chairman Engineer Ahmed Ali Mazen, USAID Associate Mission Director Ed Stains, USAID Director of Irrigation and Land Development Joe Carmack, Chairman of the Drainage Authority Engineer Sarwat Fahmy, and Chairman of the Water Resource Center Dr. Mahmoud Abu Zeid. The proposal was approved and prepared for distribution at the workshop.

1.4 Interview Findings and Major Issues Identified

Most participants were very excited about attending the workshop and had high expectations about what could be accomplished. Because the IMS decision-makers would be there, participants felt decisions could be made at the workshop that directly affect implementation activities. Several participants acknowledged they knew very little about what the other components in the project were doing and how others might assist them in their own component's work. Time in the country varied greatly among the technical advisors. For some the workshop would be their first opportunity to meet everyone connected with the project and gain a more comprehensive understanding of the overall project. Because several of the project directors and their technical advisors had attended component-specific workshops similar to this one, they were familiar with the workshop methodology and looked forward to the experience.

The interview data reflected two broad areas of concern. Participants wanted to know more about the different components and the Monitoring Office and to discuss and agree on how to resolve problems which were categorized under 8 major issues areas, described below.

1.4.1 IMS Coordinating Committee

1. What types of issues should be discussed at the Coordinating Committee meetings?
2. How often should the Coordinating Committee meet? Currently, the meeting schedule is irregular, which delays important decisions such as the request for an increase in per diem for the project directors and project staff to encourage field work.
3. How can the Coordinating Committee share the results of its meetings with the various components, including lower-level Egyptian staff and expatriate consultants?
4. What is the role of the project component sub-committees? How do they relate to the IMS Coordinating Committee?
5. How can the project directors themselves get together to discuss critical implementation issues that relate to more than one component, such as training, feasibility studies, research results, equipment compatibility, and the like.

6. How can various components whose functions are closely related be better coordinated?
 - Irrigation Improvement Project, Drainage Authority, Preventive Maintenance, and Structural Replacement
 - Planning Studies and Models, Main Systems Management, and Monitoring, Forecasting and Simulation
 - Professional Development Project with all of the other IMS components.
7. How can the Coordinating Committee share information about other donor activities that affect various project components, such as the Canadian and Dutch weed control activities, the Japanese new lands feasibility studies, or the Canadian mapping of the Nile channel?
8. How can the Coordinating Committee coordinate with other ministries in areas of mutual concern, such as technology transfer components within the IIP/IAS, NARP, and PBDAC?
9. What should USAID's role be in the Coordinating Committee?
10. What role should the Technical Assistance team members play in the Coordinating Committee?
11. What can the Coordinating Committee do to speed up the Ministry of International Cooperation's disbursement of funds?

1.4.2 Authority and Decision-making of Project Directors

1. What kinds of decisions can project directors make? What decisions have to be taken to the project component subcommittees? What decisions should be taken to the IMS Coordinating Committee and Eng. Mazen?
2. How can lower-level staff be motivated to perform without specific direction from project directors? Currently, staff are fearful of taking initiatives if not specifically directed. Or if they are directed to do something and cannot accomplish it the first time, they wait for another directive before trying again to resolve the problem or accomplish the task.
3. USAID's rule on money is "use it or lose it." Why aren't the project directors spending the operating funds they have? If the funds are not enough, USAID can amend the budgets. Why isn't all the necessary office equipment being purchased at one time to get offices operational? Some offices have taken months to get organized, which has caused delays in project implementation.

4. Why haven't all of the counterpart staff been identified and hired? Who is responsible for this process? When will counterpart selection be completed?
5. Who has control over the individual component operating budgets? Some project directors think they have to go to the Coordinating Committee to get approval for purchase of office furniture and equipment. Is this true, or can the project directors use operating funds to purchase day-to-day supplies or pay for day-to-day expenditures such as building maintenance and upkeep without the approval of the Coordinating Committee?
6. What kinds of questions do project directors have about the annual budget preparation process?

1.4.3 Role and Function of the Monitoring Office

1. What is the overall role and responsibility of the Monitoring Office? If the function is not well explained, the Monitoring Office could be seen as a threat to the authority of individual components.

Is the Monitoring Office taking over the monitoring functions of the PPD?

2. What are the consequences if individual components do not submit their data to the Monitoring Office in a timely fashion?
3. What information will the Monitoring Office provide to the various components? to the IMS Committee? to USAID? to other governmental agencies?
4. How can the IMS ensure that each component develops a Management Information System (MIS) that is compatible with the central MIS?
5. How can the common elements of inventory systems, career development, financial accounting and budgeting, and personnel records be coordinated by different components so that the format and information are consistent?

1.4.4 Coordination, Communication, and Resource Sharing among Components

1. How can components get access to material produced by other components, such as maps, research reports, and consultant reports, without paying for that information?
2. How can components inform other components about specialists who are in Egypt and have expertise that could be of benefit to them?
3. How can equipment compatibility be assured between components? How can project components avoid training people on one type of equipment which may or may not be the same equipment that is available in the field?

4. How can individuals (not just project directors) share information or discuss implementation issues and decisions that may affect other components?
5. How can information about what other donors are doing be shared with the components?
6. How can components avoid duplication of work? For example, the possibility exists of teams going out to do a feasibility study and finding that a structure has already been constructed by another component. The possibility also exists of tearing down a structure that another component has built.
7. How can the IIP and the Drainage Authority work more closely together?
8. Will there be project-wide borrowing, sharing, and replenishment of equipment and parts?

1.4.5 Counterpart Staffing, Local Staff Salaries, and Civil Servant Incentives

1. How can the components get adequate and qualified counterpart staffing to insure institutional sustainability after the IMS is completed? Some components do not have the counterparts they were promised, which is hindering implementation and institutionalization.
2. How does the incentive program work? What is the process for giving incentives to employees? Money is available to the IMS for incentives, but some components seem to have more incentives than others, and some give more incentives than others.
3. How can local staff salaries be increased to attract qualified personnel?
4. What is the status of the request for increased per diem for project directors and staff to encourage travelling to the field?
5. How can project secretaries get training in office procedures such as filing, office management, message taking, and English? Many of the secretaries in various components do not keep accurate files of correspondence or other important documents and records. They call USAID to get copies of letters they have sent. Correspondence is sent to USAID in Arabic which delays response. Some do not speak English well enough to pass on important messages or information.
6. Who is responsible for assigning staff to various components and developing job descriptions? Some staff are assigned to more than one component. Some staff have no responsibilities or have not been assigned any work.
7. How do the components plan to use local consulting firms, Egyptian university faculty, and construction firms?

1.4.6 Training Needs and the Role of the National Irrigation Training Institute (NITI)

1. How can IMS components coordinate the following common needs:
 - training needs assessments
 - development of training plans
 - planning and implementation of training activities
 - purchase of audio-visual equipment to be used in development of training material?
2. English language training
 - Who should receive intensive English language training?
 - Are there other alternatives, i.e. the use of translators and translation of technical materials for use both in Egypt and the United States, rather than teaching everyone English?
 - What is the status of the MPWWR's agreement to set up its own language training capabilities?
 - Is USAID able to provide intensive English language training through its contract with the American University/Cairo?
3. How can other components work with NITI and the Training and Manpower Development component (TMD) on curriculum development and presentation of courses?
4. What kinds of training should be done by individual components and which should be centralized within NITI?
5. Is the Center for Agricultural Management Development (CAMD) being utilized for management training as specified in the project paper? What types of coordination are planned between NITI and CAMD to provide management training for other components of the IMS?
6. What role is AMIDEAST playing in the placement of academic participants for IMS Project components?
7. How can contractors become more proficient in Arabic?
8. How can a more uniform selection be developed to select the most qualified trainees and avoid charges of favoritism? One complication is the fact that sometimes those who are most proficient in English are not necessarily the best to do the job.

9. How can the project work with the Egyptian universities to upgrade their engineering courses so that NITI can provide in-service training at a higher level?

1.4.7 USAID Procurement and Other Regulations

1. Why does USAID need individual Action Memos after project work plans, inception reports, and budgets have all been prepared and approved?
2. How can project directors and team leaders better understand USAID procurement requirements? Can these requirements be explained in simple, "non-elastic" words? Can the requirements remain consistent over time and among USAID procurement officers? Can the requirements be made available in Arabic?
3. Why does the controller's office need the level of detail now required, i.e. reams of xerox paper, boxes of pencils? People are afraid that if they underestimate the amount of supplies needed, they won't get enough to run the office, so they don't fill out the forms at all.
4. What type of paperwork is needed for different types of off-shore training programs. Who decides what type of paperwork is needed?
5. What plans does USAID have to monitor and evaluate the progress of the various components?
6. How much time does it take USAID to approve PIO/Ps, vouchers, operating budgets, and annual budgets and work plans? How many offices need to approve these items?
7. Can customs requirements for importation of project vehicles be clarified and shared with project components?

1.4.8 The Future of the IMS Project

1. What will be the technical assistance needs of the project after the current technical assistance contracts expire?
2. What will the funding needs be beyond the current \$340 million.
3. Will the existing components need to be amended so that work can continue after 1991?
4. Can some long-term training be postponed until 1992 so Egyptian staff can learn English and also be able to learn from the long-term technical assistance teams that will be here only until 1991?

Chapter 2

THE PROJECT MANAGEMENT WORKSHOP DESIGN

2.1 Overview of the Workshop

The project management workshop was designed to assist the IMS Coordinating Committee in identifying and addressing major policy and implementation issues confronting the IMS Project. An extensive project of this nature requires policies, practices, and monitoring systems that track activities and provide continuous feedback to the decision-makers. This workshop is one of several means being used to monitor the project's progress. It provided an opportunity for people closely involved in the day-to-day implementation activities to step back and analyze the problems and issues they face.

Participants were asked before and during the workshop for their ideas, opinions, and suggestions in solving the problems identified. The workshop design encouraged people to share information, contribute their ideas, and commit themselves to carrying out the agreements that were made as a result of the discussions. Because of the informal retreat setting participants had easy access to each other for serious discussions. Away from the distractions and interruptions which occur in the work setting, problems can be explained and solutions explored more fully.

In the IMS Project Management Workshop, four groups were involved:

- MPWWR Headquarters staff. This included His Excellency, the Minister, Senior and First Undersecretaries as well as Undersecretaries and IMS staff.
- Project directors of the IMS components. (Directors of nine components attended.)
- Technical advisors/team leaders. This included resident staff. They represented several firms providing technical assistance to the various components. See Appendix A for names and companies they represent.
- USAID. This included the Associate Mission Director for Irrigation and Land Development, ILD Office Director and Project Officers for the components and ILD office staff.

A total of thirty-nine people participated in the workshop (see Appendix A). The workshop design provided opportunities for small and large group discussions, team building activities, and problem-solving sessions. As information was shared about each component it was recorded and typed for dissemination to participants. Agreements reached in the problem-solving sessions were typed, distributed, and reviewed for final acceptance. Copies of all workshop agreements were given to the participants prior to their departure.

The ISPAN consultants facilitated the workshop process, guiding the full group discussions, encouraging even participation of group members, monitoring small group work and discussions, managing the problem-solving process, and recording and reviewing agreements reached or recommendations made.

2.2 Workshop Goals

The workshop was designed to accomplish the following goals:

- Exchange current information about the IMS Project.
- Provide an opportunity for project component teams to become better acquainted with each other.
- Review the roles and responsibilities of the project component teams, the IMS Coordinating Committee, USAID, and the Monitoring Office.
- Agree on procedures for managing and coordinating the IMS components.
- Discuss and make decisions or make recommendations for dealing with the most important issues that are affecting the management of the IMS.
- Develop and agree on a schedule for reviewing and, if necessary, revising the management agreements decided at this meeting.

2.3 Workshop Guidelines for Working Together

To create a workshop climate for participation and productivity, the group agreed to follow these guidelines:

Begin each session on time
Everyone participate; respect each other's ideas and opinions
Listen
Ask questions if you do not understand
Speak slowly and loudly
Only one person speak at a time
Do not dominate the discussion; encourage others to speak
No smoking in the large meeting room
Have fun

2.4 Workshop Schedule

The workshop was a five and a half day event, with an opening session on Sunday evening, September 3, 1989. The workshop adjourned on Friday, September 8, 1989.

SUNDAY, SEPT. 3

7:00 P.M. Opening Session

 Welcome by Eng. Mazen and Mr. Stains

 Getting Acquainted

 Workshop Objectives, Schedule and Guidelines for Working Together

9:00 P.M. Reception

MONDAY, SEPT. 4

8:30 A.M. Sharing of Project Information

 Introduction of Minister of Public Works and Water Resources
 Eng. Rady

 Remarks by Eng. Rady

 Review of IMS Project within MPWWR by Eng. Mazen

 The IMS in Relation to USAID/Cairo's Agriculture Development
 Strategy by Mr. Stains

 Overview of the IMS Components by Mr. Carmack

 Questions and Answers

 Description of IMS Components--Project Directors and Team
 Leaders

5:00 P.M. Adjourn for the Day

8:00 P.M. Dinner at San Giovanni

TUESDAY, SEPT. 5

8:30 A.M. Sharing of Project Information (continued)

10:30 A.M. Overview of Facilitators' Interview Findings

11:00 A.M. Discussion of IMS Management Issues

AFTERNOON: Tour of Shore Protection Activities (Rashid)

WEDNESDAY, SEPT. 6

8:30 A.M. Discussion of Issues (continued)

5:00 P.M. Adjourn for the Day

THURSDAY, SEPT. 7

8:30 A.M. Discussion of Issues (continued)

4:00 P.M. Review of Decisions and Recommendations

FRIDAY, SEPT. 8

8:30 A.M. Review of Agreements (continued)

Identification of Next Steps

Workshop Evaluation

Closing Remarks

11:30 A.M. Adjourn

2.5 Session Descriptions

In this section, a brief description is given of each session. The results of the issues discussion will be explained in the next chapter.

Opening Session of the Workshop

Engineer Mazen opened the session by welcoming everyone and telling what he hoped would be some of the outcomes of the meeting--reiterating the goals of the workshop. Edwin Stains, USAID Associate Director for Agricultural Resources, also welcomed the group and expressed his hopes for a successful event. Following these brief remarks a get-acquainted activity was conducted. Participants were asked to interview another person--someone they didn't know or didn't know well. They were to find out the person's name, where he or she worked, something about the individual's family and hobbies. Each pair was then asked to join another pair and introduce each other. People enjoyed the lively beginning and after the workshop goals were discussed and guidelines and schedule reviewed, everyone attended an opening reception.

Sharing of Project Information

His Excellency, Engineer Rady gave an opening address encouraging the continued success of the IMS Project and encouraged participants to work together to solve implementation problems.

A panel consisting of Engineer Mazen, Ed Stains, and Joe Carmack presented an overview of the project. The presentations included a review of the IMS Project within the MPWWR and its relationship to the other departments, the IMS in relation to USAID/Cairo's Agriculture Development Strategy, and an overview of the IMS components. A question and answer period followed with participants asking follow-up or clarifying questions.

Because several participants expressed the need to know more about the individual components and the Monitoring Office, the remainder of the day was spent circulating information about the different components. Each component team was asked to write on flipchart paper the answers to the following questions:

1. Describe how your component helps in achieving IMS goals?
2. What do you need from other components?
3. What do you have or will have to offer others?
4. Are there other donors working in similar activities?
5. What information do you need from other agencies outside of IMS?

The flipcharts with the responses to the above questions were posted and time was given for people to circulate and read each component presentation. Questions about what was written were recorded on an empty flipchart by each component's chart. At the end of the reading period each component team collected the questions others had written to them and prepared an 8 to 10 minute response for the next session.

The responses of each component and the Monitoring Office to the above questions are given in Appendix D. In addition, addresses and telephone numbers are also listed for each component.

Discussion of Major Issues

The facilitators presented the results of the individual interviews conducted prior to the workshop. The procedures used to discuss these issues varied. Because of the intense interest in the first issue (the role of the IMS Coordinating Committee), it was decided that everyone would discuss and make suggestions on how to resolve the questions raised under this category. Small group report-outs and consolidation of agreements and recommendations ensued. The seven remaining issues were initially discussed by two or three groups and then brought to the full group for discussion and decision. Time did not allow for every issue to be discussed by every group; however, during the full group discussions others did have an opportunity to offer suggestions and influence each others' thinking before final agreements were reached. (See Chapter 3 for agreements reached during these discussions.)

Final Review of Agreements and Identification of Next Steps

In this session agreements and recommendations were reviewed and finalized. Agreements were restated and some assignments were made for follow-up actions. Participants were strongly urged to support these agreements. They were reminded about how easy it is to forget what they have committed themselves to when they return to their offices with work awaiting them. Realizing the importance of keeping these new commitments, a variety of suggestions were made on how to monitor these agreements.

1. IMS Coordinating Committee should have as an agenda item at all its meetings a check on the follow-up agreements.
2. Components' steering committees must take responsibility for making sure the components each take action on the agreements made.
3. Project directors should monitor the agreements that apply to them, making sure they are being carried out.
4. USAID should follow up on its agreements, with project officers monitoring project component agreements.
5. A follow-up workshop of this group of participants should be held in 6 to 9 months to review these agreements and identify new issues and/or problems.
6. Participants can continue developing the team spirit felt during this workshop by accepting the invitation of His Excellency, Engineer Rady, to have a picnic at the Delta Barrage on November 4, 1989. Families are invited.

Evaluation and Closing

Written workshop evaluations were completed by the participants. Engineer Mazen and Ed Stains thanked the group for their hard work, good humor, and cooperation. Both stressed the importance of each participant putting into practice the agreements reached.

Chapter 3

OUTCOMES AND AGREEMENTS

3.1 Overview of Outcomes

Participants' reactions in the evaluations and informal discussions indicated a strong sense of satisfaction with the progress made during the workshop. Key outcomes of the workshop as expressed by participants were:

- "Opened the lines of communication with other components and made me more knowledgeable about the overall project--also therapeutic to know everyone else has same problems."
- "Activated thinking about the project issues and problems."
- "Opportunity to discuss issues and concerns with key personnel involved in project."
- "Development of personal relationship with other IMS personnel."
- "Project directors and team leaders become better acquainted with each other."
- "To have an open ground for both MPWWR and USAID officials to discuss their problems in implementing the IMS Project and to try and recommend solutions."
- "Enabled issues to be discussed in an open forum and steps decided upon for resolving those issues. Plus, the issues will also be tracked to insure their resolution."

3.2 Specific Agreements and Recommendations

In this section, the specific agreements and recommendations under each category are listed. A matrix of the agreements and the person(s) responsible for follow-up can be found in Appendix E.

3.2.1 IMS Coordinating Committee

1. *What types of issues should be discussed at the Coordinating Committee meetings?*

- Agreements
- Policy issues
 - Budgets
 - Issues that cannot be resolved at the Steering Committee level
 - Coordination between component projects

- Policies for off-shore training will be reviewed in the IMS Coordinating Committee
- 2. *How often should the Coordinating Committee meet? Currently there seems to be an irregular meeting schedule which is delaying important decisions, such as the request for an increase in per diem for the project directors and project staff to encourage field work.*

Agreements ■ Meetings to be held monthly and more frequently as needed

- Meetings will be held the second Monday of every month in the evenings

3. *How can the Coordinating Committee share the results of its meetings with the various components, including lower-level Egyptian staff and expatriate consultants?*

Agreements ■ The Monitoring Office will summarize and translate the IMS Coordinating Committee minutes into English. Arabic and English versions will be sent to the project directors for circulation to TA teams and lower level staff within three weeks of the committee meetings.

4. *What is the role of the project component Steering Committees? How do they relate to the IMS Coordinating Committee?*

The following agreements are clarifications of the Ministerial Decree which was distributed to the group.

Agreements: The Steering Committee will:

- Solve technical problems hindering implementation of the project
- Discuss, revise and monitor annual work plan
- Coordinate between sectors
- Review and discuss annual and quarterly reports
- If there is disagreements between team leader and project director, they should be discussed and resolved at the Steering Committee. (Only unresolved issues from Steering Committee should be taken to IMS Coordinating Committee--that will be noted in report).
- All issues should be brought to the Steering Committee rather than to the IMS Committee for resolution. If an issue cannot be resolved it should be taken to the Coordinating Committee.
- Minutes of Steering Committee meetings should be sent to the Coordinating Committee.

- Project directors call the meetings which are to be held at least once every 2 months or more as needed.
- Steering Committees should be made up of not more than 6 members, including project director and the sector chief.
- Team leaders will participate on technical matters as needed. Discussions between project directors and team leaders should occur before the Steering Committee meetings and the project director will use that information in the meeting.

5. *How can the project directors themselves get together to discuss critical implementation issues that relate to more than one component, such as training, feasibility studies, research results, equipment compatibility, and the like?*

- Agreements
- Day to day contacts are encouraged between project directors and between team leaders.
 - Related components should meet on a regular basis to discuss issues related to overlapping work and implementation issues. Meetings would include project directors and team leaders. USAID will be represented as needed.
 - Project directors can request special meetings with other components at IMS Coordinating Committee sessions.

6. *How can various components whose functions are closely related be better coordinated?*

- Irrigation Improvement Project, Drainage Authority, Preventive Maintenance, and Structural Replacement
- Planning Studies and Models, Main Systems Management, and Monitoring, Forecasting and Simulation
- Professional Development Project with all of the other IMS components.

No agreements: It is being discussed under Issue 4.

7. *How can the Coordinating Committee share information about other donor activities that affect various project components, such as the Canadian and Dutch weed control activities, the Japanese new lands feasibility studies, or the Canadian mapping of the Nile channel?*

- Agreements
- The Loans and External Assistance Unit of the Planning Sector, headed by Eng. Enan, should distribute to concerned components the list of donor agreements in existence (in English and Arabic).
 - Steering Committee should share information about other donor activities to discuss and make sure there is no overlap.

- USAID needs to share information on activities that may overlap with the IMS, i.e., equipment procurement.

8. *How can the Coordinating Committee coordinate with other ministries in areas of mutual concern, such as technology transfer components within the IIP/IAS, NARP, and PBDAC?*

- Agreements ■ Direct contact is encouraged.
 ■ If that doesn't work, go through official channels.

9. *What should USAID's role be in the Coordinating Committee?*

- Agreements ■ Role would continue as it is now, which is to act as observers, attend all meetings, clarify A.I.D. regulations, and receive minutes of meetings.

10. *What role should the Technical Assistance team members play in the Coordinating Committee?*

- Agreements ■ Assist on technical matters as needed
 ■ Attend meetings as requested
 ■ Provide technical advice
 ■ Project directors should keep TA members informed of IMS decisions
 ■ Project directors and team leaders should discuss suggestions which will be taken to Steering Committee. If unresolved, issues should be taken to IMS Committee.

11. *What can the Coordinating Committee do to speed up the Ministry of International Cooperation's disbursement of funds?*

- Agreements ■ Ministry should submit well prepared documents which support requests.
 ■ Ministry should assist and support USAID by providing appropriate information needed to support requests.

3.2.2 Authority and Decision-Making of Project Directors

1. *What kinds of decisions can project directors make? What decisions have to be taken to the project component committees? What decisions should be taken to the IMS Coordinating Committee and Eng. Mazen?*

- Agreements ■ The project directors must follow the ministerial decree that defines their authority. The decree will be translated to English for distribution to USAID and team leaders; it will be available by September 30, 1990.

- The Steering Committee's role is to advise only on technical matters, mainly to help solve problems and to avoid bringing every problem to the IMS Coordinating Committee.
- The Steering Committee is to support project directors in making decisions in a timely fashion.
- IMS Committee will review whether the decree needs to be changed regarding authority of Steering Committee.
- Management training needs to be provided to project directors and key staff. The Professional Development component will be responsible for arranging this activity.
- Inappropriate issues (technical, non-policy related) brought to the IMS Coordinating Committee by the project directors will be rejected for discussion at that meeting.

2. *How can lower-level staff be motivated to perform without specific direction from project directors?*

- Agreements ■ Project directors will hold staff meetings, delegate authority and give clear instructions to staff on areas of responsibilities, provide job descriptions, and share work plans so they are informed about the project. Also they are to encourage staff to participate and express their opinions.

3. *Why aren't the project directors spending the operating funds they have?*

- Agreements ■ Project directors can use operating budgets to hire local staff to deal with extra workload caused by the project (usually administrative staff or very specialized technicians) and who will not be required after the project is completed. This must be justified and negotiated with the USAID project officer.
- The project directors should spend their operating budget monies on a regular basis and not save money until the end of the year. Budgets can be amended for additional funds.

4. *Why haven't all of the counterpart staff been identified and hired? Who is responsible for this process? When will counterpart selection be completed?*

To be discussed under another issue.

5. *Who has control over the individual component operating budgets?*

- Agreements ■ Project directors have control over their operating budgets. The ministerial decree states their authority.

6. *What kinds of questions do project directors have about the annual budget process?*

- Agreements ■ USAID project officers will continue to provide guidance on what level of detail to include in preparing the annual budgets for submission.
- Project directors will plan ahead in preparing their operating budgets. This planning helps later in the procurement process.

3.2.3 **Coordination, Communications, and Sharing Resources among Components**

1. *How can components get access to material produced by other components, such as maps, research reports, consultant reports, etc. without paying for that information?*

- Agreements ■ Establish an information center within the Ministry. Eng. Mahmoud Ali.
- Each component should develop a catalog of the technical information they have and send it to Monitoring Office for distribution to all components. Project directors will send their information to the Monitoring Office by 1 March 1990.
- Eventually, all of this information will be computerized and available from the Management Information System
- USAID has a library of material from all A.I.D. projects in Egypt. Information is available to everyone and can be used at the A.I.D. building.
- Maps: From now on, maps are available to all components at no cost to the individual components. If necessary the Survey & Mapping operating budget will be used to pay for the cost of the maps.

2. *How can the various different components inform each other about specialists who are in Egypt and have expertise that could benefit several components?*

- Agreements ■ Components should schedule debriefings (1 hour sessions) for their short-term TDY's and inform other components about these debriefings in advance. If any one from another component is interested in the outcome of the TDY, they could come to the debriefing.
- The biodata of long-term residents should be compiled and shared among the various components. The Monitoring Office is responsible for collection and distribution.

3. *How can equipment compatibility be assured between components? How can project components avoid training people on one type of equipment which may or may not be the same equipment that is available in the field?*

- Agreements ■ Equipment compatibility--Will probably not be possible
- Training--It is the responsibility of each project director to ensure that his staff is trained on the same equipment that is available in the field.

4. *How can individuals (not just project directors) share information or discuss implementation issues and decisions that may affect other components?*

- Agreements ■ Individuals (technical assistance team members and lower-level Egyptian staff) can make direct contact with other components to share information and discuss implementation issues.
- USAID will be doing a review of each component within the next year that other components will be able to participate in.

5. *How can information about what other donors are doing be shared with the components?*

- Agreements ■ As discussed under the first issue, the Planning Sector will provide information to the Monitoring Office to be distributed to concerned components about agreements now in place. Sector heads are responsible for informing steering committees about possible donor activity and discussing the objectives of that activity. Project directors are responsible for informing their technical assistance teams about this possible donor activity.

6. *How can we avoid duplication of work between components? For example, the possibility exists of teams going out to do a feasibility study and finding that a structure has already been constructed by another component. The possibility also exists of tearing down a structure that another component has built.*

- Agreements ■ As discussed under the first issue, components will develop ways of sharing information and discussing possible overlap to avoid duplication. Work plans will be distributed to all components, formal and informal meetings will be called, and steering committees will be used to share information.

- Agreements ■ Project directors will send 10 copies of their approved work plans to the Monitoring Office by Sept. 30, 1989. The Monitoring office will distribute the copies of work plans to all components by October 7, 1989.

7. *How can the IIP and the Drainage Authority work more closely together?*

- Agreements ■ The coordination will take place at the Steering Committee level as well as informally.
- The Drainage Authority will be represented on the IIP Steering Committee.
 - There will be direct contact between the two groups at the working level.

8. *Will there be project-wide borrowing, sharing, and replenishment of equipment and parts?*

- Agreements ■ Only on an emergency basis. It will be an informal arrangement, without having to go through formal channels. Could be possible to provide better utilization of project equipment.

3.2.4 Role and Function of Monitoring Office

1. *What is the overall role and responsibility of the Monitoring Office? If the function is not well explained, the Monitoring Office could be seen as a threat to the authority of individual components.*

Is the Monitoring Office taking over the monitoring functions of the Project Preparation Department?

- Agreements ■ The Monitoring Office's role and function are defined by the Project Implementation Letter which recommends that the office will develop, with each project, indicators of performance for each component for monitoring. (See Appendix F)
- The Monitoring Office needs to develop a plan for automation.
 - Training will be provided, by the Monitoring Office, to people responsible in each component for collecting data for the monthly reports.
 - An ad hoc group will meet to help the Monitoring Office to discuss and, if appropriate, make decisions about the following:
 1. Work plan
 2. Staff needs
 3. Compatibility of computer hardware and software
 4. Is there a need for a liaison person on each component?

5. Performance indicators for each component

Members of this ad hoc group are Eng. Sarwat, Taha, Abbas, Yehia, Dr. Baioumi, Ed Stains and Ali Khalifa. They will meet in Eng. Sarwat's office by September 30, 1989

2. *What are the consequences if individual components do not submit their data to the Monitoring Office in a timely fashion?*

- Agreements
- Project directors will provide data requested by the Monitoring Office in a timely fashion so reports of the Monitoring Office can be submitted to the IMS Coordinating Chairman.
 - If a project director is having difficulty, he needs to discuss his situation with Monitoring Office staff.

3. *What information will the Monitoring Office provide to the various components? to the IMS Committee? to USAID? to other governmental agencies?*

Components will receive

- Minutes of IMS Coordinating Committee (complete Arabic and English summary)
- Minutes of Steering Committees (complete Arabic and English summary)
- Instructions and directions from MPWR and USAID
- Newsletter on other donor activities
- Inventory of equipment and machinery
- CV's for resident advisors, schedule of TDYs
- Components will have access to MIS
- Copies of reports which are being prepared for the IMS Committee

The IMS Coordinating Committee will receive

- All monitoring and information reports
- Any information requested by the IMS Coordinating Committee

USAID will receive

- Monthly summary of financial reports
- Physical progress reports
- Vehicle and equipment utilization reports

3.2.5 Training Needs and the Role of NITI

1. *How can the IMS components coordinate training needs assessments; development of training plans; planning and conducting training activities; purchase of audio-visual equipment to be used in development of training material?*

In general, NITI should provide generalized training courses which may be useful to several components.

Individual components will continue to provide specialized training and on the job training.

NITI will provide facilities and equipment, consultation on curriculum development and evaluation and tracking of courses being done, provided adequate counterpart staff is identified.

- Agreements ■ The Training Needs Assessment and training plan are part of each components' annual work plan and will be sent to the Professional Development Component for consolidation.

Offshore Training:

Component responsibilities

- (1) Nominate participants
- (2) Contribute to curriculum development

IMS Committee responsibility

- (1) Approve participants and proposed training programs

PDP responsibility

- (1) Implementation--possibly by subcontract

Components will acquire more audio-visual equipment if PDP does not have an adequate supply.

2. *English Language Training*

Who should receive intensive English language training?

Are there other alternatives, i.e., the use of translators and translation of technical materials for use both in Egypt and U.S., rather than teaching everyone English?

What is the status of the MPWWR's agreement to set up its own language training capabilities?

What is USAID's ability to provide intensive English language training through the contract with AUC?

The Council for Training, headed by Dr. Salah Shalash, discussed English language training at a recent meeting.

Results of meeting:

- a) A training process will be set up.
- b) AUC is being used and will continue to provide language training.
- c) NITI should coordinate English language training which should be available both in Cairo and in the directorates.

The IIP is running 3 English language courses in directorates.

- Agreement
- IIP team leader will report back to the project director who will report to IMS on the outcome of these language programs.
 - The English language training issue will be discussed in more detail by the PDP Steering Committee. Two letters prepared by Jon Gant on this topic were distributed (See Appendix G.)
 - Eng. Fahim will translate minutes of a meeting that was held to discuss these letters and provide a copy to Jon Gant within 10 days.
 - NITI will investigate setting up a contract using local operating funds, to provide English language training. This could be a direct contract with AUC, rather than using USAID's existing contract which cannot meet the demand.
 - Project directors will send names of language candidates to PDP within 2 weeks, so that testing can be started.

3. *How can other components work with NITI/TMD on curriculum development and presentation of courses?*

Recommendations: Components could share technical capabilities of their short- and long-term expatriates to develop training

programs for delivery through NITI. Members of the MPWWR staff could also help develop courses. Counterpart staff need to be identified so this capability can be developed within NITI.

4. *What kinds of training should be done by individual components and which should be centralized within NITI?*

Components will do special courses and on-the-job training. PDP will do courses of general nature.

5. *Is NITI/TMD utilizing CAMD for management training as specified in the project paper? What types of coordination are planned between NITI and CAMD to provide management training for other components of the IMS?*

CAMD capability has not been determined.

- Agreement ■ NITI/PDP will follow-up on CAMD and other agencies and groups that are doing management training. Follow-up within 30 days.

Adequate counterpart staff will be needed to follow-up on this agreement.

6. *What role is AMIDEAST playing in the placement of academic participants for IMS Project components?*

AMIDEAST has a contract with PDP only for the placement, course selection, paper processing, tracking, evaluating tests, etc. of PDP personnel.

- Agreement ■ The PDP Steering Committee will discuss the issue of centralizing placement of participants within the next two weeks. If placement is centralized, project directors will still be responsible for selection of candidates, courses and programs of study, etc.

7. *How can contractors become more proficient in Arabic?*

- Agreement ■ Study the language during NONWORKING days and after work. (7:30-9:00 AM/2:30-4:30 PM/Fridays and Saturdays)

8. *How can a more uniform selection process be developed to select the most qualified trainees and avoid charges of favoritism? One complication is the fact that sometimes those who are most proficient in English are not necessarily the best to do the job.*

- Agreement ■ PDP should develop selection criteria that are standardized and objective and submit to PDP Steering Committee within 60 days.

9. *How can the project work with the Egyptian universities to upgrade their engineering courses so that NITI can provide in-service training at a higher level?*

Agreement ■ This item should be put on hold for now. Individual components are encouraged to let PDP know of gaps in knowledge by recent graduates. The TNA will eventually identify these gaps.

3.2.6 Counterpart Staffing, Local Salaries, and Civil Servant Incentives

1. *How can the components get adequate and qualified counterpart staffing to insure institutional sustainability after the IMS is completed? Some components do not have the counterparts they were promised, which is hindering implementation and institutionalization.*

Recommendations to MPWWR

- MPWWR will provide backup staff for key positions within the project components and provide them with intensive training.
- MPWWR should make every effort to provide counterpart staff, and if that staff can't be provided then positions should be filled by local contract hires using TA contract funds or operating budgets.

Agreements ■ Project directors should submit requests for personnel to the head of the appropriate sector who in turn submits requests to the head of the committee responsible for hiring or appointing requested personnel. These requests should include a job description. (The time this process requires varies greatly.)

■ It is also possible for project directors to nominate someone for a position.

2. *How does the incentive program work? What is the process for giving incentives to employees? Money is available to the IMS for incentives, but some components seem to have more incentives than others and some give more incentives than others.*

Recommendations to MPWWR, MIC, USAID

- Incentives should be a line item in the annual budget set to a pre-established percent of the budget.

Agreements ■ Project directors should consider performance as a way of determining the amount of the incentive pay.

3. *How can local staff salaries be increased to attract qualified personnel?*

Recommendations to IMS Coordinating Committee

- Review the salary ceilings for all the staff. At the present time a waiver for special qualifications and skills is possible. (Raising the ceiling can attract and retain competent people.)

4. *What is the status of the request for increased per diem for project directors and staff to encourage travelling to the field?*

Recommendations to IMS Coordinating Committee

- IMS immediately decide on USAID's request for increasing per diem for project directors and staff

A special meeting will be called of the IMS Committee to discuss the per diem issue before the October meeting. The recommendations should be coordinated with USAID.

5. *How can project secretaries get training in office procedures such as filing, office management, message taking, and English? Many of the secretaries in various components do not keep accurate files of correspondence or other important documents and records. They call USAID to get copies of letters they sent. Correspondence is sent to USAID in Arabic which delays response. Some do not speak English well enough to pass on important messages or information.*

- Agreements ■ The Professional Development component will be responsible for establishing a training program for secretaries within 90 days.

Recommendations

- The IMS Coordinating Committee will establish a financial incentive for secretaries upon successful completion of a training program.

6. *Who is responsible for assigning staff to various components and developing job descriptions? Some staff are assigned to more than one component. Some staff have no responsibilities or have not been assigned any work.*

- Agreements ■ Agreement concerning this issue established in another issue.

7. *How do the components plan to use local consulting firms, Egyptian university faculty and construction firms?*

Recommendations

- IMS Coordinating Committee develop a policy encouraging use of local resources, i.e., consultants, faculty, and construction firms.

3.2.7 A.I.D. Procurement and Other Regulations

1. *Why does USAID need individual Action Memos after project work plan, inception reports and budgets have all been prepared and approved?*

Background: Action Memos are used to monitor project activities and assure that activities meet USAID and mission requirements. Generally, project officers can approve an Action Memo, except for vehicles and computers.

- Agreements
- If an activity falls within the approved work plan, the Action Memo can be brief, but must include a scope of work. If the activity is outside the work plan, the Action Memo must include more information, but it does not have to be extensive. A PIL is already in existence that explains how Action Memos are to be done. The ILD office will review and revise the PIL and provide appropriate examples to the components by Oct. 7, 1989.

In the case of WRC, Flynn Fuller will meet with Dr. Abu-Zeid and Dr. Roy Brooks to discuss ways of streamlining Action Memos.

2. *How can project directors and team leaders better understand USAID procurement requirements? Can these requirements be explained in simple, "non-elastic" words? Can the requirements remain consistent over time and among USAID procurement officers? Can the requirements be made available in Arabic?*

- Agreements
- Eng. Fathi El-Shair will distribute procedures and checklists on procurement that were developed within the Charbia O&M Project. Within one week, this information will be sent to the Monitoring Office for distribution.
 - USAID will repeat the procurement workshop which will also include information on customs. The ILD Office will coordinate. A date will be announced within one month.
 - Point of clarification: Handbook 11 supercedes GOE regulations except for local procurement using local funds.
 - On-shore procurement is covered in Handbook 1, Supplement I-B On-shore procurement using local currencies. John Anania will get clarification on GOE regulations by Sept. 21.

3. *Why does the controller's office need the level of detail now required, i.e., reams of xerox paper, boxes of pencils? People are afraid that if they underestimate the amount of supplies needed, they won't get enough to run the office, so they don't fill out the forms at all.*

Agreements ■ USAID will clarify the details needed and supply examples of detailed budgets to components within 2 weeks.

4. *What type of paperwork is needed for different types of off-shore training programs? Who decides what type of paperwork is needed?*

Agreements ■ By next week (Sept. 23) ILD/USAID will provide all components with the necessary forms, plus clear examples for training requests.

Point of clarification: Invitational travel is at the invitation of the U.S. Government for work that will benefit the U.S. Government and must be approved by the Mission Director.

Agreement ■ The ILD Office will request waivers on a case-by-case basis for individuals who are requested to travel to the U.S. for non-training activities such as consultations or to present papers at professional meetings.

5. *What plans does USAID have to monitor and evaluate the progress of the various components?*

USAID monitors projects on an on-going basis and through quarterly reports. A.I.D. will evaluate the IMS Project in 1990.

6. *How much time does it take USAID to approve PIO/Ps vouchers, operating budgets and annual budgets and work plans? How many offices need to approve these items?*

PIO/Ps take a minimum of three weeks and have to be approved in three separate offices.

Vouchers, etc. take approximately three weeks for approval from two offices.

Project directors are responsible for approval of vouchers, but they were unclear as to the level of detail they are responsible for.

Agreement ■ Eng. Mazen and USAID will clarify the financial responsibilities of project directors within two months (Nov. 1989).

7. *How can the customs requirements for importation of project vehicles be clarified and shared with project components?*

Customs issues will be clarified at the procurement workshop. In a meeting on Sept 13, USAID and MPWR will request the Ministry of

International Cooperation to include a statement clarifying vehicle customs procedures in the next IMS grant agreement which should be signed by the end of Sept.

3.2.8 **The Future of the IMS Project (The Future of USAID-MPWWR Cooperation)**

1. *Review of current situation.*

- a. PACD extension is now in process within USAID
- b. Existing contracts
- c. Funding

2. *Recommendations for the future (1991-1995)*

a. Existing components

- 1. USAID will complete documentation and extend the PACD--by Nov. 1, 1989.
- 2. USAID will do a project evaluation in mid-1990

 Project directors need to update time and funding needs for their components before March 1990 and submit to USAID.
- 3. If no fund increase is needed, the adjustment can be made without a project paper amendment.
- 4. If fund increase is needed, a project paper amendment will be required which needs to be started by the end of 1990.

b. Process for identifying new activities that may be added as part of the extension of the IMS.

- 1. MPWWR/IMS Coordinating Committee will request inputs and suggestions from departments before 3/90.
- 2. The Coordinating Committee will finalize requests and submit to USAID by 3/90
- 3. If additional funds are required, a project paper amendment will be necessary.

Examples of new activities include:

- MIS (Management Information System) (USAID gave a tentative yes for funding the MIS now from funds in the Miscellaneous component)

- Land Reclamation, including coastal protection
- Non-traditional water uses
- Others

3. *What will happen after 1995? Process must be started now to begin planning process for 1995 programs.*

- a. Review policies, philosophy and objectives by the end of 1990 (USAID and Coordinating Committee).
- b. Identify new projects by end of 1991. This should be coordinated with the upcoming 5-year plan (1992).
- c. Project design (1991-1992).

3.3 Summary of Participant Evaluations

Thirty-two of the participants completed the written evaluations. A complete evaluation report is provided in Appendix H. All of the goals were evaluated as being achieved. On a scale of 1 (not achieved) to 5 (achieved very well) the participants rated the overall achievement at 4.0

The highest rating was 4.4 for the goal to "provide an opportunity for project component teams to become better acquainted with each other." This was followed by a 4.03 rating for "exchange current information about the IMS Project." The review of roles and responsibilities of the project component teams, the IMS Coordinating Committee, USAID, and the Monitoring Office received a 3.91 average rating. "Develop and agree on a schedule for reviewing, and, if necessary, revising the management agreements decided at this meeting" received 3.84, and "discuss and make decisions or make recommendations for dealing with the most important issues that are affecting the management of the IMS Project" averaged 3.81. The lowest rating (3.66) was given to "agree on procedures for managing and coordinating the IMS components."

The primary benefits expressed most frequently were:

- Members becoming better acquainted, getting to know each other. Meeting with senior staff, developing good relationships.
- Exchanging information and airing of views. Raising the difficulties facing the project.
- Trying to solve the problems, bringing top management more into the discussion and decision-making process.
- Getting commitments to the agreements, setting a plan.

When asked what activities could have been done better, some felt more time was needed for the discussion of USAID procurement procedures and the presentation of each component's activities. A few stated that reaching agreement on procedures for managing IMS needed more discussion. One person suggested that the number of issues should have been reduced to the most important ones, and the number of questions listed under each issue should have also been shortened.

Unresolved issues tended to be the Monitoring Office's function, incentives, and staffing problems. The issue of follow-up was raised. One comment was, there was a concern "everyone seemed to want to spread the follow-up activities to all attendees with no real responsibility." A suggestion was made that some individual should have been assigned to follow up on agreements and report to the IMS Coordinating Committee.

In general the group liked the workshop accommodations and arrangements, with the exception of the room temperature which was too high! Four people would rather not return to that setting.

The ISPAN consultants received high marks for their facilitation and management of the workshop. One person remarked, "They were excellent and very experienced in dealing with all the discussions in a very diplomatic way. I don't think the workshop would have accomplished its goals without them." One person suggested, "It might be better to state an issue and not give a list of sub-issues. Let the group attack the ISSUE and not the predefined sub-issues. (Issues are usually real, sub-issues may be one person's pet peeve.)" Most wrote "excellent," "job well done," "great job," "wonderful except for the strict prohibiting of smoking during the session", "effective use of time."

Chapter 4

RECOMMENDATIONS AND CONCLUSIONS

Under each major issue is a list of agreements and/or recommendations that represent hours of listening, offering opinions, resolving differences, compromising, and finally coming to agreements about how to solve the problem. But these agreements will remain "paper" agreements unless the people who made them ACT. The commitment and courage to act must be supported and encouraged. Many of these agreements require people to take new risks. Follow-up on these agreements and offering support and encouragement are essential. Therefore, the consultants recommend:

- IMS Coordinating Committee take an active role in monitoring the agreements made at this workshop. The Committee commit itself to resolving some of the very difficult issues of counterpart staffing, the ceiling of local staff salaries, and per diem and incentives. Delays in these areas directly effects timely implementation.
- IMS Coordinating Committee resist discussing individual component implementation issues at its meetings. Discourage project directors from bringing issues that are to be resolved at the steering committee level.
- Project directors exercise their decision-making authority and solve their problems at the lowest level possible. Also delegate more responsibility to the lower-level staff. Motivation and commitment increase when people feel they are competent, part of a team, and respected for their opinions. Involve staff in discussions and encourage their participation.
- IMS Project sponsor a 5-day management skills course for senior and mid-level managers. Based on experience working with project managers and others, we suggest a course focused on skill development in the areas of understanding the role of a manager, monitoring and giving performance feedback, time management, delegating, and team building.
- A follow-up workshop of approximately the same length be held in 6 to 9 months using ISPAN as a resource. The purpose of this workshop would be to review agreements, identify unresolved issues, and discuss new problems that have surfaced.
- If the IMS Coordinating Committee wants the individual components to respond in a timely fashion to the Monitoring Office, it must be seen by everyone as a helpful player in the overall project. Many unresolved questions remain about the

Monitoring Office's purpose and function that must be resolved, or it will continue to be seen as a threat.

In conclusion, we applaud the IMS Coordinating Committee and its Chairman Engineer Mazen for their boldness in holding such a meeting and committing themselves to spend the time required for this type of meeting. We also commend the participants for their willingness to express and identify constraints, and to open discussion to resolve them. The commitment to action by all concerned will benefit the IMS Coordinating Committee and the whole project.

PHOTOGRAPHS



Photo 1. In-depth discussions focusing on IMS Project implementation issues included (L to R) Joe Carmack, USAID; Eng. Ahmed Ali Mazen, chairman of IMS Coordinating Committee; Ed Stains, USAID; His Excellency, Eng. Essam Rady, Minister, MPWWR; Eng. Sarwat Fahmy, Chairman, Drainage Authority; and Eng. Mohamed Nadder, Head of Irrigation Sector.



Photo 2. Al Graves, USBR, prepares flipchart for presentation of recommendations during IMS workshop. Dr. Bayoumi Attia, Project Director of PSM; Dr. Salah Shalash, head of Planning Sector; and Eng. Mohamed Mahmoud Metawei, Planning Sector, provide input.

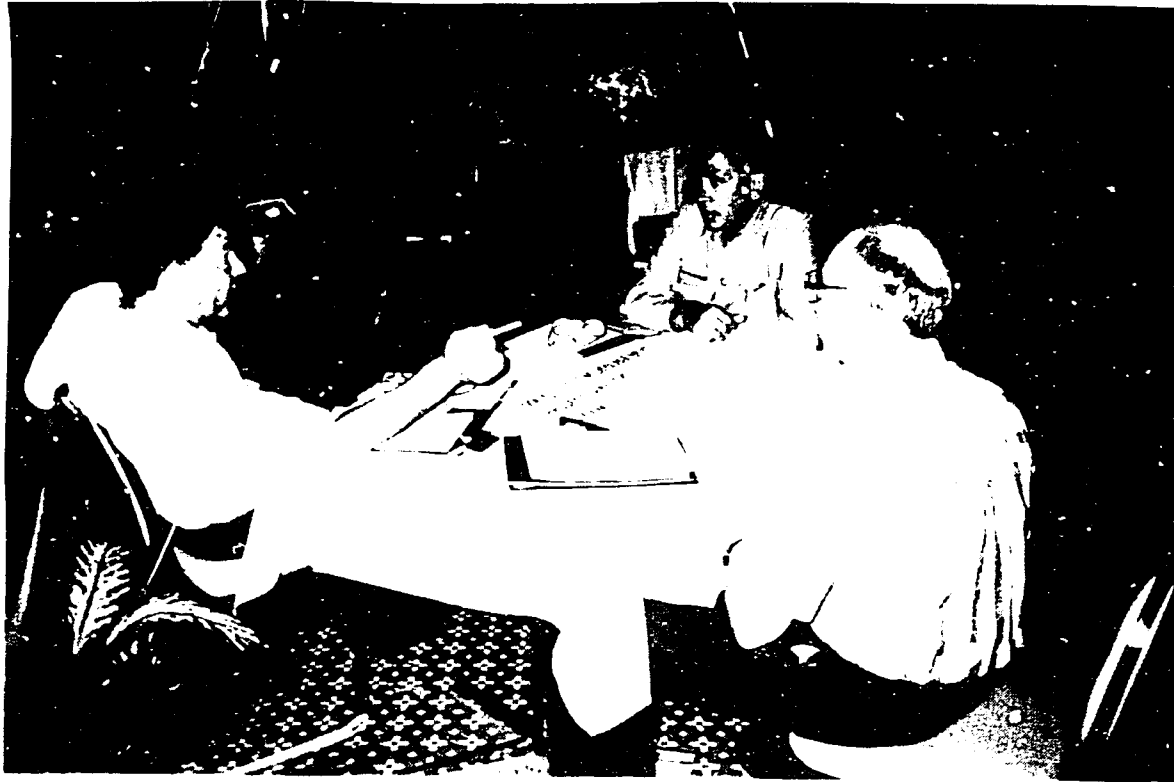


Photo 3. John Anania, USAID; Eng. Soliman Abu Zeid, MSM project director; and Andy Tczap. Harza, discuss implementation issues surrounding the Main Systems Management component of the IMS Project.



Photo 4. Hard at work on project issues are (L to R) Eng. Mahmoud Abbas, Monitoring Office; Jim Ringenoldus, Harza; Eng. Essam El Sheikh, PPU; and Eng. Taha Abu El Dahab, Monitoring Office.

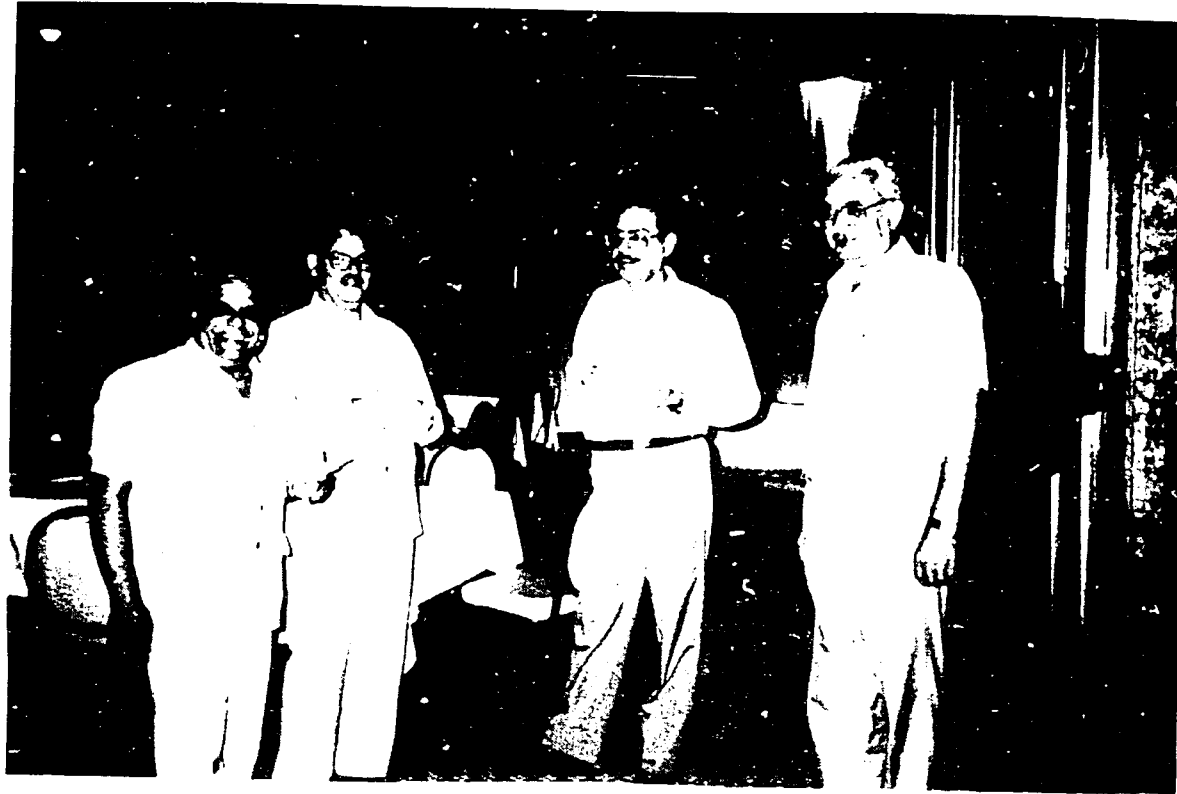


Photo 5. (L to R) Eng. Fathi El Shair, Project Director, Gharbia O&M; Eng. Essam El Sheikh, Project Director, PPU; Eng. Ahmed El Sawaf, Project Director, RIIP and SR; and Eng. Helmy Mahmoud, Head of Horizontal Expansion and Projects, enjoy a coffee break at the IMS Coordinating Committee workshop.



Photo 6. Ed Stains (L), Eng. Mazen, and Joe Carmack strategize on follow-up and next steps that will be needed to implement the agreements reached at the IMS workshop.

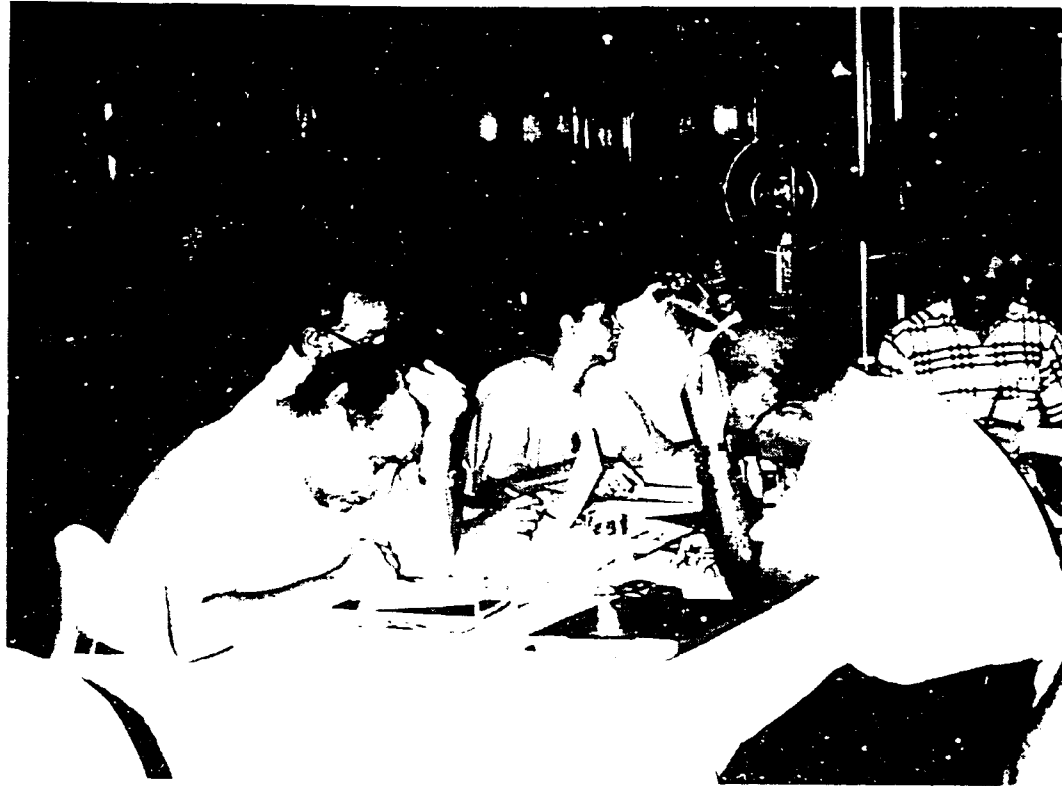


Photo 7. Eng. Taha Abu El Dahab and Eng. Mahmoud Abbas, Monitoring Office; Jehan Helal and Aly Khalifa, USAID; Andy Tezap, Harza; and Eng. Yehia Abdel Aziz, Office of Irrigation, complete final evaluation forms.



Photo 8. Workshop facilitators Kathy Alison (L) and Dee Hahn Rollins with Eng. Fahim, Project Director of the Professional Development Project.

APPENDIX A

Participant List

APPENDIX A

IMS Project Management Workshop September 3 - 8, 1989 Alexandria, Egypt Participant List

IMS COORDINATING COMMITTEE AND MPWWR

- | | | |
|-----|---------------------------------|-------------------------------|
| 1. | His Excellency, Eng. Essam Rady | Minister, MPWWR |
| 2. | Eng. Ahmed Ali Mazen | Chairman, Irrigation Dept |
| 3. | Dr. Mahmoud Abu Zeid | Chairman, WRC |
| 4. | Eng. Sarwat Fahmy | Chairman, Drainage Auth. |
| 5. | Eng. Ali Abdel Rahman | Chairman, Survey Auth. |
| 6. | Dr. Salah Shalash | Head of Planning Sector |
| 7. | Eng. Helmy Mahmoud | Hd of Hor. Ext. and Proj. Sec |
| 8. | Eng. Mohamed Naddar | Hd of Irrigation Sector |
| 9. | Eng. Ahmed El Sawaf | Project Dir RIIP and SR |
| 10. | Eng. Mohamed El Malkh | USecy of Planning and Fin. |
| 11. | Eng. Mohamed Nasser Ezzat | Dir. of Minister's Off. |
| 12. | Eng. Abdel Hamid Fahim | Project Director, PD |
| 13. | Eng. Mostafa El Kashef | Project Director, PM |
| 14. | Eng. Soliman Abu Zeid | Project Director, MSM |
| 15. | Eng. Essam El Sheikh | Project Director, PPU |
| 16. | Dr. Bayoumi Attia | Project Dir. PS and M |
| 17. | Eng. Fathi El Shair | Proj. Dir. Gharbia O&M |
| 18. | Eng. Yehia Abdel Aziz | Dir, Off of Irr Dept Ch. |
| 19. | Eng. Mohamed Mahmoud Metawei | GD, Wtr Rcrrs Dev, Plg Sec |
| 20. | Ms. Mervat Hassan | Administrative Office, WRC |

USAID PARTICIPANTS

- | | |
|-----|--|
| 21. | Mr. Edwin Stains, Associate Director, Agricultural Resources |
| 22. | Mr. William Carmack, Office Director, AGR/ILD |
| 23. | Mr. David Smith, Project Officer, AGR/ILD |
| 24. | Mr. Aly Khalifa, Project Officer, AGR/ILD |
| 25. | Mr. John Anania, Project Officer, AGR/ILD |
| 26. | Mr. Flynn Fuller, Project Officer, AGR/ILD |
| 27. | Mr. Shawky Boctor, Project Engineer, AGR/ILD |
| 28. | Dr. Sam Shigetomi, Manpower and Training Advisor |
| 29. | Ms. Jehan Helal, Project Assistant, AGR/ILD |

CONTRACTORS' REPRESENTATIVES

- | | | |
|-----|--|------|
| 30. | Mr. Nolan Pike
Morrison-Knudsen Engineers, Inc. | RIIP |
| 31. | Mr. Robert Dixon
Morrison-Knudsen Engineers, Inc. | PM |
| 32. | Mr. Jon Gant | |

	Sheladia Associates, Inc.	TMD
33.	Mr. Jim Ringenoldus Harza Engineering Company	PPD
34.	Mr. Andrew Tczap Harza Engineering Company	MSM
35.	Mr. Evan Krith Harza Engineering Company	SR
36.	Mr. Dan Sunada Consortium for Int'l Development	WRC
37.	Mr. Albert Graves U.S. Bureau of Reclamation	PSM

Monitoring Office

38. Eng. Taha Abu El Dahab, Office Chief
39. Eng. Mahmoud Abbas, Senior Irrigation Engineer

FACILITATORS

40. Ms. Kathy Alison - ISPAN
41. Ms. Dee Hahn Rollins - ISPAN

ADMINISTRATIVE STAFF

42. Eng. Ahmed Bayoumi, Agriculture Engineer/TMD
43. Ms. Gladys Larkham, Program Assistant/USAID
44. Ms. Nairy Kamberian, Sec. Training Section/WRC
45. Mr. Hesham El Bishry, Accountant, Sheladia Associates
46. Ms. Mona El Charib, Sec., Sheladia Associates
47. Ms. Hoda El-Kholy, Administrative Asst., WRC

GUEST

48. Mr. Francis Kulaki
Consortium for Int'l Development, WRC

APPENDIX B

Opening Address by His Excellency, Engineer Essam Rady
Minister of Public Works and Water Resources

APPENDIX B

Opening Address by His Excellency, Engineer Essam Rady Minister of Public Works and Water Resources

Ladies And Gentlemen

Dear Colleagues,

It is my great pleasure to be with you today on the occasion of the opening of this workshop for the Irrigation Management System Project, implemented through the cooperation between MPWWR and USAID.

The Nile waters have been of utmost value to Egyptians for thousands of years. The River Nile which brings water to Egypt also brought life to the country. We are all working toward the best utilization of the Nile waters and maintenance of its good quality. Specialists and scientists have never ceased their efforts to carefully study the issues and development problems of water resources of Egypt. The IMS Project has been set up to support these efforts, and to provide the most up-to-date technology and experience in dealing with these problems.

The IMS Project deals with a variety of activities. Examples of these activities are:

- Preventive Maintenance,
- Main System Management,
- Structural Replacement,
- Water Research Center, and
- Survey and Mapping Components.

On the top of the list of components of the IMS is the Professional Development component and the establishment of the National Irrigation Training Institute (NITI) within the MPWWR to promote the skills of the Ministry's engineers.

The IMS Project is an excellent example demonstrating the cooperation among different authorities in the Egyptian government from one side and the international experience on the other side. Two hundred and fifty million dollars is allocated to the IMS Project in order to achieve the different activities and to provide the needed technical assistance and modern equipment.

I sincerely wish you all great success in this workshop, hoping that you will be able to remove some to the constraints facing the implementation of the project's components.

Your success in implementing this project means increasing the agricultural productivity of Egypt in the near future.

It is a good opportunity for me to express my deep thanks to all those who have contributed to this project from both USAID and MPWWR.

There are always good opportunities for better utilization of our available resources--land, water, and human. Utilization of these resources should be integrated toward the benefit of our country.

God helps us all for the best of country thank you very much.

APPENDIX C

IMS Project Description and Its Components
(USAID Agricultural Briefing Paper, Annex C)

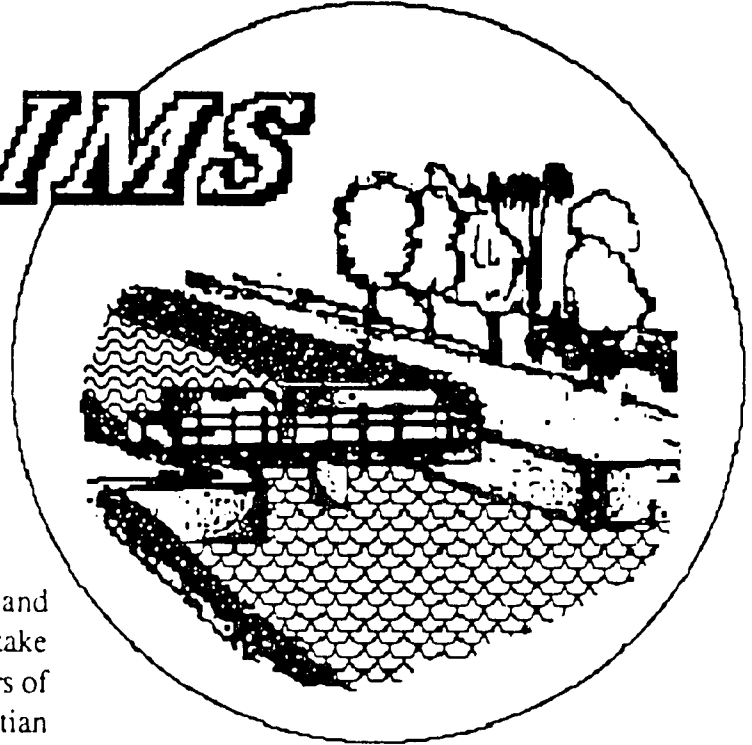
**Coordinating Committee
Chairman
Engr. Ahmed Ali Mazen**

	Fiscal year									
	82	83	84	85	86	87	88	89	90	91
Irrigation Improvement Project (IIP) Project Director, Ahmed el Sawaf \$ 77 million MKE										
Structure Replacement (SR) Project Director, Ahmed el Sawaf \$ 75 million Harza										
Preventive Maintenance (PM) Project Director, Mostafa Kashaf \$ 38 million MKE										
Main System Management (MSM) Project Director, Soliman Abou Zied \$ 42 million Harza										
Planning Studies and Models (PS&M) Project Director, Bayoumi Attia \$ 12 million USBR										
Professional Development (PD) Project Director, Abdel Hamid Fahim \$ 14 million Sheladia										
Water Research Center (WRC) Project Director, Mahmoud Abou Zied \$ 27 million CID										
Project Preparation Department (PPD) Project Director, Esam el Sheikh \$ 12 million Harza										
Survey and Mapping (S&M) Project Director, Abdel Rahman Ali \$ 29 million										
Misc. Consulting Services & Commodities \$ 7 million										

IRRIGATION MANAGEMENT SYSTEMS PROJECT

Project Number: 263-0132
 Start Date: Sept. 22, 1981
 Completion Date: Sept. 21, 1991
 Authorized Amount: \$340 million
 Implementing Agency: Ministry of Public Works and Water Resources (PWWR)

IMS

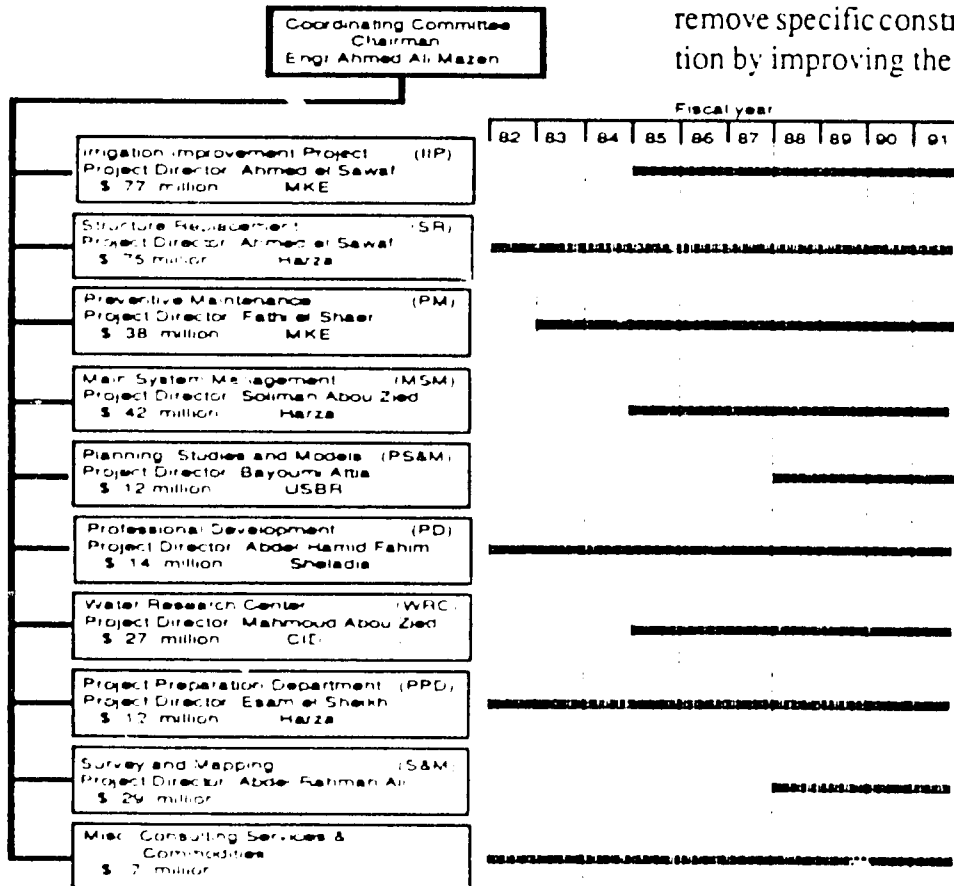


Project Summary

The IMS Project was originated in 1981, and amended in 1984 to improve its impact and take advantage of the lessons learned from six years of research carried out under the USAID Egyptian Water Use and Management Project (263-0017). The project was expanded in 1987 and now con-

sists of 10 components. Some are designed to remove specific constraints to agricultural production by improving the effectiveness of the current irrigation and drainage system. Others are to support the PWWR through continued research, training, and improved data base.

The Project consists of technical and capital assistance for the planning, design, construction (rehabilitation) and management of Egypt's irrigation system. The adjacent schematic shows the 10 project components, the PWWR Project Director, USAID funding level, current contractor, and duration of activity.



Project Rationale and Description

Project Rationale

1. Goal

Considering the problems specific to the irrigation sub-sector and the overall agricultural sector problem of inadequate agricultural production on the old lands, the goal of this project has been specified as:

"Effective control of Nile waters for all uses and particularly for their optimal allocation to and within agriculture as a means of helping increase agricultural production and productivity."

Control over water and its proper management for agricultural and other purposes are required at all levels in the irrigation system so that water can be efficiently delivered to the crop root zone without waste, when required, and in the quantities needed. Therefore, a sub-goal has also been specified:

"To improve the operating efficiency of the water distribution system for agricultural irrigation and for other water uses."

2. Purpose

The purpose is to strengthen the capability and capacity of the PWWR to plan, design, operate, and maintain the water distribution system.

To achieve this purpose the project is in the process of:

a. Planning, designing, and constructing an improved operationally efficient irrigation system in selected canal commands throughout the country, including establishment of formal organizations of farmers to liaison with representatives of the PWWR and Ministry of Agriculture and Land Reclamation (MOA), and involvement of the PWWR and MOA in on-farm water management.

b. Strengthening PWWR maintenance capability through the following activities: (1) completion of the SR component which is correcting past faulty maintenance, (2) the implementation of a Preventive Maintenance Program in six of the nineteen Irrigation Directorates, and (3) support of

an IBRD/PWWR project on earthen channel maintenance, with particular emphasis on mesqa maintenance and the use of private contractors.

c. Further developing and adding to the set of computer models and computer programs that are designed for planning, operation, management of the irrigation system, and bringing the Project Preparation Department to a state of preparedness where it can analyze the feasibility to most PWWR developmental options with minimal expatriate assistance.

d. Developing and implementing the computer models designed for operation of the irrigation system and further development of the telemetry data collection and analysis system, including pilot investigations of system automation.

The above activities are being supported by: extensive research operations that cover all aspects of irrigation development and management; a PWWR wide training program developing a new National Irrigation Training Institute; the preparation of contour maps utilizing aerial photography; and the provision of essential miscellaneous technical and commodity assistance.

Setting

The Overall Irrigation and Drainage System

The irrigation delivery system with its single source of supply (Nile River) running the full length of the country appears deceptively simple. However, with its two dams at Aswan, 31,000 Km of public canals (some discharge up to 1,000 m³ sec), approximately 80,000 Km of mesqas^{1/} and farm drains, 560 large public pumping stations, over 17,000 Km of public drains, 450,000 saqias,^{2/} small pumps, and over 22,000 water control structures, the system is extremely complex. It provides water for over 6 million feddans^{3/}, approximately 5.0 million of which are the alluvial lands along the Nile Valley and in the Delta (old lands) and 0.8 million are recently (1952-80) irrigated desert lands (old new lands).

^{1/} A mesqa is a private ditch serving from 10 to 300 feddans and 10 to 200 farmers.

^{2/} A saqia is a water wheel to lift water.

^{3/} One feddan equals 1.038 acres or 0.420 hectares.

The main characteristics of the irrigation system are: (1) operation and control of the water is based on the elevation of the water upstream or downstream of the off-take structures; (2) water is supplied to farmers on a rotation system that alternates on-off periods that vary by season and cropping pattern; and (3) most farmers have to lift water onto their fields rather than having it delivered by gravity flow.

The drainage system for removing excess water from cultivated lands consists of open drains, tile drains and pump stations. The open drain system, built mostly between early 1900's-1965, serves almost 5.5 million feddans (mostly old lands). Since the late 1960's, the GOE, with the assistance of the World Bank, has initiated a series of tile drainage projects to relieve Egypt's water logging and salinity problems. Currently, some three million feddans have been provided with sub-surface drainage and improved open drain systems.

The PWWR is responsible for all aspects of the irrigation and drainage systems--planning, design, construction, operation, maintenance, and management. The Ministry has four Departments (Irrigation, Finance, Planning and Mechanical), four Authorities (Drainage, High Dam, Coastal Protection and Survey), six public companies, and the Water Research Center. To administer the irrigation system the Irrigation Department has 19 Directorates (essentially the same area coverage as Governorates), 48 Inspectorates and 167 Districts.

The PWWR regulates water supplies to and within each of the 50 canal commands, normally based on monthly water needs prepared jointly by the regional offices of PWWR and MOA. In general, since the High Dam was completed in 1968, the supply of water has been sufficient to enable the farmers to achieve close to 190 percent cropping intensities.

On-Farm Irrigation and Delivery System

Farm sizes in the 5.0 million feddans of old lands are small, 95 percent of the farms being of 5

feddans or less and approximately 70 percent being one feddan or less. The traditional method of irrigation is for the farmer to divide the land into small basins of a size not greater than 10 m x 10 m. These basins enable the farmer to control the on-farm irrigation systems, and permit a fairly uniform application of water even on unlevelled fields. The farmer is required to lift water from 50 to 75 cm because Government policy favors lift irrigation on the assumption that gravity flow results in excess water application. However, some areas in Upper Egypt and in Fayoum have gravity systems.

Water delivered to the farmer is not based on precise plant needs but on rotation with on and off periods. These periods depend on the type of soil, the cropping pattern and the season. There are two-turn and three-turn rotations. For example, a two-turn rotation could be 4 days on and 4 days off (rice), while a three-turn system would be 4 days on and 8 days off (general crops in the summer). Under rotation, farmers at the upper end of a mesqa often irrigate twice in a turn and the farmer at the lower end might not get a turn.

Project Components: **Brief Description**

Irrigation Improvement Project (IIP)

The IIP is planning, designing, and implementing a rehabilitation/modernization program in selected canal commands covering an area of more than 300,000 feddans during the life of the project.

The IIP is being carried out in the following four phases within each area to be improved: (1) constraints to improved agricultural production are identified; (2) a feasibility study of potential solutions is carried out; (3) the appropriate alternatives (which must be technically sound, economically viable, and socially acceptable) are designed and implemented; and (4) the implemented solutions are then monitored and evaluated to improve the effectiveness of future improvements. Several feasibility studies have already been prepared by the Ministry and are currently being reviewed by AID.

USAID is helping finance improvements such as water control structures, monitoring systems, canal lining, canal crossings, canal excavation and/or realignment, land leveling, farmer organizational efforts, a grass-roots irrigation advisory service, commodities, training, and technical assistance.

The total AID contribution to IIP will be \$77 million including approximately 500 person months of technical assistance, 300 person months of non-degree training, and two persons receiving degree training, commodities, and construction. Consultant services are currently being provided by Morrison - Knudsen Engineers.

Structural Replacement

The SR component is aimed at improving or replacing over 9,500 of the initial 1981 baseline of 20,500 small to medium structures in the irrigation system. These 9,500 structures had deteriorated or were no longer functionally appropriate. These structures include intake regulators, head regulators, weirs, tail escapes, spillways, bridges, and crossing structures. It is also aimed at improving quality of construction, assuring that they are built to PWWR specifications, and reducing the backlog of structures that are unrepairable to enable the PWWR to have a manageable amount of structures that can be maintained.

The total USAID contribution to the SR component will be \$75 million, including approximately 80 person months of technical assistance, 25 person months of non-degree training, commodities, and 80 percent of the cost of the structures. A full-time advisor is being provided through Harza Engineering Company.

Preventive Maintenance

The Preventive Maintenance component will provide six directorates with the equipment and staff training necessary to perform routine first echelon maintenance. It is also installing the procedures to plan for, manage, and control higher levels of maintenance, including replacements that are contracted out. PWWR has committed to reor-

ganize staff and provide funds needed to assure proper and reliable maintenance of the system. The product of this effort will be a preventive maintenance program, tested, accepted, functional, and fully staffed in six Directorates.

The initial phase of the preventive maintenance component is progressing with the establishment of a preventive maintenance organization in the Gharbia Directorate.

Associated with this program is an IBRD assistance package to strengthen the channel maintenance work throughout the country. The main focus of the IBRD program is on improving the capabilities of the PWWR Public Excavation Companies which carry out most of the channel maintenance work on the larger channels.

Under this component USAID will provide \$38 million including about 290 person months of technical assistance, 80 person months of non-degree training and commodities. Consultant services are being provided by Morrison - Knudsen Engineers.

Main Systems Management

Management decisions to increase or diminish water flows at key points throughout the irrigation delivery system will be improved by a telemetry data collection system. This system is being developed to provide real time data to the managers of the water distribution system in order to improve management, reduce waste and irrigation shortages.

The initial phase of the telemetry system is designed to provide detailed data on the hydrology and other characteristics at 60 key points in the irrigation system. After gaining experience during the initial phase, the system will be expanded to increase the kinds of data to include flow rates, water quality, communications, as well as the number of data collection points in the system.

This component will also assist PWWR in experimenting with automation of control gates in a pilot area of the irrigation system. The pilot effort should result in decreased operation losses and improved irrigation efficiencies. A communica-

tions network and canal feasibility studies for determining the economic extent of automation will also be financed.

The total USAID contribution to this component will be \$42 million, including approximately 200 person months of technical assistance, 60 person months of non-degree training, 10 persons receiving degree training, and commodities. Consultant services are being provided by Harza Engineering Company.

Planning Studies and Models

Through the Water Planning Group (WPG), the Ministry has developed a number of computer models that are designed to increase the operating efficiency of the whole system. These models fall into two groups. One group concerns inflow simulation to predict flows into Lake Nasser from the area above the Lake, and the other group of models are concerned with the service area between the High Aswan Dam and the Mediterranean Sea. This set of models is used to analyze the impact of the water delivery system on agricultural policies and programs, plan the distribution of water through the system, and provide detailed operating parameters such as gate movement schedules, for operating of the system within a specified set of system operating constraints.

The development of these two groups of models has been assisted by UNDP, starting in 1977. During the past two years, IBRD and UNDP with USAID participation, have carried out a number of review missions and found the project as having a positive and beneficial impact on developing the models needed to properly plan and operate the irrigation and drainage system. Due to funding constraints, the UNDP assistance will be phasing down, and USAID is providing support to further refine the two groups of models and the addition of several new models to the two groups.

A program for improving Monitoring, Forecasting, and Simulation (MFS) of the precipitation and run off in the Nile Basin is being established. It is planned that a grant will be made to the FAO to execute Phase I of a MFS program.

The total USAID contribution to the compo-

nent will be \$12 million including approximately 130 person months of technical assistance, 70 person months of non-degree training, and commodities are being provided by the U.S. Bureau of Reclamation.

Professional Development

Through this unit, the Ministry is providing structured in-service training programs for the five to seven thousand professional and 70 to 80 thousand nonprofessional staff of PWWR, plus some from the MALR. Training is being expanded to more than 60 subject matter areas. The component goal is to develop a National Irrigation Training Institute having the capability to provide high quality training to 2,500 students per year focusing mainly on the professional staff. This unit is currently offering courses in 25 subject areas and has trained 4,000 Ministry staff.

USAID will provide a total of \$14 million including approximately 230 person months of technical assistance, 150 person months of non-degree, 5 persons receiving degree training, and commodities. Consultant services are being provided by a minority owned firm (Sheladia Associates).

Water Research Center

The scope and complexity of PWWR responsibilities for the irrigation system involve a wide range of scientific disciplines and widely varying subject matter areas. The Water Research Center was created in 1975 by PWWR to do the basic research and be the reservoir of knowledge on all aspects of the irrigation system. To serve this purpose, 11 separate research institutes were created. The project is helping the institutes improve their research capabilities, information dissemination, use of local private contractors, universities, and other research organizations to carry out special research projects rather than increase core staffing.

The total USAID contribution to the WRC will be \$27 million, including approximately 420 person months of technical assistance, strengthen the existing staff of all eleven institutes with a signifi-

cant amount of degree training (44 PhD and 62 MSC) and non-degree training (470 person months) and commodities. Consultant services are being provided by a university group (Consortium for International Development).

Project Preparation Department

The Project Preparation Department was created by PWR under the IMS Project to provide international quality economic and technical feasibility analyses of investment options open to the PWR and to prepare reports in English for submission to international financial agencies and foreign donors. The PPD also serves in a staff capacity for PWR to provide economic and technical analysis of various developmental options as assigned by the Minister. These analysis help the PWR determine which programs are viable and are worth pursuing.

The total USAID contribution to the PPD component will be \$12 million, including approximately 400 person months of technical assistance and 25 person months of non-degree training, and commodities. Consultant services are being provided by Harza Engineering Company.

Survey and Mapping

Part of the normal planning/design apparatus for irrigation systems is high quality aerial photography and detailed topographic maps.

Most of the cadastral and topographic maps currently in use for planning and designing irrigation improvements were prepared between 1900 and 1945. The majority of these maps are not adequate for preparation of feasibility studies or detailed project planning. In addition, accurately scaled aerial photography is not available for the irrigated areas of Egypt.

This component will arrange for aerial photography, new cadastral maps for about five million feddans of the irrigated lands, and large scale contour maps of the agricultural land. It will also provide training and equipment to the Egyptian General Survey Authority to upgrade its capability to provide mapping services.

The total USAID contribution to the Survey and Mapping component will be \$29 million, including approximately 400 person months of technical assistance, 50 person months of non-degree training and commodities. A contract for consultant services is currently being negotiated.

Miscellaneous Technical Assistance and Commodity Procurement

This component provides for a residual supply of technical, commodity, and training assistance to cope with problems not addressed by the other components.

To date, over one million dollars have been utilized for special studies carried out in conjunction with other donor agencies, non-degree training for PWR officials outside the normal IMS components, establishment of a monitoring office, project evaluations, invitational travel, and miscellaneous procurement.

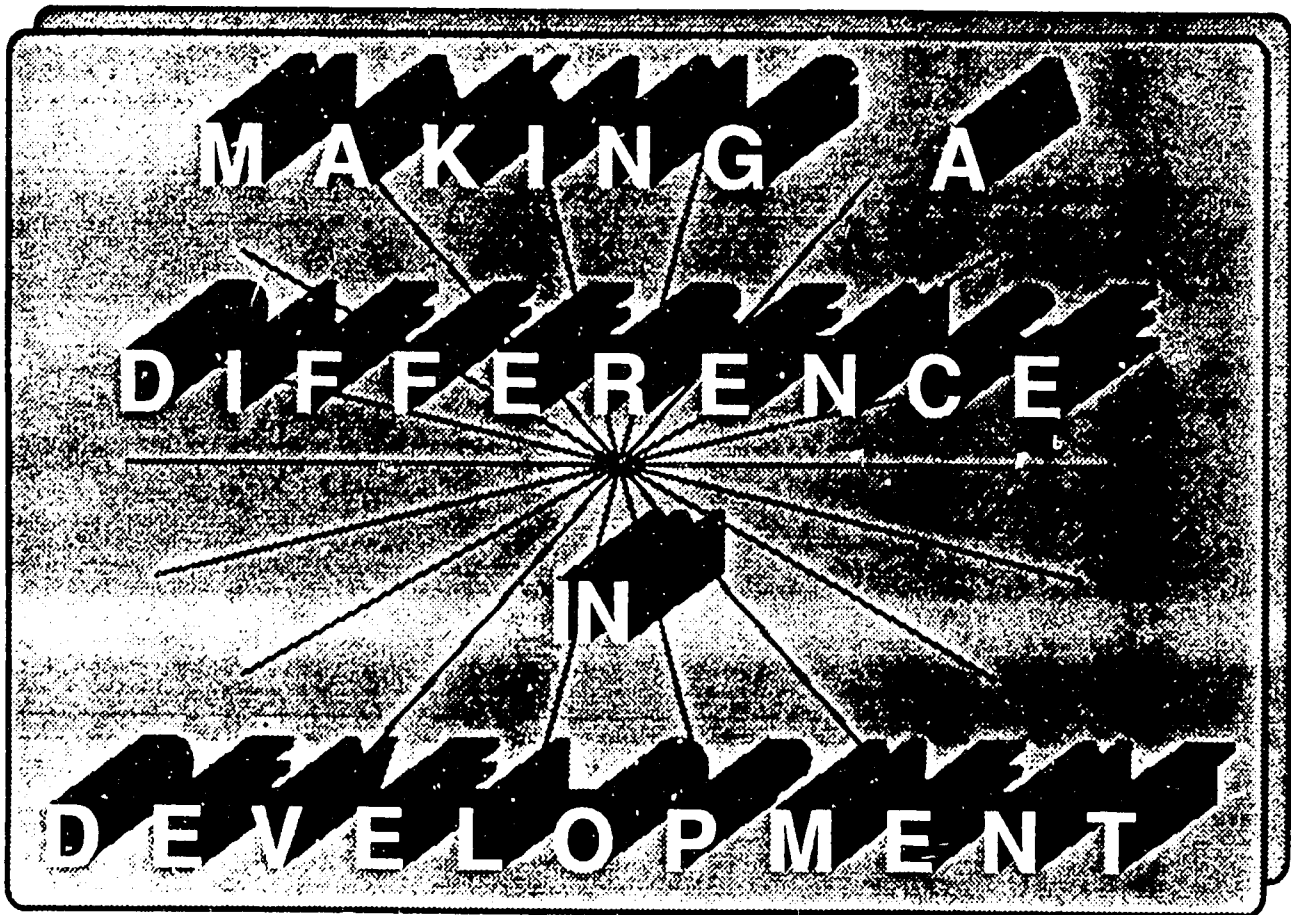
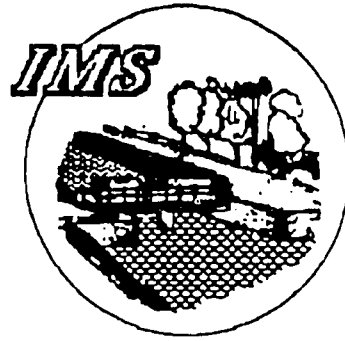
Accomplishments

To date, the IMS Project has accomplished the following:

- 9,000 concrete structures of the 22,000 small to medium structures in the system have been replaced under the Structural Replacement component which provide benefits to 1.1 million farmers.
- 4,000 PWR employees have been trained in-country in 25 major subject matter categories.
- A model Irrigation Advisory Service has been created in the Minya area. While this activity is still in its infancy, 100% of the farmers in the project area have been contacted by the outreach team and have been consulted on irrigation delivery problems.
- A model Preventive Maintenance organization has been established in one Directorate.
- The Project Preparation Department has developed about 15 studies and related analysis for potential funding from other donors. This work has been a major factor in obtaining donor financing for the IBRD financed Drainage V Project, IBRD/AID financed Channel Maintenance Project, and bilateral financed ESNA Dam Project.

- \$165 million in consultancy and procurement contracts have been put in place and are operational. Another \$35 million in consultancy contracts and groups should be completed and in place by October 1989.

- Eleven initial studies for rehabilitating about 400,000 acres of irrigation systems have been conducted under the Regional Irrigation Improvement component.



APPENDIX D

**Component Descriptions
and Contact Addresses**

IRRIGATION IMPROVEMENT PROJECT (IIP)

PROJECT DIRECTOR: Eng. Ahmed El-Sawaf

TEAM LEADER/REPRESENTATIVE/COP: Nolan Pike, MKE/LBII

LOCATION (BUILDING AND FLOOR): Shoubra, 6th Floor

PHONE NUMBERS: 220-4513, 220-4704
220-2802, 220-3802

FAX NUMBER: 220-4513

TELEX NUMBER: (NONE)

IRRIGATION IMPROVEMENT PROJECT IIP

1. Describe how your component helps in achieving IMS goals?

To increase water efficiency and agricultural production the IIP component:

- a) Provides improvements in canal systems and mesqas to decrease losses by supplying water in adequate amounts and proper times.
- b) Analyzes and arranges for levelling and drainage works.
- c) Through IAS and WUA's advises farmers on optimum water control practices at mesqa and field levels.

2. What do you need from other components?

IIP needs from other components:

- a) WRC - Drainage studies, gd. water studies, aerial photos, water distribution, geology and soils mechanics.
- b) Survey - planimetric, topographic and cadastral maps.
- c) MSM - location and type of proposed telemetry (SCADA).
- d) Planning: info. on overall Nile system (Q. and W.S.Elev.)
- e) SR: Design calcs. for structures in IIP commands.
- f) PD: Training Programs, Schedules, Content, etc.

3. What do you have or will have to offer others?

IIP offers to other components:

- a) MSM - all project data on command areas.
- b) PPD - standards for feasibility studies (SAADA).
- c) SR - Design standards, Feas. study standards.
- d) WRC - Data from studies.
- e) PD - On-shore training systems.
- f) Planning - SAADA results.

4. Are there donors working in similar activities?
Who are they and how are you sharing information?

Other donors:

SNC - River System.

SNC - IIP Project

Holland - Fayoum?

Italy - IIP project

IBRD - Low head system (PIPE)

5. What info do you need from other agencies outside IMS?

Other Info - Other Entities

MOALR - Agri- staff / economist agronomist, etc.

Soils studies

EPADP - Drainage design standards,

type of construction.

STRUCTURAL REPLACEMENT (SR)

PROJECT DIR.: Eng. Ahmed El-Sawaf
T.A. CONSULTANT: Evan Krith (HARZA)
LOCATION: Shoubra, 6th floor
PHONE: 220-4513
FAX: 220-4513

1. Describe how your component helps in achieving IMS goals?

- A. By Replacing Deficient Irrigation Structures it increased the systems irrigation efficiency (a letter by the U/S of Sharkia Eng. Ali Abd El-Rahman stated as early as 1985 that the Sharkia directorate saved 10% irrigation water due to SR program.)
- B. With (some) new, and replaced old bridges the maintenance of the irrigation and drainage systems improved due to better access.

Also the hauling system of agricultural products from farms to market place improved.

2. What do you need from other components?

Nothing.

3. What do you have or will have to offer others?

- A. To IIP and PM a detailed inventory of 30,000 existing small and intermediate structures and bridges throughout Egypt.
- B. Prices and cost estimates of typical replaced structures by unit, size and component.

4. Are there any other donors working in similar activities? who are they and how are you sharing information?

None.

5. What information do you need from other agencies outside IMS?

Nothing.

PREVENTIVE MAINTENANCE/CHANNEL MAINTENANCE PROJECT

PROJECT DIRECTOR: Eng. Mostafa M. El-Kashef
TEAM LEADER (MKE): Bob Dixon
address (LOCATION): 13 Morad Street Irrigation Building
7th floor, Giza
TEL: 628144 (PD)
628142 (MKE)
FAX: 628143 (MKE)

PROJECT DIRECTOR: Gharbia O&M Project
PROJECT DIRECTOR: Eng. Fathi Hamed El-Shair
TEAM LEADER:
LOCATION: Tanta near Batanonia Lock
TEL: 040 333595

PMP/CMP

1. Describe how your component helps in achieving IMS goals?

Manage - operate - maintain the irrigation and drainage system:

1. Channel Maintenance
2. Weed Control
3. Structure Repair
4. Flow Measurement
5. Procure equipment to help engineer in carrying out his activities

2. What do you need from other components?

1. Structure Inventory from SR project
2. TOPO maps from Survey Department
3. List of equipment procured by others
4. Training programs coordinated w/other components

3. What do you have or will have to offer others?

Improved channel flow to other components thru maintenance.

4. Are there other donors working in similar activities?
Who are they and how are you sharing information?

Yes, Holland and Canada
Sharing information
Exchange records, reports and meetings

5. What information do you need from other agencies outside IMS?

From Ministries of Health and Agriculture we need to know results of weed control chemical analysis and recommendations.

MAIN SYSTEM MANAGEMENT (MSM)

PROJECT DIRECTOR: Eng. Soliman Abou-Zeid
(Res. Phone 851412)

TEAM LEADER: Andrew Tczap, Harza Eng. Co.
(Res. phone 350-0309)

LOCATION: 13 Giza St., 5th Floor
Giza

Phone: 628-002, 628-003 (new as of 1/9)

FAX: 628-001 (after 1 Oct.)

TELEX: 94014 UN EXWAP

1. Describe how your component helps in achieving IMS goals?

How MSM meets project goals:

Utilize water research more efficiently

- Provide real-time wtr. level and flow data.
- Canal automation pilot program.
- Improve flow measurement capability (Ministry - Wide)

Improve operating effecency.

- Install Ministry - Wide Radio Communication System.

Strengthen MPWWR capability

- Install electronic equipment maintenance facility
- Training in O&M of facilities of MSM.

2. What do you need from other components?

Needs from other components

- Work plans of all other components.
- Specific inputs from PSM, FMS and IIP.

- Cooperation/in-country training from PD.

3. What do you have or will have to offer others?

MSM has or will have to offer

- Computerized inventory control system.

- Full cooperations when requested.

- Water level and flow data

- Communication system

- Electronic equipment repair facility

- Canal automation evaluation.

Implementation Phase

Operation phase

4. Are there other donors working in similar activities?
Who are they and how are you sharing information?

Other donors with overlap

Cida - water measurement and river mechanics date.

5. What info do you need from other agencies outside IMS?

Needs from outside IMS

Radio frequencies from ARENTO (Major Problem !!)

Support to force ARENTO to allocate frequencies

Assistance from all directorates

Data/Info. from CIDA project (In Progress)

Data/Info. from WRC and other departments of PWR.

PLANNING STUDIES AND MODELS (PSM)

PROJECT DIRECTOR: Dr. Bayoumi Attia

SENIOR ADVISOR: Al Graves

UASID PROJECT OFFICER: John Anania

LOCATION: 13 Giza St., Giza

TELEPHONE: OFFICE: 723066
723145

TELEFAX: 720593

1. Describe how your component helps in achieving IMS goals?

Describe IMS Goals:

To help identify the most effective and efficient plans and operation policies for the Egyptian water resources, and irrigation system via reliable scientific techniques and mathematical models.

2. What do you need from other components?

Need From Others:

- PD - Review training assessment
- Provide assistance in training

- MSM - Telemetry data for models calibration (levels, flows, gate openings, etc.)
- Coordination on flow measurements
- Communication systems
- Coordination in computer hardware systems
- Coordination in the use of computer models for operation.

- WRC - Input from WRC studies and research on drainage, water reuse, ground water, sedimentation, and water distribution and utilization.

- ? S&M - Information about cropping patterns, canal layouts and locations of irrigation structures, soil salinity and land classification maps.

- IIP - Irrigation efficiencies and water conveyance loss info.

- SR - Discharge rating curves.

3. What do you have or will have to offer others?

For Others:

Information about irrigation and drainage networks
(Project Information System (PIS))

Provide technical assistance in developing water policies and resolving planning issues facing the Ministry.

Refinement of High Aswan Dam (HAD) operation policies.
(HAD simulation model and operation research techniques)

Optimal distribution of irrigation water
(Planning distribution model)

Hydraulic routing analysis and operation simulation
(Operation Distribution Model, Utah State Command Models, and Hydraulic Routing Models from USBR)

Testing alternatives of national balance combining together all water resource elements of the system.
(National Water Balance Model)

Testing alternative cropping pattern policies and new reclamation projects.
(Agro Economic Model)

Training and technical assistance in water measurement
(Water Measurement Unit)

Technical assistance in the development of computer information systems.

4. Are there other donors working in similar activities?
Who are they and how are you sharing information?

No.

5. What info do you need from other agencies outside IMS?

Additional Info Needed:

Irrigation Sector - Information about current actions or procedures on distributing water.

Ministry of Agriculture - Cropping patterns for old and new lands and agriculture inputs.

Ministry of Planning - Fiscal plans for irrigation sector.

Ministry of Housing - Information on potable water use and urban development.

Egyptian Electrical Authority - Power rating curves from HAD. Development of operation policies at HAD.

PROFESSIONAL DEVELOPMENT (PD)

PROJECT DIRECTOR: Eng. Abd El-Hamid Fahim

CHIEF OF PARTY: Jon A. Gant (SAI)

LOCATION: Shoubra, Ground Floor

TELEPHONE: 2200217, 2203038

FAX: (02) 2203037

TELEX:

EMERGENCY TEL: 2468354 (Fahim)

1. Describe how your component helps in achieving IMS goals?

- PD will establish a National Irrigation Training Institute (NITI) which will be responsible for all technical professional activities within the IMS and MPWWR.
- NITI will provide training opportunities on an on-going basis for MPWWR personnel to keep pace with new knowledge and technological changes to improve competencies and increase productivity.
- NITI will help develop policies for training and suggest incentives (systematic procedures) for promoting professional growth.
- PD (NITI) will assist in establishing and equipping satellite training centers that can be used by IMS.
- PD will provide aggregate training needs analyses utilizing other components training needs assessment (TNA) findings for establishing training programs.

2. What do you need from other component?

- TNAs from other components
- Priorities and specific requests for training
- Expertise in teaching and developing programs
- Constructive feedback on effectiveness of training programs
- Information relating to IMS training conducted outside of NITI
- Copies of training materials and curricula developed by other components

- Current and on-going project activities for development of Audio-Visual aids, compiled data, and for coordinating NITI field training activities
3. What do you have or will have to offer others?
- Multimedia training materials
 - Soon to be well equipped training facilities
 - Specialized staff, in Human Resources Development, curriculum, education, evaluation, computer training and so on.
 - On-Going training programs consisting of +/- 60 courses.
 - Capability and flexibility to offer technical and graduate level courses through subcontracts
 - Participant placement and processing services through subcontractor (AMIDEAST), if components are willing to defray costs.
4. Are there other donors working in similar activities?
Who are they and how are you sharing information?
- TNA
 - Newsletter
 - Training Brochures
5. What information do you need from other agencies outside IMS?
- English language training requirements for component projects

WATER RESEARCH CENTER (WRC)

PROJECT DIRECTOR: Dr. Mahmoud Abu-Zeid
SENIOR RESEARCHER: Dr. Royal Brooks
LOCATION: Water Research Center
PHONE No: 760474
FAX NO: 733678
TELEX NO: 20275 UN

1. Describe how your component helps in achieving INS goals?
 - a) Help in setting general policies and strategies stemming from our research programs.
 - b) Address specific issues identified by sub-components of IMS.
 - c) Act as consultant for sub-components of IMS.

2. What do you need from other components?
 - Data.
 - Feed back.

3. What do you have or will have to offer others?
 - Research to address specific requests of IMS components.
 - Help with monitoring and evaluation of other field actarties components.
 - Assist in implementing NITI training programs.
 - Provide short-term technical assistance.

4. Are there other donors working in similar activities?
Who are they are you sharing information?

Yes.

Canada: High Aswan Dam
(HAD ERI)

Dutch: Drainage and Groundwater
(DRI and GWRI)

UNDP: Institutional building

EEC: Water Resources Development
(Sinia)

5. What information do you need from other agencies outside IMS?
Exchange of information concerning research activities.

PROJECT PREPARATION DEPARTMENT (PPD)

PROJECT DIRECTOR: Eng. Essam El-Sheikh

TEAM LEADER: Mr. Jim Ringenoldus (HARZA)
(Bill Ellis)

LOCATION: Shoubra 4th floor

TEL: 220-1855
220-3358

TELEX: 22117 PROPR

1. Describe how component helps in achieving IMS goals?
 - A. Strengthen capability of ministry staff in project planning and evaluation.
 - B. Preparation of feasibility studies that meet requirements of international donor agencies and Government of Egypt financing agencies.
 - C. Improving efficiency of use of economic and natural resources of Egypt.
2. What do you need from other components?
 - A. Cost information-structures, land development, maintenance, etc.
 - B. Maps
 - C. Soil survey information
3. What do you have or will have to offer others?
 - A. Feasibility studies (not limited to IMS)
 - B. Assistance in estimating project benefits
 - C. Computer facilities and advisory services
4. Are there other donors working in similar activities?
 - A. Canadian, Japanese, and others (?) doing planning and feasibility studies - no information sharing.

5. What do you need from other agencies, ministries?
 - A. Agricultural information - land reclamation costs, crop areas and yields, yield forecasts, soils types, salinity, etc.
 - B. Economic and financial costs of energy.
 - C. Other - meteorological, ground water, navigation, etc.

SURVEY AND MAPPING

PROJECT DIRECTOR: Eng. Aly Abdel-Rahman

TEAM LEADER:

USAID, PROJECT OFFICER: Mr. John Anania

LOCATION: Egyptian Survey Authority
Orman - Giza

TELEPHONE: 3484904

1. Describe how your component helps in achieving IMS goals?

Survey and Mapping helps all other components giving them basic maps and land information and all other needs ... all the projects are in bad need of our help.

2. What do you need from other components?

We need from other components to raise hands and ask God to help us succeed to fulfill our aims.

3. What do you have or will have to offer others?

- Best wishes
- Maps
- A lot of information about many, many things they need.

4. Are there other donors working in similar activities?
Who are they and how are you sharing information?

Similar *projects are:

- Egyptian - Canadian Cooperation Project
- Egyptian - Finish Cooperation Project
- Egyptian - German Cooperation Project

*These three projects are under execution.

5. What information do you need from other agencies outside IMS?

- Egyptian - American Cooperation Project - under signing
- Egyptian - French Cooperation Project
- Egyptian - Japanese Cooperation Project

*These two projects are under agreement

Monitoring Office

PROJECT DIRECTOR: Eng. Taha Abou El-Dahab
TEAM LEADER: N/A
LOCATION: NPWWR Bldg. 3rd floor
PHONE NO: 3541478
FAX NO: None
TELEX NO: None

1. Describe how your component helps in achieving IMS goals?

Prepare monitoring reports on inputs, activities and outputs of IMS components submitted to IMS management and USAID on a monthly and quarterly basis. Giving a clear picture about the projects implementation progress

See Appendix __ (PIL 83. establishing Monitoring Office)

2. What do you need from other components?

Correct information about implementation, expenditures, consultancy training and other activities.

3. What do you have or will have to offer other?

Periodical monitoring reports showing the progress of implementation and focusing on the constraints and bottle necks which faces the projects implementation. These reports will be submitted to IMS management and USAID.

4. Are there other donors working in similar activities?
Who are they and with whom are you sharing information?

There are no other donors.

5. What information do you need from other agencies outside IMS?

a) May need information from the Ministry of Planning and International Cooperation, and Ministry of Finance.

b) May need information from other departments and authorities of MPWWR.

APPENDIX E

Matrix of Agreements Reached at the Workshop

IMS COORDINATING COMMITTEE WORKSHOP AGREEMENTS
 SPECIFIC ACTIONS
 ALEXANDRIA - SEPTEMBER 3-8, 1989

AGREEMENT	Responsible Party	September	October	November	December
A) IMS COORDINATING COMMITTEE					
1) IMS Committee to review existing policy on approval of participants for off-shore training (See NITI, No.6)	IMS Committee	??			
2) Loans and External Assistance Unit of Planning Sector should distribute list of donor agreements (English & Arabic)	Eng. Mazen	??			
3) USAID to share information on activities which overlap with IMS	ILD/Smith	??			
B) AUTHORITY AND DECISION-MAKING OF PROJECT DIRECTORS					
1) Translate ministerial decree on Project Directors' authority distribute to team leaders.	Anania	*****			
2) IMS Committee to review decree concerning authority of steering committee	Eng. Sarwat	??			
3) PDP to provide management training needs to project directors and key staff.	PDP	??			

? = no definite date established for completion
 *** = work to be undertaken

AGREEMENT	Responsible Party	September	October	November	December
F) COUNTERPART STAFFING, LOCAL SALARIES AND INCENTIVES					
1) Review salary ceilings for all staff and provide recommendations to IMS Coordinating Committee	IMS Committee	*****			
2) Provide recommendations on increasing per diem to the IMS Coordinating Committee	Eng. Mazen's office	*****			
3) Establish financial incentive for secretaries who successfully complete training	IMS Committee	????????????????????????????????			
G) AID PROCUREMENT AND OTHER REGULATIONS					
1) Review Action Memo PIL, revise if appropriate and distribute examples.	ILD	*****			
2) Meeting to discuss steam-lining Action Memos.	Fuller, Abu-zeid, Brooks	????????????????			
3) Distribute Gharbia O&M procurement procedures/checklist (Harza)	Eng. F. El Shair and monitoring office	???			
4) Procurement work shop	ILD	*****			
5) Clarify details needed for local operating budgets and provide examples to all components.	ILD	*****			
6) Provide examples of training requests and necessary forms for off-shore training to all components.	ILD	(Sept 23, but depends on (1)&(2) above)			
7) Clarify financial responsibilities of USAID project directors.	Eng. Mazen/	*****			
8) Request MIC include a statement clarifying vehicle customs procedures in the next IMS grant agreement.	Stains/Carmack	*****			

APPENDIX F

Project Implementation Letter:
IMS Project Monitoring Unit



UNITED STATES AGENCY for INTERNATIONAL DEVELOPMENT

CAIRO, EGYPT

June 27, 1988

Engineer Ahmed Ali Mazen
Chairman,
IMS Coordinating Committee

Subject: IMS Project Monitoring Unit
Irrigation Management Systems
Project
Project No. 263-0132
Implementation Letter No. 93
Budget Element No. 10

Dear Engineer Mazen:

The purpose of this Project Implementation Letter is to approve the establishment of a Monitoring Office to assist in the monitoring of the Irrigation Management Systems Project. The office will be located at the Ministry's headquarters on Kasr El Eini Street. IMS project funds will be used to pay 100 percent of all costs relating to establishing, staffing and equipping the office and for all operating expenses. The Monitoring Office budget (Attachment 1) is approved and an amount of LE 193,000, not to exceed \$86,000, has been earmarked and committed for this activity over an 16-month period beginning 1 July 1988.

The initial responsibilities of the Monitoring Office and its staff shall include, but not be limited to, the following:

1. Monitoring progress and identifying operational constraints to the progress of the individual IMS components and working with the Project Directors and the Coordinating Committee to remove those constraints.
2. Assisting each Project Director with the development of its annual work plan, including budget requirements, staffing needs, and logistics.
3. Identifying opportunities to share information and coordinate activities within the various project components that would be mutually beneficial to the IMS project and the Ministry.
4. Arranging and managing PWR and USAID sponsored tour programs of the irrigation system by visiting dignitaries from other countries.

5. Working with various USAID sponsored special teams to assist in logistics and arrangements for key meetings as requested.
6. Preparing monthly financial progress reports of all components of the project and preparing quarterly reports for financial and physical progress of each component. These quarterly reports also will identify the various constraints to progress that developed during the period, and define the actions taken or to be taken to improve the implementation rate of the components.
7. Working with the Project Directors to prepare a quarterly report of all PWR components showing complete inventory and location of all commodities financed by the AID project. The report will highlight items received during the quarter as well as list those items approved but not received. Coordinating the submission to USAID of the semi-annual vehicle status report by the Project Directors.
8. Working with the Project Director, Professional Development to prepare a quarterly training report of all PWR participants showing the training received, current job title, and assignment locations. The report will highlight participants recently returned from training and those scheduled for training during the quarter. The office will also follow-up to assure participant completion of training reports.
9. Assisting with the liaison between the PWR, Ministry of International Cooperation, Ministry of Finance, Ministry of Plan, and other GOE offices, as needed, to help activate any interoffice collaborative requirements, such as assuring that documentation required for obtaining the project incentives is properly prepared and processed, and payment is made on a timely basis.
10. Assisting the Project Directors to develop and update, on a monthly basis, a computerised information system on the status of all of the IMS components.
11. Attending the IMS Coordinating Committee meetings and providing clarification and assistance on any issues, as requested.

12. Carrying out extensive field inspection tours of all active project areas of the IMS components, as requested. Reviewing and recommending improvements in the planning and design methodologies, recommending and/or developing additional training plans to be implemented by the contractor, and reviewing the construction quality control system. A full report will be prepared after each field trip with recommendations for PWR, the contractor, and USAID to improve the quality and the rate of implementation.
13. Providing coordination of all special studies, evaluations, and audits carried out on the IMS project.
14. Arranging for the translation from English to Arabic and Arabic to English of documents required by the Ministry and AID such as the sample contracts for the RFTPs, minutes of the Coordinating Committee meetings, ministerial decrees, etc.

The initial staff required includes an Office Chief, Irrigation Engineer, Accountant, two field Engineers, and a Bilingual Administrative Assistant/Secretary. After the staff are in place and the office has been fully operational for six months, the staffing needs can be re-evaluated. During their service the staff cannot be employees of GOE or employees taking a leave of absence from the GOE. This same restriction applies to any consultants that may be hired from time to time.

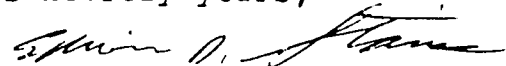
The management of the staff and determination of work assignments will be carried out by the Chairman of the Coordinating Committee in coordination with the Office Director for the USAID Office of Irrigation and Land Development. Meetings will be held twice a month between PWR, USAID, and the Office Chief to review progress of the monitoring effort and make assignments of the personnel on specific project related tasks. The Monitoring Office will maintain complete records and documentation of all field inspection tours and minutes of all meetings held, with copies sent to both the Ministry and USAID. The trip reports and minutes of meetings will be reviewed at each management meeting and necessary follow-up actions defined.

The initial funds committed for this activity include funds to finance remodeling of offices at the Ministry headquarters that will house the Monitoring Office, including necessary painting, carpentry work, installation of air conditioners, supply of desks, filing cabinets, necessary office supplies, photocopy machine, etc. The budget (attached to this PIL) includes funds for the rental of two vehicles with drivers for short term lease and necessary travel and per diem for the field visits and funds needed to assist the Minister's Office provide full service to the IMS Project. All procurements (including leases or rentals) will be made in accordance with AID Handbooks 1B and 11, with USAID assistance when requested.

The Chairman of the IMS Coordinating Committee will be responsible for general oversight of the contracting and maintenance of financial records for the activities covered by this PIL. The accounts of the Monitoring Unit shall be maintained and monitored by the Project Preparation Department of the MPWWR and be subject to normal Government of Egypt (GOE) approval and review procedures as well as to audit by the GOE Central Auditing Agency. Contracting will also be subject to normal GOE approval and review procedures. The selection of staff and setting of salary levels will be carried out by the MPWWR with the concurrence of AID. In order to expedite the approval process, please send for our review the sample contract with the standard provisions that will be used by the Ministry to contract for Monitoring Office staff.

AID's financing of this activity will be on a reimbursement basis with an initial advance to cover the estimated cash needs, i.e., estimated disbursements, for three months, from July 1, 1988 through September 30, 1988. Additional advances and liquidations of prior advances will be on a monthly basis, for example, as soon as possible after the end of July, 1988, a voucher, based on certified statements, showing actual disbursements for the month of July will be submitted together with a request for an advance for the period August 1, 1988 through October 31, 1988. The documentation underlying the advance account will be audited by AID on a periodic basis, not less than biennially, using auditors either employed directly by AID or auditors under contract to AID for performance of such services. A copy of the "Payment Provisions for Periodic Revolving Advance" and a copy of AID Mission Order 3-32, "Payment of Salary Supplements to Host Government Employees" are attached for your information and use.

Sincerely yours,



Edwin Stains
Associate Director
for Agricultural Resources

PWWR Approval

Eng. Ahmed A. Mazen

Date: _____

APPENDIX G

English Language Training Issues:
Memoranda from Jon A. Gant
August 30, 1989



PROFESSIONAL DEVELOPMENT PROJECT

TO: Eng. Abd El-Hamid Fahim, Project Director
Professional Development Project

FROM: Jon A. Gant, Chief of Party
Sheladia Associates, Inc. *Jon A. Gant*

DATE: August 30, 1989

SUBJECT: ENGLISH LANGUAGE TRAINING NEEDS ASSESSMENT
AND PROGRAM STUDY FOR THE TRAINING AND MANPOWER
DEVELOPMENT UNIT (TMD), MINISTRY OF PUBLIC WORKS AND
WATER RESOURCES, ARAB REPUBLIC OF EGYPT

SUMMARY

A recent study commissioned by Sheladia Associates, Inc. concludes that the lack of English language proficiency within the Ministry is a major impediment to effective off-shore and specialized in-country training programs as well as to effective communication and exchange of technical information with non-Arabic speaking irrigation specialists.

The study estimates that 791 high priority Irrigation Management Systems (IMS) Project participants require some form of English language training (ELT) before participating in off-shore training activities by the PCD in September 1991.

Another 183 employees intimately involved in the IMSP are assessed to be in need of ELT in order to improve their on-job performance, but will not be participants in off-shore training activities.

These data were collected through interviews with 16 Egyptian Irrigation officials, 12 American IMS contractors, 6 USAID officials and 12 English language training specialists.

The Water Research Center (WRC) has made arrangements with the American University in Cairo (AUC) to provide advanced level ELT for 316 participants scheduled for short-term non-degree training and 85 long-term academic degree participants under a separately funded USAID contract.

This leaves 573 participants from the original 974 for whom ELT must be arranged, 390 high priority participants for off-shore training and 183 participants for in-country positions which requiring English language skills.

Based on the study's data an ELT program for 573 MPWR employees designed to meet USAID's English language proficiency standards for off-shore training activities and in-country requirements for effective communication and exchange of technical information over the next two years would require the following:

1. English language testing for potential participants. The study estimates that between 1,000-2,000 employees would need to be tested in order to identify 573 participants.
2. Based on previous testing programs conducted by the AUC the expected results from a random testing program would likely resemble the following pattern:

<u>Class Level of English Proficiency</u>	<u>Estimated Number of ELT Participants/Class Level</u>
Elementary	189
Intermediate	258
Advanced	126
	Total: 573

3. A full-time, off-the-job ELT program with 30 contact (instructional) hours/week (120/mo) is recommended as the most efficient way to offer language training.
4. Under ideal conditions, participants scoring in the Advanced class level would require a minimum one month (120 contact hours) of full-time study to achieve the English proficiency level necessary for admission to a U.S. University, or advanced technical non-degree study program.
5. Participants placed in the Intermediate class level would require, at the very least, a minimum of 2.5 months (300 contact hours) full-time study to reach a level considered acceptable for non-academic training.
6. Elementary class level participants would require a minimum of four months (480 contact hours) and quite possibly beyond, to meet USAID's minimum English language standards for off-shore training.

7. The estimated ELT months and contact hours for 573 MPWWR participants, based on the study's data appear below:

CL/Eng Prof	Est No of ELT Part	Est ELT Mos/Part	Total Est ELT Mos/CL	Est ELT CH/Part	Total Est ELT CH/CL
Elem	189	4	756	480	90,720
Inter	258	2.5	645	300	77,400
Adv	126	1	126	120	15,120
Total	<u>573</u>		<u>1,527</u>	<u>800</u>	<u>183,240</u>

8. The cost to the Ministry for 573 employees to spend over 1,500 months off-the-job in ELT over the next 2 years has not been calculated.
9. The study estimates instructional costs at \$ 4.21 per contact hour, but these costs would vary based on choice of venue.
10. The cost to train 573 MPWWR employees in English language is estimated to be \$ 771,440.
11. This cost does not include any per diem allowances or transportation for the participants during the ELT periods.

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PROFESSIONAL DEVELOPMENT PROJECT

TO: Eng. Abd El-Hamid Fahim, Director
Professional Development Project

August 30, 1989

FROM: Jon A. Gant, Chief of Party
Sheladia Associates, Inc.

Subject: English Language Training

I. PURPOSE

The purpose of this paper is to suggest approaches to achieving IMS Project training goals.

II. BACKGROUND

The IMS Project calls for 872 participants to begin technical and academic training programs by the end of September 1991. It is estimated that 791 MPWR officials will need English Language Training (ELT) if the candidates have to meet minimum ELT requirements established by USAID and U.S. institutions.

According to IMS Sub-Project officials, an additional 183 MPWR officials would benefit from ELT since their positions require English competency.

If the MPWR wishes to provide ELT for IMS projected requirements, it is estimated that up to 974 (791 off-shore +183 in-country) technical/professional persons may have to be trained in English during the life of the project.

It is understood that the WRC Sub-Project has made arrangements to obtain language training for 316 technical and 85 academic participants that it will sponsor for training between now and September 1991. This leaves 573 persons for whom English Language Training (ELT) must be arranged if all are to attend ELT programs; 390 for IMS funded priority participant programs abroad and 183 for in-country positions requiring English competency.

III. LANGUAGE TRAINING FACILITIES IN EGYPT

There are at least five institutions in Egypt that are providing or could provide English language training for MPWR participants. The American University in Cairo (AUC) provides English language training under a contract with USAID. The American Cultural Center (ACC) in Alexandria provides open enrollment English language programs. The International Language Institute (ILI) in Tanta, Selsaby in El Minya, and the Center for Developing English Language Teaching (CDELT) at Ain Shams University are other possible sources with on-going ELT programs.

IV. PROGRAM ALTERNATIVES

ALTERNATIVE NO. 1

CONTINUE THE AUC LANGUAGE TRAINING PROGRAM APPROXIMATELY AS IS AND SUPPORT EXPANSION AT THE ELEMENTARY AND INTERMEDIATE LEVELS IN CAIRO

This approach is predicated on the following assumptions:

1. Most IMS participants will need to qualify in English before they go abroad for training and the English training would take place in Cairo.
2. Sufficient priority candidates exists to warrant the expansion of English language training programs.
3. AUC has been able to provide the necessary USAID supported English language training to date, and with only a little additional effort, could meet the IMS Project requirements.
4. AUC has the facilities, would agree to expand its program at all levels, and can contract qualified instructors.
5. All ELT IMS/ELT candidates who are accepted at AUC will be released from work full time to attend language studies.

It is anticipated that USAID will fund up to 828 ELT slots at AUC between 1989 and 1991. Subtracting the 316 short term and 85 long term participants for WRC, nearly all of whom will receive advanced level training from the 828 USAID funded ELT "slots", it is estimated that 350 other IMS participants will be sent to the U.S. Most of these 350 can be accommodated at AUC.

Please note that to meet IMS training projections, it may still be necessary to send some participants who are not fully English qualified to the U.S. in "mixed" language groups.

ALTERNATIVE NO. 2

CONTINUE THE AUC PROGRAM AND EXPAND ELEMENTARY AND INTERMEDIATE LANGUAGE TRAINING IN EXISTING FACILITIES AT EL MINYA, TANTA AND POSSIBLY IN CAIRO. ADD AN ELT SPECIALIST TO THE NITI/SHELADIA TEAM TO WORK WITH AUC AND THE REGIONAL TRAINING CENTERS.

This approach is predicated on the following assumptions:

1. Most IMS participants will need to qualify in English before they go abroad for training.

2. A sufficient number of priority candidates exist to warrant the development of additional English language training programs.
3. MPWWR and USAID will approve and fund language training at elementary and intermediate levels in two or three regional locations.
4. Potential candidates will be available for language placement testing at selected centers.
5. Candidates accepted for language training will be released full time.

As indicated earlier, USAID will provide 828 advanced level ELT slots at AUC between now and September 1991.

Since this number will accommodate most of the advanced level training required under IMS, but will not meet all of the elementary and intermediate requirements, AUC could be contracted to work with the NITI/Sheladia specialist to organize elementary and intermediate ELT at existing regional language training facilities and, if the need is demonstrated, in Cairo.

Under Alternative No. 2., the Sheladia Associates Sub-Contractor, AMIDEAST, would administer language placement tests in Cairo, Alexandria, Minya and Tanta to potential participant candidates identified by MPWWR. Those selected for ELT would be assigned to full time language programs as close to their home and workplace as possible. NITI would contract with Selsaby in El Minya, the International Language Institute (ILI) in Tanta, etc., to implement intensive programs for MPWWR/IMS employees. If AUC is not able to accommodate all beginning and intermediate students in Cairo and there are additional training demands at this level, programs could be developed at Ain Shams University or at other Cairo facilities.

The main advantage to this approach is that the out of Cairo regional training would develop an increased number of IMS personnel qualified for short term technical training abroad or to enter advanced level courses at AUC in Cairo. Other advantages are that existing facilities would be used and elementary and intermediate training would be provided at central locations in the Governorates.

ALTERNATIVE NO. 3

COMPLEMENT PRESENT ENGLISH LANGUAGE TRAINING ACTIVITIES BY USING ENGLISH QUALIFIED PARTICIPANTS AS INTERPRETERS FOR PARTICIPANTS WHO ARE NOT FULLY QUALIFIED IN ENGLISH

This approach is based on the following assumptions.

- 1: There are MPWWR technical personnel who can not be released for language training.
2. Short term programs do not generally warrant long periods of language instruction.
3. Within MPWWR Departments and Authorities, there are technically and language qualified officials who could serve as interpreters while also benefiting from training.

Since it is often difficult and in many cases not possible to release certain officials for lengthy periods of language training, emphasis could be placed on arranging training programs for groups that mix individuals who meet or exceed the USAID language requirements with others who do not. USAID will approve English language waivers in cases where there is enough English capability on the "team" to ensure that all of the participants will benefit from the observation training program or study visit.

Since the ratio of language qualified to non-English speakers could be about one to four or five for observation programs and study visits, most of the 350 participants could be accommodated without having to undergo language training.

Adopting the above approach would be the easiest and most cost effective way of meeting many of the IMS short term training goals. No additional funds or new ELT programs would have to be developed at this time and priority participants who do not have language skills and can not be released for language training could still benefit by accompanying others who are language qualified.

The principal drawbacks to this approach are: (1) MPWWR officials will not learn to read technical publications and other materials prepared in English, (2) they will not be able to communicate with English speaking professionals and (3) priority technical/professional personnel will not be able to meet language requirements for long term U.S. training.

ALTERNATIVE NO 4

DEVELOP AND/OR ADAPT SPECIAL TECHNICAL TRAINING COURSES FOR PRESENTATION IN ARABIC IN EGYPT

The following assumptions apply.

1. There are MPWWR personnel who can not be released for language training and therefore can not qualify for specialized U.S. technical training.

2. Short term programs do not generally warrant long periods of language instruction.
3. Within all MPWWR Departments and Authorities, there are technically and language qualified engineers who could serve as part-time NITI technical trainers.

In order to accommodate individuals who need training but who can not be released from their work to study English, or who can not be included in the mixed groups mentioned in Alternative No. 3., TMD/NITI is prepared to adapt a number of U.S. courses to be presented in Egypt in Arabic.

The approach would be as follows:

1. The IMS Sub-Projects and TMD/NITI make recommendations on appropriate courses for Egypt.
2. MPWWR/IMS selects two to four technically qualified officials who have competency in the subject, who meet or exceed the English language requirements, and who can be available periodically to teach under NITI auspices.
3. The selected two to four officials are sent to the U.S. as participants to attend the course that will be adapted for presentation in Egypt. After completing the course, they remain in the U.S. to work with instructors for two to three weeks, depending upon the complexity of the material, to tailor the course to Egyptian requirements.
4. The participants return to Egypt and at a scheduled time, NITI, or the IMS Sub-Project sponsoring the training, funds the travel and other expenses for the U.S. instructor(s) to come to Egypt to give the course with the Egyptian officials acting as co-trainers.
5. The Egyptian trainers (team) gives the course the second time with the U.S. instructor(s) serving as resource person(s). Assuming that all goes well, the U.S. instructor(s) returns to the U.S. and the Egyptian trainers continue to give the specialized course as many times as needed to meet project and MPWWR requirements.
6. The first and second iterations in Egypt might be in English with Arabic translation. But, from the third course, possibly from the second, all materials and instruction would be in Arabic.

The advantages to this alternative are:

1. A large number of persons can be trained at reasonable costs.

2. Training is given in Egypt in Arabic and the participants do not have to be released from work to learn English.
3. Courses can be tailored to Egyptian conditions.
4. The cadre of trainers available to MPWWR/NITI is expanded each time one of these programs is successfully completed.

To ensure that the trainers are kept abreast of developments in the technical subject, continuing contact between U.S. and Egyptian engineers and other professionals should be encouraged. Trainers would be sent to the U.S. on a regular basis to keep abreast of new technical developments that could be adapted to Egyptian conditions.

A drawback is that most participants taking courses in Egypt will not have an opportunity to learn English or visit the U.S.

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APPENDIX H

Workshop Evaluation Results

IMS PROJECT MANAGEMENT WORKSHOP

EVALUATION RESULTS

Following are the results of the thirty-two completed evaluation forms from the IMS Project Management Workshop.

A. Workshop Goals:

The goals of the workshop are listed below. The number listed indicates how the participants felt about goal achievement. The scale is from 1 (low, goal not achieved) to 5 (high, goal achieved very well).

1. Exchange current information about the IMS Project. (4.03)
2. Provide an opportunity for project component teams to become better acquainted with each other. (4.44)
3. Review the roles and responsibilities of the project component teams, the IMS Coordinating Committee, USAID and the Monitoring Office. (3.91)
4. Agree on procedures for managing and coordinating the IMS components. (3.66)
5. Discuss and make decisions or make recommendations for dealing with the most important issues that are affecting the management of the IMS Project. (3.81)
6. Develop and agree on a schedule for reviewing and, if necessary, revising the management agreements decided at this meeting. (3.84)

B. Opinions and Feedback:

Participants were asked to answer the following questions as thoughtfully as possible. The answers will be used to help facilitators plan other workshops in the future and also indicate areas of concern that participants feel should be addressed in follow-up activities. The number in parenthesis indicates the number of similar responses received.

1. What do you think has been the primary benefit of this workshop?
 1. Opened the lines of communication with other components and made me more knowledgeable about the overall project. Also it was therapeutic to know everyone else has same problems.
 2. Exchange information about the IMS project. (4)
 3. The primary benefit is to get all the concerned offices together.

4. Development of personal relationships with other IMS personnel.
5. Trying to solve problems.
6. To gain an understanding of the requirements of all the projects.
7. Initiate thinking about the project issues and problems.
Acceptance and friendship between participants.
8. To have an open ground for both MPWWR and USAID officials to discuss their problems in implementing the IMS project and to try to recommend solutions.
9. Getting good relationships among all the participants, MPWWR and USAID team leaders.
10. Raising the difficulties facing project implementation.
11. The project component directors and team leaders become better acquainted with each other.
12. Cooperation among participants.
13. Opportunity to discuss issues and concerns with key personnel involved with the project. (Contractors, USAID, MPWWR)
14. Good understanding of roles and responsibilities of all IMS staff.
15. Commitment to agreements reached. Bringing more than top management in on the discussion and decision making process.
16. Discussions.
17. Role and responsibility of each organization in the implementation of the IMS project.
18. Getting acquainted. (4)
19. Address very important issues.
20. Meeting IMS and component members. Discovering information not available previously.
21. Building awareness between the senior staff regarding the complexity of the IMS project. Flushing out the issues.
22. Enable issues to be discussed in an open forum and steps decided upon for resolving those issues. Plus, the issues will also be tracked to insure their resolution.
23. Better understand the language of the involved parties that could lead to better understanding and improved cooperation in the future.

24. Knowing the activities of the other components.
 25. Determine the activity of IMS and steering committee and project directors to everyone.
 26. Coordination and cooperation between the components of the project.
 27. All the participants know each other and the various projects. Answer many questions. Set a plan of work everybody agrees about. Everybody knows his responsibilities.
 28. Awareness of the undertaking required by all parties (USAID, MPWWR and contractors) - those concerned to achieve IMS's goals.
2. What workshop activity could have been done better?
1. Agree on procedures for managing the IMS component.
 2. Procedures for managing IMS project.
 3. Reduce issues to most important and reduce the number of questions listed under each issue. I don't feel we were able to devote sufficient time to the issues.
 4. Current information.
 5. Needed more chance for discussion and study of different issues.
 6. The field trip to the shore protection project.
 7. Everything has been done very well. (8)
 8. Discussion and recommendations.
 9. The role and relation between IMS Committee and projects.
 10. Counterpart staffing and local salaries.
 11. Exchanging current information about the project components.
 12. More presentation time for each component. More explanation for IMS project management.
 13. Project component description activity. It didn't reveal what the projects really are doing.
 14. All.
 15. Training Needs should have been given more time for discussion. Mr. Carmack was putting himself in a position as a facilitator instead of a participant.
 16. Tended to go into too many details rather than broader policies

and recommendations. We tried to solve too many small problems.

17. Responsibilities and training.
 18. Defining issues, more is specific issues.
 19. Introductions. Summary session.
 20. More time would have been needed to come to a complete closure, i.e., move from a rating of 4 to 5.
 21. I feel more time was needed for addressing workshop issues.
 22. Item on regulations of USAID procedures didn't receive enough time, therefore a special mini-workshop is needed for this item.
 23. USAID's regulations.
 24. Discussion and ending by valuable agreements.
 25. Most of the workshop activities.
 26. The workshop considering the setting did very well. It was well balanced.
3. Do you believe there are unresolved issues that should be dealt with in the follow-up activities? What are they, and what should be done about them?
1. What happened to the five components working in channel measurement? and other overlaps?
 2. Yes, there are unresolved issues.
 3. Yes, there are. Monitoring office follow-up activities need to be dealt with.
 4. Yes, there are many. Procurement. Monitoring office. (2)
 5. Yes. Monitoring office issues. Salaries and incentives. A small committee was arranged for discussion.
 6. Yes. Reporting and responsibilities of steering committee.
 7. Yes. Workshop was related to current status, issues, policies for planning the continuing and expanding role of IMS must be addressed and decisions taken.
 8. Yes. Maps.
 9. Yes. Implementation & coordination of agreed actions.
 10. Yes. Staffing, pay scales. Continuously inquire from MPWWR.

11. Incentives.
 12. AID regulations for procurement of equipment. Salaries and incentives.
 13. Many, but we now have the mechanism to resolve the remaining issues.
 14. The role of the monitoring office is not clear. I think it is very important to held up a special workshop for the task of the monitoring and evaluation.
 15. The issue of follow-up bothers me. Everyone seemed to want to spread the follow-up to all attendees with no real responsibility. Most agreements are to be completed in a short time frame so someone should have been assigned to follow-up and report to IMS committee.
 16. Deeply consider the objectives of the project (outputs, direct effects and ultimate impact)
 17. The S & M issue of setting the maps with Eng. Ali Abdel Raliman. How the Project Directors & Team Leaders to be more willing to work and cooperate with each other for the Project's benefit.
 18. There is promises to solve many problems and adhere to a fixed date for that. I hope it will be solved.
 19. They've been identified and direction on follow-up have been established.
 20. Many that we think we have resolved will prove to be unresolved. Follow-up! Follow-up! Follow-up!
 21. The whole purpose & scope of P D needs to be reviewed and steps taken to make it functional.
 22. No. (9)
4. What comments do you have about the workshop arrangements and accommodations?
1. Good or excellent. (16)
 2. O.K. or fair. (2)
 3. Let's not use the Palestine again, o.k.?
 4. Meeting room too hot!! Everything else more than adequate.
 5. No comment, just wonderful. (Need to give more free time & enjoyment)

6. They were very good. We just need more time off.
 7. The workshop was well organized.
 8. Not at all pleased with the arrangements (room too hot) and accommodations were poor.
 9. Not very good - let's go somewhere else next time.
 10. Excellent and I hope can be done according to the scheduled time but I think no better than that effort has been done by the facilitator.
5. What final comments do you have for the workshop facilitators on their performance?
1. Good or excellent. (18)
 2. It might be better to state an issue and not give a list of sub issues. Let the group attack the ISSUE and not the predefined subissues (Issues are usually real, subissues may be one person's pet peeve).
 3. You tried your best. Excellent.
 4. They did this performance very well.
 5. You are wonderful. You have my admiration, respect and love.
 6. They were excellent and very experienced in dealing with all the discussions in a very diplomatic way. I don't think the workshop would have accomplished it's goals without them.
 7. I would like to thank them; they have done very good work.
 8. Thank you for your success and hard efforts.
 9. They are doing their best.
 10. As usual, a very good job by both. Thank you!
 11. Very good job - effective use of time available.
 12. Very good but not as smooth as the start-up workshop. Group may have been too large.
 13. Wonderful except for the strict prohibiting of smoking during the session.
 14. Good luck and we hope to handle the next workshop.