

F I E L D R E P O R T

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CAIRO WATER SUPPLY II PROJECT:  
START-UP WORKSHOP FOR THE MTSS CONTRACT

Mena House Hotel, Cairo  
May 9-11, 1993

WASH Field Report No. 406  
July 1993

**WATER AND  
SANITATION for  
HEALTH  
PROJECT**

Sponsored by the U.S. Agency for International Development  
Operated by CDM and Associates

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START-UP WORKSHOP FOR THE MTSS CONTRACT**

**Mena House Hotel, Cairo  
May 9-11, 1993**

Prepared for the USAID Mission to Egypt,  
Bureau for Research and Development,  
U.S. Agency for International Development,  
under WASH Task No. 378

by

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## **RELATED WASH REPORTS**

*Facilitator Guide for Conducting a Project Start-up Workshop*. March 1988. Technical Report No. 41.  
Prepared by Daniel B. Edwards and John J. Petit.

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## ACRONYMS

A.I.D.	U.S. Agency for International Development (Washington, D.C.)
BVI	Black and Veatch International
COI	Committee of Implementation
GOE	government of Egypt
GOGCWS	General Organization for Greater Cairo Water Supply
MTSS	Management Training and System Strengthening
RFP	Request for Proposal
USAID	U.S. Agency for International Development (overseas missions)
WASH	The Water and Sanitation for Health Project

## EXECUTIVE SUMMARY

The General Organization for Greater Cairo Water Supply (GOGCWS) is responsible for the supply of potable water and untreated industrial and irrigation water to the residents and industries of Greater Cairo, Egypt's capital and largest city. The water is produced at 12 filtration plants using Nile water and three well fields. GOGCWS employs 12,000 persons in a range of technical and administrative fields and serves a population of more than 14 million people in an area of about 400 square kilometers. Since nationalization in 1956, the organization has undergone several reorganizations, in 1964, 1968, and 1973.

The current Cairo Water Supply II Project continues the U.S. Agency for International Development's (A.I.D.'s) assistance to GOGCWS with both infrastructural and institutional support. The project's two major purposes are to rehabilitate and expand the central city water transmission and strengthen the organization's institutional capacity to operate and maintain the entire water supply system. GOGCWS and A.I.D.'s Overseas Mission (USAID) have been implementing this project since 1989. GOGCWS chose the consultant for the infrastructure component of the project, and CH2MHill has been working on that component ever since. Also in 1989, the Water and Sanitation for Health (WASH) Project provided, at the request of USAID/Cairo, two consultants to assist in the development of the terms of reference for the request for proposal (RFP) for the institutional development component of the project.

On December 21, 1992, GOGCWS signed the Management Training and System Strengthening (MTSS) Contract with Black and Veatch International (BVI) and associated American and Egyptian consulting firms. The purpose was upgrade the management and services of the organization through a wide range of training interventions, systems changes, and commodity procurement.

To provide independent technical assistance to GOGCWS, USAID/Cairo requested WASH to organize a start-up workshop that would achieve the following:

- Common basis of information about the background, scope, and purpose of the project
- Better understanding of roles and responsibilities among parties involved in the project implementation
- Better understanding of how to increase the fiscal and managerial autonomy of GOGCWS through the MTSS contract
- Agreement on how to refocus the institutional development component in the MTSS contract
- Improved relationships and written agreements of working together
- Agreement on the next steps leading to the development of the MTSS work plan.



This report describes the preparation and planning for the workshop, including its objectives and schedule. It also describes the workshop process in terms of the participants, the organization of discussions, and the day-to-day events. It then summarizes the workshop's results, its outcomes, and the participants' evaluations. Finally, it presents recommendations from the project participants and WASH consultants.

From April 29 to May 17, 1993, two WASH consultants traveled to Cairo to make final preparations for the three-day workshop, which was held May 9-11 at the Mena House Oberoi Hotel. They interviewed more than 40 individuals from GOGCWS, the BVI team, and USAID. The main findings from these interviews pointed to a gap in focus among the three groups, as well as areas of commonality.

Specifically, it seemed that USAID was focused on the policy reform issues that control the workings of the sector, while GOGCWS and BVI were focused primarily on the technical level inputs required to improve the day-to-day performance of the authority. The principals of the workshop were concerned about this gap. It raised important questions regarding the possibilities for real action planning in the absence of commonality of purpose. However, two major areas of commonality did emerge among the three project participants. The first area was finding a common purpose for the project, and the other was understanding the many components of the MTSS contract tasks. These areas of commonality offered the possibility of agreement in strategic and day-to-day areas.

It became clear that the workshop should aim to clarify and achieve consensus on the project's purpose and the roles of the various participants. Once that was achieved, the workshop could focus on project implementation.

Workshop objectives included:

- Develop a shared sense of project purpose.
- Develop a shared sense of desired project outcomes.
- Establish a strong sense of team.
- Generate useful input to the project's scope of work.
- Generate input and procedures for revising the project work plan.
- Suggest guidelines for effective project management.
- Increase understanding of the project, its participants and components.

Fifty-nine people attended the workshop, including 42 participants from several GOGCWS departments, three from other government of Egypt (GOE) agencies, five USAID officers, and eight BVI team members.

The workshop produced a number of clear results:

- A much clearer understanding of the project among a wide range of GOGCWS management and others

- A clear, common purpose and desired outcomes for the project among the principals
- A set of proposed milestones or strategies related to each of the three agreed-upon project outcomes
- A number of specific inputs to the existing scope of work and suggestions for areas of increased or decreased emphasis
- Increased awareness and understanding regarding the management needs of the three organizations and a series of specific needs from each other.

The following recommendations highlight some areas for project implementation that would take full advantage of the workshop's results:

- Continue to build on the collaborative climate formed in and the results of the workshop.
- Make full use of the knowledge, skills, and abilities of the consulting team's Egyptian members.
- Hold one or more follow-up workshops.
- Create a joint governing structure for the project.
- Focus on internal GOGCWS communication and information.
- Develop a strategic plan around the project purpose, including specific strategies and related decisions.

## Chapter 1

### INTRODUCTION

#### 1.1 Background

The General Organization for Greater Cairo Water Supply (GOGCWS) is responsible for the supply of potable water and untreated industrial and irrigation water to the residents and industries of Greater Cairo, Egypt's capital and largest city. The water is produced at 12 filtration plants using Nile water and three well fields. GOGCWS employs 12,000 persons in a range of technical and administrative fields and serves a population of more than 14 million people in an area of about 400 square kilometers. Since nationalization in 1956, the organization has undergone several reorganizations, in 1964, 1968, and 1973.

GOGCWS faces basic infrastructure inadequacies, due to antiquated physical facilities and poor maintenance. More importantly, the organization faces serious institutional weaknesses. It is attempting to provide good service to consumers with an organization that lacks adequate budgetary support for operations and capital investment. The workers are undertrained and inadequately paid, and they operate within a rigid organizational structure with insufficient exposure to similar, well managed utilities.

Since the mid-70s, GOE and USAID have attempted to respond to the critical need for improvement in the Cairo water supply system. Early in 1979, they completed the Cairo Waterworks Master Plan, which recommended several improvements. More recently, under the Cairo Water Supply I Project, A.I.D. provided a total of \$97.4 million to finance the rehabilitation of the Rod El Farag Water Treatment Plant, the procurement of pipes and valves, engineering services, and technical assistance to upgrade the overall management capabilities of GOGCWS.

The current Cairo Water Supply II Project continues A.I.D.'s assistance to GOGCWS with both infrastructural and institutional support. The project's two major purposes are to rehabilitate and expand the central city water transmission and strengthen the organization's institutional capacity to operate and maintain the entire water supply system.

GOGCWS and USAID have been implementing this project since 1989. GOGCWS chose the consultant for the infrastructure component of the project, and CH2MHill has been working on that component ever since. Also in 1989, WASH provided, at the request of USAID/Cairo, two consultants to assist in the development of the terms of reference for the RFP for the institutional development component of the project.

## **1.2 GOGCWS MTSS Contract Description**

On December 21, 1992, GOGCWS signed the MTSS Contract with Black and Veatch International (BVI) and associated American and Egyptian consulting firms. The purpose was to upgrade the management and services of the organization through a wide range of training interventions, systems changes, and commodity procurement.

The BVI team indicated in their proposal that these three elements would be integrated in an action-oriented project approach that stresses dynamic project startup, early commodity/equipment purchase, project integration using an organization development model to guide training, counterpart incentive programs, and BVI team/counterpart integration.

The scope of work specified the detailed activities necessary to satisfactorily complete the contract. They have been grouped into the following major tasks:

- Task 100 - Training and Manpower Development
- Task 200 - Twinning Exchange
- Task 300 - Purchasing and Inventory Management
- Task 400 - Water Waste Reduction Program
- Task 500 - Central Laboratory
- Task 600 - Management Information and Computerization
- Task 700 - Maintenance Facilities and Equipment
- Task 800 - Management Development Program
- Task 900 - Project Reports

See Appendix A for a project activity schedule showing the major activities, as outlined in the original proposal, together with 34 proposed project targets and performance indicators. A more detailed description of these can be found in BVI's technical proposal dated August 28, 1991.

## **1.3 WASH Terms of Reference**

To provide independent technical assistance to GOGCWS, USAID/ Cairo requested WASH to organize a start-up workshop to achieve the following specific outcomes:

- Common basis of information about the background, scope, and purpose of the project
- Better understanding of roles and responsibilities among parties involved in the project implementation

- Better understanding of how to increase the fiscal and managerial autonomy of GOGCWS through the MTSS Contract
- Agreement on how to refocus the institutional development component in the MTSS Contract
- Improved relationships and written agreements for working together
- Agreement on the next steps leading to the development of the MTSS work plan

This workshop, held May 9-11, 1993, was intended to be the first of two or three tasks designed to obtain a review of the institutional development contract and to provide independent assistance so that GOGCWS would receive the full benefit of the large technical assistance contract.

Two WASH consultants conducted this assignment; their full scope of work is attached in Appendix B. In general, they were expected to prepare and conduct the workshop as well as write a report summarizing its results.

#### **1.4 Organization of the Workshop Report**

The remainder of this report reviews the workshop and its outcomes in detail. Chapter 2 describes the preparation and planning for the workshop, including its objectives. Chapter 3 describes the workshop process in terms of the participants, the organization of discussions, and the day-to-day events. Chapter 4 summarizes the workshop's results, its outcomes, and the participants' evaluations. Finally, Chapter 5 presents recommendations, from the project participants as well as the WASH consultants, for continuing to build on the benefits of the workshop process.

## Chapter 2

### WORKSHOP PREPARATION AND PLANNING

#### 2.1 Data Collection and Planning

Prior to their departure for Cairo, the WASH consultants held a two-day team planning meeting at WASH headquarters on April 14 and 15, 1993, to discuss the scope of the assignment and develop a work plan.

The first WASH consultant arrived in Cairo on April 29 to finalize arrangements with the Mena House Oberoi Hotel, the location for the workshop, and to set up meetings and information collection interviews with GOGCWS management, USAID, and the BVI team.

The second WASH consultant arrived in Cairo on May 2 to begin the final planning for the workshop. From May 3 to 6, the consultants interviewed more than 30 GOGCWS managers, the USAID project officer and Institutional Support Branch Manager, and all the BVI team members (*expatriates* and their Egyptian associates). Appendix C contains a complete list of the individuals interviewed during this preparation process.

On May 3, after meeting with USAID, the WASH team met with the GOGCWS' project manager and, after interviewing the organization's vice chairman, they held several individual interviews with GOGCWS staff. On May 4, the consultants visited the Rod El Farag water treatment plant and the headquarters of the Networks Division where they interviewed the staff. The consultants held most interviews jointly except on May 5 when the two separated to interview more individuals. They combined English and Arabic to conduct the interviews but spoke primarily Arabic, with translation as required by the WASH team leader.

##### 2.1.1 Special Aspects of Project Context

The most important issue that emerged during the preparation for this workshop was the impact of the perceived change in USAID's strategy in dealing with the water and wastewater sector in Egypt would have on the activities and tasks of the MTSS Contract.

There was a concern that the MTSS Contract, having been designed in 1989, may not adequately address the issues of GOGCWS fiscal and managerial autonomy. These issues, in the view of the donors to the sector, are critical and must to be addressed if progress on institutional matters is to occur. Currently, USAID and other donors are encouraging Egyptian organizations working in the water and wastewater sector to study measures to increase their fiscal and managerial autonomy in order to better operate and maintain existing facilities and to reduce the amount of subsidies required.

### **2.1.2 Results and Implications for Design**

After the first two days of interviews, the WASH consultants concluded that the three participants—USAID, GOGCWS, and the BVI team—differed greatly in their understanding of the project. Specifically, it seemed that USAID was focused primarily on policy reform issues while GOGCWS and BVI were focused primarily on technical level inputs required to improve utility performance.

After the third and fourth day of interviews, two major areas of commonality emerged among the three project participants. The first area involved finding a common purpose for the project, and the other was understanding the many existing components of the MTSS Contract tasks.

The results of the interviews conveyed the following main points:

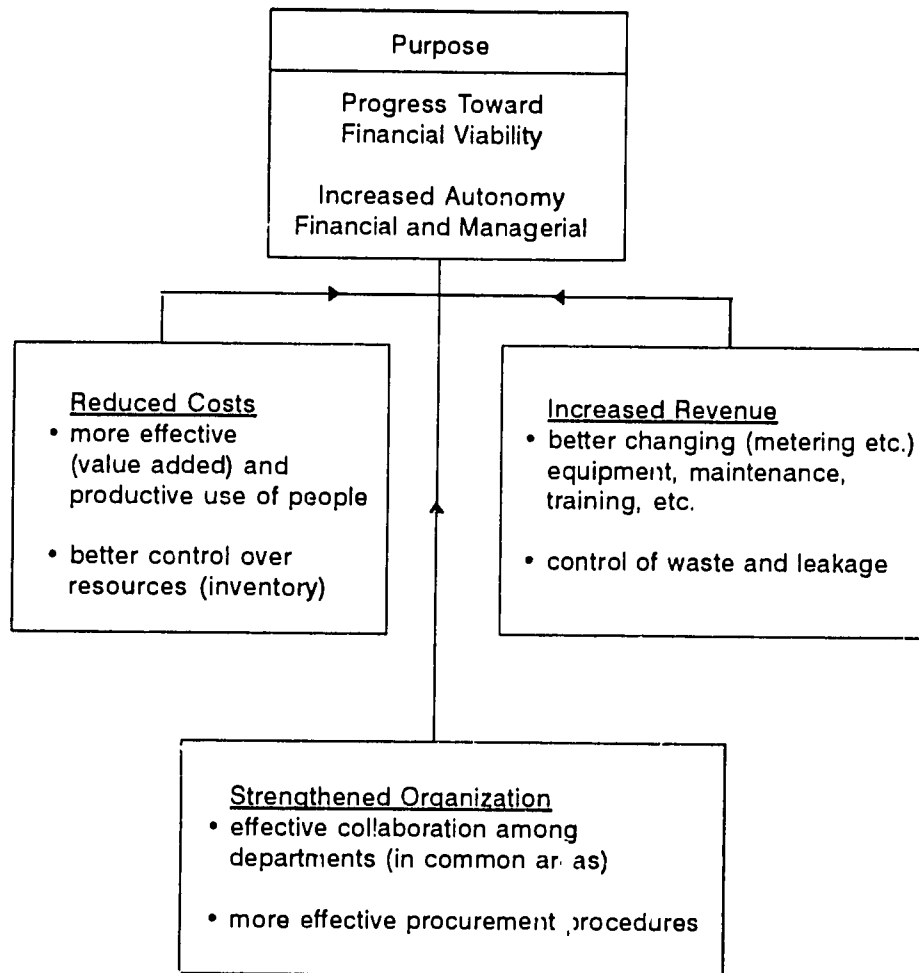
- **Strong Interest in the Project and Its Potential:** All interviewees were convinced of the importance of this project to the future of GOGCWS and the USAID portfolio in the water and wastewater sector in Egypt. All parties agreed that all or most of the contract tasks were needed. The issues primarily dealt with degree of emphasis and timing.
- **Concern Regarding Expectations That Go Beyond Project Scope:** The different emphases among the various parties created distrust about the motives involved in the project. Some in GOGCWS assumed that USAID had a hidden agenda for the authority. Many equated autonomy with privatization and, perhaps, reforms with layoffs and sale of GOGCWS' assets. USAID raised doubts about GOGCWS' commitment to act on the need for more strategic reforms. BVI risked being squeezed between two competing views about the project's goal as well as being held accountable for GOGCWS's and USAID's actions.
- **Widespread Alignment For Financial Viability (across levels) and How to Achieve It:** The consensus among those interviewed was that progress toward financial viability was a common goal. Many, however, differed on how to best achieve that viability. They cited various primary strategies, from more revenue to new revenues, from cost control to efficiency improvements.
- **Desire to Improve Management and Capacity for Autonomy:** Finally, most of those interviewed, in addition to focusing on financial viability, emphasized increasing managerial autonomy and capacity as an important purpose of the project activities.

## **2.2 Workshop Themes and Issues**

The findings from these data collection efforts influenced the final design of the workshop. It became clear that a consensus on the project purpose and clarification on the roles of the various participants were needed. Once this was achieved, the workshop could focus on the various issues of project implementation, such as the tasks to be implemented, the revision of

the BVI team work plan, the system for developing the revised work plan, and the most effective project management system.

The WASH team proposed the objective tree, shown in Figure 1, as a point of discussion for the project's purpose. The tree identified the project's purpose and three outcome areas, which seemed to have the clear support of the principal actors. The principals could then develop a consensus on these basic areas as a basis for the remainder of the workshop discussions.



**Figure 1**  
Objective Tree



The proposed purpose was “Progress Toward Financial Viability” and possibly “Increased Financial and Managerial Autonomy.”

The following three outcome areas were proposed:

- Reduced costs,
- Increased revenues, and
- Strengthened organization.

These outcome areas were adopted by the principals and became the focus for the small group activities during the workshop.

## **2.3 Workshop Purpose and Objectives**

As a result of the information gathered during the planning phase, the following purpose and outcomes were agreed upon for the workshop.

### **2.3.1. Purpose**

The workshop purpose was to achieve an understanding and consensus among the parties on the project purpose and the components of the MTSS Contract.

### **2.3.1. Expected Outcomes**

The desired workshop outcomes (among the participants) were expected to be as follows:

- Shared sense of project purpose
- Shared sense of desired project outcomes
- Strong sense of team
- Useful input to project scope of work
  
- Input and procedures for revising project work plan
- Guidelines for effective project management
- Increased understanding of the project, its participants and components.

## Chapter 3

# WORKSHOP PROCESS

### 3.1 Workshop Participants

Fifty-nine people from GOGCWS, USAID, and the BVI team attended the workshop. (See Appendix D for a list of participants.)

GOGCWS was represented by 42 participants from all departments of the organization. The chairman attended the first full day and the afternoon sessions on the second and third days. Other government officials who attended parts of the workshop included the Undersecretary for Utilities of the Ministry of Housing and representatives from the Management Audit Authority and the Ministry of Finance. USAID was also well represented. The project officer attended the full workshop and the head of the Institutional Development Branch in UAD attended the first and third days. The office director for UAD and Associate Director for Infrastructure attended part of the last day. Finally, all members of the BVI team currently in Egypt attended, including the U.S.-based project manager, four expatriates, and four Egyptian team members.

### 3.2 Workshop Organization

The workshop was held over a three-day period. The consultants designed the workshop to include a mix of presentations, small group discussions and report-outs, plenary discussions, and a panel discussion.

The sessions started at 9:00 a.m. and concluded at 5:45 p.m. (The full workshop agenda is presented in Appendix E.) GOGCWS proposed this schedule to conform to its established work day.

### 3.3 Actual Proceedings

#### 3.3.1 Day 1

GOGCWS and USAID delivered the opening remarks for the plenary session. The workshop goals, objectives, and proposed agenda were discussed, and the group developed a list of expectations and working norms.

The group also reviewed the results of the WASH consultants' interviews. A leadership panel composed of the chairman of GOGCWS, the project manager, the chief of USAID's Institutional Branch, the BVI team leader, and the BVI senior Egyptian advisor focused on the discussion of the project purpose and desired outcomes. The panel's task was divided into two steps: to *define* (as a group) a *project purpose*, which expresses the desired impact of project

activities,” and to “agree on 5-6 project outcomes, which will support the achievement of the project purpose in different units of the organization.”

The panel used the framework described in Section 2.2 to achieve a consensus. They agreed on a statement of purpose and distributed it the next day for clarification. The final version is reproduced in Section 4.1 of this report.

### **3.3.2 Day 2**

At the plenary session they reviewed the first day’s results and then divided into five working groups. The groups were asked to define three milestones for each outcome that could demonstrate progress. Two working groups focused on the project outcome of revenue generation, two focused on the cost reduction outcome, and one addressed the outcome of strengthened organization. The groups’ recommendations are presented in Appendix F.

Following this discussion, the BVI team presented the existing scope of the MTSS Contract. The participants divided into the same small groups and were then asked to study the existing scope of the contract and for each project outcome to list the tasks or subtasks that required emphasis, de-emphasis, change, addition, or deletion, in order to make each outcome more likely to be achieved.

### **3.3.3 Day 3**

On the last day of the workshop, the group resumed small group discussions to develop recommendations on the scope of work. They presented their findings to the Steering Committee that afternoon so that the chairman of GOGCWS could participate in the discussions. The small groups then resumed their analysis of the existing MTSS scope of work.

The plenary session that followed addressed the issues relating to working together to manage the project effectively. Following that discussion, the participants were grouped according to the following functions: GOGCWS Project Implementation, GOGCWS Finance and Management, GOGCWS Technical Affairs, USAID, and BVI. The groups were asked to determine which areas were important to resolve for GOGCWS, USAID, and the contractor to manage the project effectively, to suggest contributions each group could make, and to request what they needed from the other groups. The questions and results are presented in Appendix G.

Two presentations were then made to the Steering Committee. First, the participants’ project management requirements were then reviewed and discussed. Second, the rapporteurs of the working groups from the scope of work discussion on day two presented their recommendations for revisions to the existing tasks. These are included in Appendix H.

The session ended with the Steering Committee promising to study the input of the groups, to determine the priorities, and deliver them to BVI within one week from the date the recommendations are compiled and formally presented to the committee.

The workshop concluded with remarks from GOGCWS’ chairman, USAID, and BVI about their commitment to implement a successful project.

## Chapter 4

### WORKSHOP RESULTS

#### 4.1 Outcomes

- The workshop produced a clearer understanding of the project among a wide range of GOGCWS management. This will make future discussion of project issues much more productive.
- The workshop confirmed a clear, common purpose for the project. This alignment among the leadership, and to a large extent among middle managers, should form a solid base for developing and implementing a work plan.
- The executive panel, composed of the leadership of GOGCWS, USAID, and BVI, adopted the following project purpose:

**The purpose of the project (and project activities) is promoting the financial viability of GOGCWS. Financial viability goals and time lines for GOGCWS are to be agreed to between GOGCWS & USAID at a later date. The priority of the project activities will be determined by virtue of their contribution to this overall direction (i.e. financial viability).**

**Three goals or outcomes were agreed to by the panel as paths to the project purpose: revenue enhancement, cost reduction, and organizational strengthening. These goals or outcomes can form the focus for a range of project activities.”**

- The workshop established a set of proposed milestones, or strategies, related to each of the three agreed-upon project outcomes. These milestones should form the basis for areas of priorities among the many possible project tasks. (See Appendix F.)
- The workshop produced a number of specific inputs to the existing scope of work and suggestions for areas of increased or decreased emphasis. These are included in Appendix H and were presented to the GOGCWS Project Steering Committee to assist the BVI team in revising its work plan.
- The workshop resulted in increased awareness and understanding regarding the needs of the three organizations. These should be very useful as the groups plan a system to effectively manage the project. (See Appendix G for a list of project management requirements.)

## **4.2 Participants' Evaluations**

The participants were given several opportunities to evaluate the workshop. Each day they completed short questionnaires about the progress of the workshop and how it was meeting their needs. These formative inputs were used on an ongoing basis to fine-tune the agenda.

Participants were also asked, at the end of the third day, to answer the following six questions:

- How well did the workshop meet your expectations?
- How well did the workshop achieve its objectives?
- What were the most useful parts of the workshop, and why?
- What were the least useful parts, and why?
- What could be done to improve future workshops of this kind?
- Any other comments or feedback about this workshop?

The results from the final workshop evaluation are presented in Appendix I. A total of 49 final evaluation forms were returned for this report.

The answers to the first two questions were very positive. All but one respondent answered "very well" or "well" to the questions.

The majority of the comments were positive and centered around clarity of the project purpose and components, consensus and commitment relative to the project outcomes, and the value of discussions to achieve the above. The few negative comments revolved around time. These were divided almost along agency lines, with most of the GOGCWS participants commenting about "not enough time," while some USAID and BVI participants felt that either the flow had been too slow or the WASH facilitators could have been more directive in keeping things moving more quickly.

A majority of respondents requested that similar workshops be repeated throughout the life of the project. GOGCWS participants requested that, in the future, the actual documents to be discussed be distributed for prior review. A few suggested that the workshop be residential to allow more time for discussions. Finally, several individuals requested that the proceedings be recorded, compiled, and distributed to the participants.

## Chapter 5

### RECOMMENDATIONS

#### 5.1 Overall Perceptions of the Workshop

##### 5.1.1 Positive Comments

Participation by all parties—GOGCWS, USAID, and the BVI—team exceeded expectations. The three organizations, the individuals, and the senior managers exhibited enthusiasm, positiveness, cooperation, and a willingness to accept change. This was evident during the pre-workshop activities, which included weekend assignments. This quality was maintained throughout the workshop, despite the time pressures and the controversial nature of the issues discussed.

The bilingual nature of the workshop was a major factor in its effectiveness. The benefits of using dual language flipcharts and bilingual facilitation clearly outweighed the cost, which sometimes meant slowing down the pace of discussions.

The workshop benefited from the fact that all parties supported and accepted the WASH team, even when it tackled sensitive and difficult issues.

Finally, the workshop enjoyed an excellent location. The space and break-out areas were very good, as was the backup support from the hotel staff.

##### 5.1.2 Constraints

The following few constraints limited the workshop results:

- Three days were insufficient to allow for more than general input to the revision of the work plan. This was particularly true in view of the need to also address issues related to purpose and strategies. In a sense the workshop involved a combination of two quite complete workshop agendas simultaneously.
- Many GOGCWS participants were not previously aware of the current scope of work and the work plan details. This limited in-depth investigations of the implications of revisions to the scope.
- The nonresidential design of the workshop may have contributed to the lack of time available.

## 5.2 Recommendations

The results of the interviews and the workshop suggest the following:

- *Continue and build on the collaborative climate of the workshop.*

Without genuine collaboration, it is unlikely that the project will have any sustainable results. Inevitably, there is pressure to obtain outputs, and collaborative outputs take longer to produce. Even the workshop tested the commitment to allow the time necessary to involve the wide range of participants effectively. From the WASH consultants' perspective, that investment paid off very well. For the same to occur in the project, all organizations will need to appreciate the value, and costs, of real collaboration.

- *Make full use of Egyptian members of the consulting team.*

Given the potential limitations of language, if the project is to succeed, the BVI team will need to work through people who can communicate with the large group of GOGCWS managers and staff.

- *Hold one or more follow-up workshops.*

Many participants suggested holding similar events six months or one year after implementation to review the progress and gaps and to keep the process on course. The period just before the annual work plan review may be an appropriate time.

- *Create a joint governing structure for the project.*

The shared and collaborative spirit can best be fostered during the implementation of the project if a joint committee (with representation from GOGCWS, USAID, and BVI) had overall direction of the project. This can be achieved either by adding BVI and USAID representatives to the existing Steering Committee or by creating a "Super Steering Committee" to review major project decisions.

- *Focus on internal GOGCWS communication and information.*

It is extremely valuable to keep all GOGCWS staff informed about the project and its development. One way is to issue brief and regular newsletters (such as the GOGCWS newsletter). It will be important to share some news about the project every 3-4 weeks with everyone in the organization. The Project Unit should disseminate the work of individuals who may be working on various project tasks, whether they are from the core implementation group, from the BVI team, or from another part of the organization. This will indicate the breadth and importance of the project and also increase the sense of team work and identification with the project results within the organization.

- *Develop a strategic plan around the project purpose.*

The shared common purpose (financial viability and increased autonomy) among the three principal organizations provides a framework to explore strategic options for fulfilling that

purpose. That exploration would seem to be a major part of the project's strategic planning activity.

This process would define the aspects of strategy that are within the manageable interest of GOGCWS and that contribute to the overall strategic objective. Some initial questions come to mind: Is some kind of consumption-based pricing structure necessary to create incentives for conservation and political acceptance of price increases and differentials? If not, what alternative might work? If so, is full metering of consumption necessary to make this system function? If not, what alternative might work? If so, does this imply lower revenues in the short term and a longer investment recovery timeline than originally conceived? How might this period be supported for both maintenance system and capital investment?

These questions need to be explored in an appropriate setting with the major stakeholders. These certainly include the three principals in this project, but may include others who have interest in this goal, such as other government agencies or utilities. Once strategies are selected—with metering or without metering—the organization can gear up to implementation, taking into account planning for all implications, such as the need for deficit financing for the short term. In this way, there is real hope for meeting the strategic goal. Without such clear strategic choices, GOGCWS may remain in limbo regarding these difficult decisions and not move forward effectively.



**Appendix A**

**BLACK & VEATCH TEAM PROPOSAL SCHEDULE OF ACTIVITIES**

TASK/SUBTASK	YEAR 1	YEAR 2	YEAR 3	YEAR 4
<b>TASK 100 - TRAINING AND MANPOWER DEVELOPMENT</b>				
Subtask 110 - Priority Training				
Subtask 120 - Training System Planning				
Subtask 130 - Training Systems Development				
Subtask 140 - Training Center				
Subtask 150 - Training Related Personnel Practices Improvement				
<b>TASK 200 - TWINNING EXCHANGE</b>				
Subtask 210 - Twinning Exchange Agreement				
Subtask 220 - Twinning Exchange Management				
Subtask 230 - Special Events				
<b>TASK 300 - PURCHASING AND INVENTORY MANAGEMENT</b>				
Subtask 310 - Current Practices and Procedures				
Subtask 320 - System Strategy				
Subtask 330 - Material Handling Equipment				
Subtask 340 - System Education				
<b>TASK 400 - WATER WASTE REDUCTION PROGRAM</b>				
Subtask 410 - Leakage Control Program				
Subtask 420 - Meter Replacement Program				
Subtask 430 - Water Measurement Studies				
Subtask 440 - Water Production Studies				
<b>TASK 500 - CENTRAL LABORATORY</b>				
Subtask 510 - Central Laboratory Equipment				
Subtask 520 - Process Control Training				
Subtask 530 - Filtration Plant Simulator				
Subtask 540 - Simulation Study Transfer				
<b>LEGEND</b>				
	- REVIEW		- QUARTERLY REPORT	
	- PREPARATION		- ANNUAL REPORT	
	- IMPLEMENTATION		- PROCURE COMMODITIES/EQUIPMENT	
	- ON GOING		- INSTALL COMMODITIES/EQUIPMENT	



TASK/SUBTASK	YEAR 1	YEAR 2	YEAR 3	YEAR 4
<b>TASK 600 - MANAGEMENT INFORMATION AND COMPUTERIZATION</b>				
Subtask 610 - Management Information System	[Solid bar from start of Year 1 to end of Year 3, then dashed line]			
Subtask 620 - System Development and Implementation	[Solid bar from start of Year 1 to end of Year 3]			
Subtask 630 - Installation and Training	[Hatched bar from start of Year 1 to end of Year 3, with 'TRAINING' text]			
<b>TASK 700 - MAINTENANCE FACILITIES AND EQUIPMENT</b>				
Subtask 710 - Needs Review	[Hatched bar in Year 1, then inverted triangle]			
Subtask 720 - Upgrade Program Development	[Solid bar from start of Year 2 to end of Year 3]			
Subtask 730 - Upgrade Program Installation	[Solid bar from start of Year 3 to end of Year 4]			
Subtask 740 - Upgrade Program Training	[Solid bar from start of Year 3 to end of Year 4]			
<b>TASK 800 - MANAGEMENT DEVELOPMENT Program</b>				
Subtask 810 : Management Development Program Consulting	[Hatched bar from start of Year 1 to end of Year 4]			
Subtask 820 - Management Training Program	[Hatched bar in Year 1, Year 2, Year 3, and Year 4]			
Subtask 830 - Strategic Planning Assistance	[Hatched bar in Year 1, Year 2, Year 3, and Year 4]			
<b>TASK 900 - PROJECT REPORTS</b>				
Subtask 910 - Benchmarks	[Hatched bar from start of Year 1 to end of Year 3, then dashed line]			
Subtask 920 - Quarterly Progress Reports	[Diamond symbols in Year 1, Year 2, Year 3, and Year 4]			
Subtask 930 - Annual Progress Reports	[Diamond symbols in Year 1, Year 2, Year 3, and Year 4]			
Subtask 940 - Project Completion Report	[Solid bar in Year 1, Year 2, Year 3, and Year 4]			
Subtask 950 - Special Reports and Studies	AS NEEDED			
<b>WORKSHOPS / SEMINARS</b>	[Small hatched bars in Year 1, Year 2, Year 3, and Year 4]			
<p><b>LEGEND</b></p> <ul style="list-style-type: none"> <li>[Solid bar] - REVIEW</li> <li>[Hatched bar] - PREPARATION</li> <li>[Solid bar] - IMPLEMENTATION</li> <li>[Dashed line] - ON GOING</li> <li>[Diamond] - QUARTERLY REPORT</li> <li>[Diamond] - ANNUAL REPORT</li> <li>[Inverted triangle] - PROCURE COMMODITIES/EQUIPMENT</li> <li>[Inverted triangle] - INSTALL COMMODITIES/EQUIPMENT</li> </ul>				



## **Appendix B**

### **SCOPE OF WORK**

#### **EGYPT: Start-up Workshop Cairo Water II Institutional Support Contract**

##### Background

GOGCWS is responsible for the planning, design, and execution of water supply systems in Greater Cairo. GOGCWS is also responsible for the operation and maintenance of the water purification plants, reservoirs, and networks in the served area. GOGCWS employs 12,000 persons in a range of technical and administrative fields.

In May 1989, WASH provided two consultants to USAID/Cairo to facilitate a workshop for top and middle management of GOGCWS. This workshop took place to ensure that, before funding institutional development activities, these managers effectively participated in reviewing consultants' past recommendations, identified gaps or mistakes in past reports, and fully discussed what changes they would like to make in GOGCWS over the next 10 years. Based on the workshop, and on work done by previous consultants, the WASH team drafted the terms of reference for the RFP for the Institutional Support Project.

GOGCWS, under a separate long-term contract, has engaged the services of a technical assistance team whose purpose will be to upgrade management and services through a wide range of training interventions, systems changes, and commodity procurements. The start-up workshop will be the first one of two or perhaps three tasks set up to obtain a review of the institutional development contract and to provide independent technical assistance to GOGCWS, so that they may get the full benefit of this large contract. These tasks are intended to assist top management in project planning and direction, in measuring progress toward meeting its institutional goals, and in building an effective management team. This scope of work is for the first of these tasks.

##### Tasks

1. Prior to departing for Egypt, read background material provided by the USAID Mission.
2. Participate in a Team Planning Meeting in Washington prior to departure, to prepare for the assignment.
3. Interview staff from USAID, GOGCWS, and the contractor, prior to the workshop, to determine their views on the key issues to be addressed in the workshop.

4. Analyze the interview data and design a three- to four-day workshop. Review the design with key A.I.D., contractor, and GOGCWS staff.
5. Conduct the workshop.
6. Write a report summarizing the workshop results and providing recommendations for follow-up.
7. Debrief key USAID, GOGCWS, and contractor staff prior to departure.

#### Target Audience

Workshop participants should include the key A.I.D. staff involved in project monitoring, all the resident technical assistance team, and the top 30 or so senior managers in GOGCWS. The number 30 is arbitrary. In general, it is better to invite more people because of the importance of the GOGCWS buy-in to this type of project.

#### Expected Outcomes

- A common basis of information about the background, scope, and purpose of the project
- A better understanding of roles and responsibilities
- A better understanding of how to increase the fiscal and managerial autonomy of GOGCWS through the MTSS Contract
- Agreement on how to refocus the institutional development component in the MTSS Contract
- Improved relationships and written agreements for working together
- Agreement on the next steps leading to the development of the MTSS work plan

#### Workshop Methodology

The workshop will be highly participatory, providing opportunities to address issues in small groups. Plenary sessions will include report-outs from small groups and presentations on the project, as well as key inputs for the group's consideration. The WASH consultants will act as facilitators in the workshop, which means that they will actually lead the sessions, except for certain presentations.

#### Personnel

The workshop will require the following three consultants:

- A workshop facilitator experienced in organizational development, with extensive developing country experience

- An engineer/project management specialist, who is fluent in Arabic and has detailed knowledge of Egypt
- A utility finance specialist with extensive overseas experience

#### Level of Effort

The assignment will take about 2 - 2 1/2 weeks, or approximately 20 person days of effort each. The first week will be for interviews and workshop preparation; the second week is for the workshop. The rest of the time will be spent on report writing and debriefing.

#### End Product

The main deliverable will be a workshop report, which will include the following:

- Planning for the workshop
- Overview of the workshop design
- Agreements made during the workshop
- Consultant recommendations for follow-up

#### Time Frame

It is anticipated that the workshop will take place sometime in early to mid-March 1993.

## Appendix C

### LIST OF INDIVIDUALS INTERVIEWED

#### GOGCWS

- Eng. Saad El Deeb	Chairman
- Eng. Adel El Towery	Vice Chairman for Tech. Affairs
- Eng. Affaf El Marakbi	Project Manager
- Mr. Hossam S. Oen	Vice Chairman for Fin. & Admin.
- Mr. Mahmoud El Balbisi	Hd. Ctrl. Dept. Fin. Affairs
- Eng. Salah Eldin Abdel Razek	Hd. Ctrl. Dept. Stations
- Mr. Salem El Feki	Hd. Ctrl. Dept. Admin.
- Eng. Bahai S. Shenouda	Hd. Ctrl. Dept. Networks
- Ms. Dorria Abdel Ghaffar	Budgets Govt. Acctg.
- Mr. Said El Quorashi	Organization & Admin.
- Mr. I lafez Abou El Fotouh	Financial Manager
- Mr. Mokhtar Ei Moaz	Legal Manager
- Eng. Mahrous M. Mahrous	Technical Member
- Mr. Bahgat E. Diab	Inventory Fincl. Cntrl.
- Eng. Farah Kamel	Gen. Mgr. Elec/Mech. Prjs.
- Eng. Abdel Aziz Mahmoud	Civil Projects
- Eng. Mahmoud Abou El Naga	Rod El Farag Station
- Eng. Mahmoud Abou Khalaf	Projects Department
- Eng. Ibrahim El Desouki	Stations
- Mr. Safwat Ismail	Financial Affairs
- Mr. Mohamed El Feki	Financial Affairs
- Mr. Fathi El Tohami	Financial Affairs
- Ms. Fatma Fahmi	Training Department
- Mr. Mohamed Abdel Gelil	Purchasing
- Ms. Faika Mahmoud Hindi	Scholarships
- Mr. Mahmoud Abdel Magid	Warehousing
- Mr. Hussein El Fass	Metering
- Mr. Abdel Samad Hussein	Subscriptions
- Mr. Ahmed Abdel Azziz	Collections
- Ms. Doreya Hassan	Gen. Mgr. Budgeting
- Mr. Gad AbdelAziz Hussein	Subscribers Accounts
- Mr. Ahmed El Gabri	Gen. Mgr. Follow-up
- Mr. Shawki Sadek	Computer Department
- Mr. Farouk Allam	Customer Accounts
- Mr. Abdel Rahman Abdallah	Revenues
- Mr. Abdel Azziz Abou ElFadl	Collections
- Mr. Ahmed Maher	Head Labor Union

## **USAID**

- Mr. Alvin Newman Chief Institutional Support Branch - UAD
- Mr. Seifallah Hassanein Project Officer

## **BVI Team**

- Mr. Wayne West Home Office Project Manager
- Mr. John Dalton Team Leader
- Mr. Vincent Niemeyer Training Advisor
- Mr. Joseph Brown Finance Advisor
- Mr. Sher Singh Administrative Manager
- Mr. Hussein Talaat Eid Advisor
- Mr. Mohamed El Wardani Advisor



## Appendix D

### WORKSHOP PARTICIPANTS/GOGCWS PARTICIPANTS

- Eng. Saad El Deeb Chairman

#### Steering Committee Members

- Eng. Adel El Towery Vice Chairman for Tech. Affairs
- Eng. Affaf El Marakbi Project Manager
- Mr. Hossam S. Oen Vice Chairman for Fin. & Admin.
- Mr. Abd Elfattah Nosseir Advisor to Chairman
- Mr. Mahmoud El Balbisi Hd. Ctrl. Dept. Fin. Affairs
- Eng. Magdi Morgan Hd. Ctrl. Dept. Projects
- Eng. Salah Eldin Abdel Razek Hd. Ctrl. Dept. Stations
- Mr. Salem El Feki Hd. Ctrl. Dept. Admin
- Eng. Bahai S. Shenouda Hd. Ctrl. Dept. Networks
- Mr. Youssef Kamal Hd. Ctrl. Dept. Legal Affairs
- Mr. Moustafa El Balsha Gen. Mgr. Labs. & Research
- Ms. Dorria Abdel Ghaffar Budgets Govt. Acctg.
- Mr. Said El Quorashi Organization & Admin.

#### Project Management Group

- Mr. Hafez Abou El Fotouh Financial Manager
- Mr. Mokhtar El Moaz Legal Manager
- Eng. Mahrous M. Mahrous Technical Member
- Mr. Gamal Abdel Moneim Secretariat

#### Other GOGCWS Staff

- Mr. Bahgat E. Diab Inventory Fincl. Cntrl.
- Eng. Farah Kamel Gen. Mgr. Elec/Mech. Prjs
- Eng. Abdel Aziz Mahmoud Civil Projects
- Eng. Mahmoud Abou El Naga Rod El Farag Station
- Eng. Ahmed Soliman El Fostat Station Mgr.
- Eng. Mahmoud Abou Khalaf Projects Department
- Eng. Ibrahim El Desouki Stations
- Mr. Safwat Ismail Financial Affairs
- Mr. Mohamed El Feki Financial Affairs
- Mr. Fathi El Tohami Financial Affairs
- Ms. Fatma Fahmi Training

- Mr. Mohamed Abdel Gelil Purchasing
- Ms. Faika Mahmoud Hindi Scholarships
- Mr. Mahmoud Abdel Magid Warehousing
- Mr. Hussein El Fass Metering
- Mr. Abdel Samad Hussein Subscriptions
- Mr. Ahmed Abdel Azziz Collections
- Ms. Doreya Hassan Gen. Mgr. Budgeting
- Mr. Gad AbdelAziz Hussein Subscribers Accounts
- Ms. Fatma Soliman
- Mr. Ahmed El Gabri Gen. Mgr. Follow-up
- Mr. Shawki Sadek Computer Department
- Mr. Farouk Allam Customer Accounts
- Mr. Abdel Rahman Abdallah Revenues
- Mr. Abdel Azziz Abou ELFadl Collections
- Mr. Abou Serea Hassan Legal Dept.
- Mr. Ahmed Maher Head Labor Union

### **PARTICIPANTS FROM OUTSIDE GOGCWS**

#### **Government of Egypt**

- Eng. Abdel Salam Awad Under Secretary MOH, Utilities
- Mr. Attia Hamad Council of State Rep.
- Mr. Adel Abdel Moati Gaafar Brd. Mmbr. from Min. Finance
- Mr. Ayman Salem Management Audit Authority
- Mr. Helmi Zein Al Abedeen Mgt. Audit Authority

#### **USAID**

- Mr. Paul Thorn Associate Director
- Mr. Frederick Guymont Office Director - UAD
- Mr. Alvin Neuman Institutional Branch - UAD
- Mr. Seifallah Hassanein Project Officer
- Mr. Moenes Yoanes Project Officer
- Mr. Mohamed El Alfi Project Officer
- Mr. Mohamed Youssef Procurement Officer

#### **BVI Team**

- Mr. Wayne West Project Manager
- Mr. John Dalton Team Leader
- Mr. Vincent Niemeyer Training Advisor
- Mr. Joseph Brown Finance Advisor

- **Mr. Sher Singh**                      **Administrative Manager**
- **Mr. Hussein Talaat Eid**            **Advisor**
- **Mr. Mohamed El Wardani**        **Advisor**
- **Mr. Assaad Abd Elfattah**        **Advisor**
- **Ms. Hanaa Adly**                    **Secretary**

## Appendix E

### WORKSHOP AGENDA

#### DAY ONE—SUNDAY, MAY 9

- 9:00—10:30    SESSION ONE—WORKSHOP INTRODUCTION  
WELCOME REMARKS (GOGCWS-USAID-BVI)  
INTRODUCTORY REMARKS  
DESIRED OUTCOMES OF WORKSHOP  
INTRODUCTION OF PARTICIPANTS  
WORKSHOP AGENDA, PROCESS & LOGISTICS  
WORKSHOP NORMS
- 10:30—11:00    REFRESHMENTS
- 11:00—12:30    SESSION TWO—PROJECT PURPOSE  
INTERVIEW RESULTS—WASH  
PANEL DISCUSSION (Project Purpose & Desired Project Outcomes)—GOGCWS, USAID, BVI  
QUESTIONS & DISCUSSIONS—PARTICIPANTS
- 12:30—13:30    SESSION THREE—PROJECT PERFORMANCE INDICATORS  
GROUP DISCUSSIONS
- 13:30—14:00    COFFEE—BREAK
- 14:00—14:30    SESSION THREE (CONT.)  
PLENARY—REPORTS & CONCLUSIONS
- 14:30—15:30    SESSION FOUR—OVERVIEW OF EXISTING SCOPE OF WORK  
FOR MTSS CONTRACT  
PRESENTATION—BVI TEAM  
QUESTIONS & ANSWERS—PARTICIPANTS
- 15:30—15:45    DAILY EVALUATION
- 15:45            LUNCH

**DAY TWO—MONDAY, MAY 10**

- 9:00—11:00    SESSION FIVE—INPUT TO SCOPE OF WORK  
                  GROUP DISCUSSIONS  
                  PLENARY—REPORTS & DISCUSSION
- 11:00—11:30    REFRESHMENTS
- 11:30—13:00    SESSION SIX—INCORPORATION OF GROUP INPUT  
                  STRUCTURED MEETING OF THE PROJECT STEERING  
                  COMMITTEE  
                  QUESTIONS & DISCUSSION
- 13:00—13:30    COFFEE BREAK
- 13:30—15:30    SESSION SEVEN—COLLABORATION FOR WORK PLAN REVISION  
                  GROUP DISCUSSIONS (LED BY BVI TEAM)  
                  REPORTS & CONCLUSIONS  
                  QUESTIONS & DISCUSSION
- 15:30—15:45    DAILY EVALUATION
- 15:45            LUNCH

**DAY THREE—TUESDAY, MAY 11**

- 9:00—11:30     SESSION EIGHT—PROJECT MANAGEMENT  
                  PLENARY—AGREEMENT ON CRITERIA FOR WELL MANAGED  
                  PROJECT—PARTICIPANTS  
                  GROUP DISCUSSIONS (GOGCWS, BVI, USAID)  
                  PLENARY—REPORTS, SHARING AGREEMENTS, & NORMS
- 11:30—12:00    REFRESHMENTS
- 12:00—14:00    SESSION NINE—PLENARY CLOSING SESSION  
                  NEXT STEPS  
                  CLOSING REMARKS (GOGCWS, USAID, BVI, WASH)
- 14:00—14:30    SESSION TEN—WORKSHOP EVALUATION
- 14:30            LUNCH

## **Appendix F**

### **MILESTONE STRATEGIES FOR PROJECT OUTCOMES**

The workshop participants agreed to define three outcomes as indicative of progress towards achieving the project purpose. These outcomes are as follows:

- Cost Reduction
- Revenue Generation
- Managerial Strengthening

The participants divided into five working groups: two on cost reduction, two on revenue generation, and one on management strengthening, and their defined milestones (strategies) to measure progress towards achievement of each of the project outcomes.

The results of each working group's recommendations are produced on the following pages.

## **COST REDUCTION PROJECT OUTCOME**

### **Group 1 Recommendations**

#### **Milestones**

- 1- Classification Study of Workforce
  - Increased production with existing labor force
- 2- Training
  - Less spare parts
  - Increased production
- 3- Leak Detection & Reduction
  - Decrease in unaccounted for water or lost water
- 4- Selected Metering
  - Cost-effective metering
- 5- Computers and Microfilm
  - More accessible information
  - Reduction in storage costs for documents and people

### **Group 2 Recommendations**

#### **Milestones**

- 1- Training
  - Provide job training
  - Upgrade
  - Offer balance (job)
  - Change job
  - Correct the problems
- 2- Reduction in Personnel
- 3- Self-sufficient Enterprise
  - plastic pipes
  - Clothes
  - Safety equipment
- 4- Improve Employee Safety and Welfare
- 5- Reduce Water and Materials Loss
- 6- Modern Management Systems (Computer/Microfilm)



## **REVENUE GENERATION PROJECT OUTCOME**

### **Group 1 Recommendations**

<b><u>Milestones</u></b>	<b><u>Existing Situation</u></b>	<b><u>Measures</u></b>
1- Connections	<ul style="list-style-type: none"><li>■ Illegal</li><li>■ Waiting list</li></ul>	<ul style="list-style-type: none"><li>■ Legal</li><li>■ No waiting list</li></ul>
2- Sale of Water	<ul style="list-style-type: none"><li>■ Average</li><li>■ Illegal consumption</li></ul>	<ul style="list-style-type: none"><li>■ 100% metered</li><li>■ Legal consumption</li></ul>
3- Rate for Meter Maintenance	<ul style="list-style-type: none"><li>■ Very low, does not cover cost of maintenance</li></ul>	<ul style="list-style-type: none"><li>■ balance &amp; extra for replacement</li></ul>
4- Non domestic Users implementation	<ul style="list-style-type: none"><li>■ Lack implementation of law</li></ul>	<ul style="list-style-type: none"><li>■ 100%</li></ul>
5- New Income Sources income	<ul style="list-style-type: none"><li>■ None</li></ul>	<ul style="list-style-type: none"><li>■ Increased income</li></ul>
<ul style="list-style-type: none"><li>■ Computer</li><li>■ Laboratory</li><li>■ Workshop</li><li>■ Equipment</li><li>■ Consultation</li><li>■ Self-funding</li></ul>		

Note: Selling price of one produced cubic meter of water

### **Group 2 Recommendations**

#### **Milestones**

- 1- Separation of Billings by Function  
Milestone = one year
- 2- Accurate Charging for Consumption  
Milestone = two years
- 3- Reduction of the Number of Illegal Connections  
Milestone = three years
- 4- Disposing of Excess Property  
Milestone = six months
- 5- Commercialization of the Activities  
Milestone = six months

## **MANAGERIAL STRENGTHENING PROJECT OUTCOME**

### **Milestones**

- 1-                                   **Job Description and Classification**  
  
Milestone = description card for each department and position
- 2-                                   **Manpower Assessment**  
  
Milestone = report on performance rates and position allocations
- 3-                                   **Decentralization of Manpower with Suitable Delegation**  
  
Milestone = match between Authority and position description
- 4-                                   **Modification of GOGCWS Decree to Empower the Authority to Undertake Institutional Reforms**  
  
Milestone = modified decree
- 5-                                   **Modification of Parts of the Procurement Laws and Procedures**  
  
Milestone = Improved execution rate (time—money)

## **Appendix G**

### **REQUIREMENTS FOR PROJECT MANAGEMENT**

The following are the requirements the workshop participants defined as critical to the successful management of the MTSS Contract. These were developed in answer to the following questions:

- What areas are important to resolve for the three organizations to manage the project together effectively? (e.g communications, invoicing, counterparts)
- For the most important one or two areas:
- What contribution can your group make to make this area work effectively?
- What do you need from the other groups to make this area work effectively?

### **GOGCWS STEERING COMMITTEE**

#### What we can do

1. Follow up according to quarterly reports.
2. Provide constant evaluation and comparison to ensure achieving work schedule.
3. Cooperate with the Committee of Implementation (COI) to solve its problems.
4. Fix time and location of meetings along with the COI.
5. Facilitate the consultant tasks with respect to other organizations (i.e, Government, Ministry of Housing, etc).

#### What we need from others

1. Reports from COI
2. The consultant to set standard measures for applications and timing
3. GOGCWS' personnel to implement requirements precisely, efficiently, and honestly

## **GOGCWS COMMITTEE OF IMPLEMENTATION**

### What we can do

1. Hold periodic meetings
  - Schedule in advance according to a known schedule.
  - List all achievements and compare them to work plan.
  - List all changes that appear during implementation.
2. Provide continuous evaluation
  - Follow up for project tasks and work plan continuously.
  - Evaluate achievement in accordance with project tasks and area work plan.

### What we need from others

1. Agreed periodic reports to facilitate evaluation
2. Clear implementation results from GOGCWS divisions for control of work plan implementation
3. Quick circulation of information among different groups

## **GOGCWS FINANCIAL AND MANAGERIAL GROUP**

### Important Items for Efficient Project Management

1. The consultant has to prepare and supply the needed equipment according to proper usage timing.
2. a time schedule has to be prepared for the project.
3. Quarterly reports must be submitted for follow-up. These should be presented in a business meeting (workshop) similar to the present one.
4. Any project request from other groups should be submitted to the Financial & Managerial group for discussion and suggested solutions.
5. Full cooperation should be extended to other GOGCWS groups in financial and managerial aspects.

## **BVI TEAM**

### **Counterparts**

#### What we can do

1. Develop work program.
2. Provide advance notice.
3. Provide background of consultants.

#### What we need from others

1. Commitment of the preparation of background information

### **Agreed Milestones**

#### What we can do

1. Define the type of indicator.
2. Help to collect data (joint effort).

#### What we need from others

1. Endorsement of the indicator.
2. Timely reporting of data.

## **USAID**

The most important item for good management of the project is to appreciate the limits of each organization.

#### What we can do

1. Acknowledge that GOGCWS has limits on what it can do, but that it can serve as a spokesman within GOE for whatever it believes in.
2. Acknowledge that BVI does not implement policy reform, and they must be judged on how well they implement their contract.

#### What we need from others

1. Honest statements from GOGCWS and BVI regarding their ability to implement the intent of the contract and to make honest statements from time to time on the value of the work

## Appendix H

### INPUTS TO REVISIONS OF WORK PLAN

#### Suggestions for Workplan Modifications Increased Revenue Group 1

Revenue Milestones (Strategies):

- 1- Water Connection
- 2- Water Sales
- 3- Meter Maintenance Charges
- 4- Nondomestic Users
- 5- New Revenue Sources

Contract Tasks & Subtasks	1	2	3	4	5
100 Training	*	*	*		
110 Priority Training		*	*	*	
120 Training System Planning		*	*	*	
130 Training System Development	*	*	*		
140 Training Center	*	*	*		
150 Personal Improvement			*	*	*
<hr/>					
<b>200 Twinning Exchange</b>					
210 Training Exchange Agreement		*		*	
220 Training Exchange Management		*		*	
230 Special Events	*		*		
<hr/>					
<b>300 Purchasing &amp; Inventory Management</b>					
310 Current Practices & Procedures		*	*	*	*
320 System Strategy	*	*	*	*	
330 Material Handling	*	*	*	*	
340 System Education	*	*	*	*	
<hr/>					
<b>400 Water Waste Reduction Program</b>					
410 Leakage Control Program			*		
420 Meter Replacement Program			*	*	
430 Water Measurement Schedules			*	*	
440 Water Production Schedules			*		
<hr/>					
500 Central Laboratory					
510 Central Laboratory Equipment					
520 Process Control Training					
530 Filtration Plant Simulator					
540 Simulation Study Transfer					*

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<b>600 Management Information &amp; Computerization</b>					
610	Management Information System				
620	System Development & Implementation				
630	Installation and Training				

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<b>700 Maintenance Facilities &amp; Equipment</b>					
710	Needs Review				
720	Upgrade Program Development		*		*
730	Upgrade Program Installation		*		*
740	Upgrade Program Training		*		*

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<b>800 Management Development Program</b>					
810	Management Dev. Program Consult.		*	*	*
820	Management Training Program		*	*	*
830	Strategic Planning Assistance		*	*	*

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<b>900 Project Reports</b>					
910	Benchmarks				
920	Quarterly Progress Reports				
930	Annual Progress Reports				
940	Project Completion Report				
950	Special Reports and Studies				
960	Annual Workshop (New Subtask)		*	*	*

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Suggestions for Workplan Modification Increased Revenue  
Group 2

Emphasis Tasks

140-150  
230  
320-330  
410-420  
530  
610-620-630  
710-720-730-740

De-emphasis Tasks

510

ADD New Task 1000 Commercialization of Activities

Suggestions for Workplan Modification Cost Reduction  
Group 1

Task  
 100 Training & Manpower  
 300 Purchasing  
 400 Water Waste Reduction  
 600 Management Information & Computerization  
 700 Maintenance Facilities and Equipment  
 520/530/540 Water Treatment Improvement

Add to Task 800 "Management Development"  
 Develop Standard Cost System to measure and to compare the estimated financial budget to the actual revenues and expenditures.

Result:

Better control of materials, labor, and service

Emphasis Tasks:

100 - 500 - 600 -700

Add:

- 1- To each major task subtasks = Training.
- 2- To task 200 (Twinning) add contract for interpreter
- 3- To task 300 Instruction in FIDIC
- 4- To task 800 - cost system
- 5- Add develop financial Dept. (part of task 100)

Delete:

Nothing

Suggestions for Workplan Modification Cost Reduction  
Group 2

<u>Emphasize</u> Reduction of Personnel Self-sufficient Enterprises	<u>De-Emphasize</u> Central Laboratory	<u>Add</u> Task 800 subtask
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Suggestions for Work Plan Modification Managerial Autonomy  
Group 1

<u>Emphasize</u> 810 Delegation of Authority	<u>De-emphasize</u> 110 Training Priority	<u>Add</u> 840—310 320-16) New Task 170)
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## Appendix I

### WORKSHOP EVALUATION

The participants were asked at the end of the workshop to answer the following six questions in either Arabic or English.

1. How well did the workshop meet your expectations?
2. How well did the workshop achieve its objectives?
3. What were the most useful parts of the workshop, and why?
4. What were the least useful parts, and why?
5. What could be done to improve future workshops of this kind?
6. Any other comments or feedback about the workshop?

The following is a compilation of their answers. The answers to the first two questions have been tabulated and the actual remarks to the other four questions follow.

#### **Q.1 How well did the workshop meet your expectation ?**

	<b><u>No. of Participants</u></b>
Very well	25
Well	23
Average	1
Not well	—
Not at all	—

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#### **Q.2 How well did the workshop achieve its objectives ?**

	<b><u>No. of Participants</u></b>
Very well	24
Well	23
Average	1
Not well	—
Not at all	—

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**Q.3 What were the most useful parts of the workshop, and why?**

- Discussions between different parties.
- Discussions between different parties because they clarified all needed data regarding the organization development.
- The system of discussion groups and the seriousness of the discussions.
- Giving wide chance for open discussions to approach the best results and decisions for project management.
- The benefit of discussions and talks. Arriving some constructive opinions for the project.
- Discussing the major three outcomes as well as the nine tasks made the objective of the project more clear.
- System of group discussion.
- Serious discussions.
- Exchange of opinions and thoughts.
- Discussions that clarified the prospective work of the organization.
- The interpretation (English to Arabic and vice versa) which identified the problem.
- Reaching the goal for which the workshop was perfectly arranged.
- Open discussions.
- Working groups, which represent different types of work and talk real.
- Open discussions presenting many opinions.
- GOGCWS familiarization with program. Dispelling concerns re loss of jobs.
- Project direction.
- Performance indicators.
- Scope of work (overview).
- Inputs to scope of work.
- Good organization (proper place and good preparation for sessions).
- Useful discussions (good listening - every participant was able to express).
- Sharing in ideas, and approaching target by everyone.
- All parts.
- Financial viability talks, and we hope the success of the project to reach that target.

- Identifying the project's different aspects, its target, and how to implement it.
- Positive and objective discussions.
- Identifying targets and making them clear to participants.
- Agreement on major tasks and the conviction of implementing these tasks according to the new concept of the discussion, which is autonomy.
- Discussions, which allow everybody to share in project tasks.
- Objective discussions, which led to the project targets without doubt.
- Self-resolving without outer influence and knowing the project targets.
- Working groups.
- Discussion to reach proper resolutions.
- Study and objective discussions to identify the project and its targets.
- "Find the three major impacts."
- Groups discussions and identifying tasks.
- Specifying the three outcomes clearly, which will lead to the project success.
- Efforts spared by working groups, which helped to provide better understanding of the different aspects of the project and implementation ideas.
- Meeting key staff of GOGCWS.
- Listening to concerns of GOGCWS.
- USAID input (which clarified their concerns and their expectations).
- "Discussion on Performance Indicators was interesting and needs follow up over the life of contract. USAID discussion concerning limits and contracting issues."
- Buying-in by Cairo Water personnel.
- Consensus towards goals, team building, expressions of concerns, ability to meet counter parts.
- Group sessions.
- Presentation by Cairo water personnel of their views of the priorities.
- The success in getting all the parties concerned involved enthusiastically and positively in the discussions, and clarifying the problems and proposing the realistic solutions, which were beneficial to all representatives.

- Workshop norms - Project Performance Indicator - Project Management, all well defined and presented.
- Giving the opportunity to explain the project components to the participants and enabling them to match the identified tasks in the contract to what they have in mind for the good of the organization.
- The working groups and discussions of the contract tasks, which led to goal achievements, specifying contract implementation steps and clear vision.
- My detailed knowledge of how such workshops work and the open discussions.
- The open discussions were very useful.
- Vision clarification and information attainment.
- Clarification of all points related to the project to everybody.
- Getting the exact needs to help the project from the whole delegates.
- Working groups, presenting the opinion of each group separately, and then discussing all these opinion in a collective session.

**Q.4 What were the least useful parts of the workshop, and why?**

- All parts were equally useful.
- Individual discussions, which reflect individual opinion.
- Slow start with a little too much “soft” introductory material and “mechanics.”
- Session eleven: Project Management, nothing creative came out of this session.
- In some sessions, time was not enough.
- The delay of USAID participants to come.
- “Side discussions.”
- Delay in handing printouts and summaries, as they should have been gathered, printed, and delivered on daily basis.
- The panel discussion between GOGCWS/USAID/BVI on day 1 should have been done in advance of this workshop and the results presented as a statement of goals and objectives. That would have resulted in a more focused input from the workshop group. The panel discussion was necessary and needed a facilitator but it need not have been part of the group workshop.
- It is a process. There may be other ways to meet the required ends; however, all parts make it whole.

- Topic on project management could/may be have been eliminated in favor of more focus on additional goal in scope of work.
- Group sessions; excellent opportunities for building relationships between consultant and client.
- Earlier preparation - longer time to be allocated for the workshop, five days instead of three.
- Overview of existing scope of work / Input to scope of work ... not well defined because of GOGCWS lack of knowledge about the scope of services.
- Its short time
- The workshop time was too short for a group who had no previous acquaintance to the project components; so had no chance to present all their ideas.

**Q.5 What could be done to improve future workshops of this kind?**

- More specialization (focus) for different groups.
- More specialization (focus) for different groups. Also, setting an agenda and the topics of discussion for such groups.
- Extending the workshop time.
- Data exchange.
- More interface between Steering Groups and study groups.
- Extending the workshop time.
- Data exchange.
- Demonstrating more points of view and giving more chance for discussion, which require more time.
- Extending the workshop time.
- Extending the workshop time.
- Full devotion (i.e. full time) to the workshop.
- Increasing the number of committees and sparing more time to enrich the objective research for the good of the project.
- Pre-assigning the targets enough time prior to the meeting.
- Reducing the number of participants.
- Better translation facilities. Preferred to be interpretation by Head Phones.

- Prior delivery of the work plan to the participants.
- Extending the workshop time.
- Discussions in more details.
- Less ambitious agenda, give participants a list of detailed requirements to enable them to prepare for the workshop; this would save a lot of time.
- Better time management and control according to the importance of each sessions.
- The importance of having specialized interpretation.
- Giving more time for sessions comprehension for better evaluation.
- The existence of interpreter.
- More open discussions.
- Extending the workshop time to a week.
- Increasing number of participants as well as workshop time.
- Extending the workshop time to five days at least.
- Establishing such workshops outside Cairo.
- Extending the workshop time for more research and discussions.
- Extending the workshop time.
- Extending the workshop time.
- To be held annually for evaluation.
- Hold Pre-meeting to clear workshop purpose and procedures.
- Repeating the workshop once every six months or annually.
- Pre-printing project targets enough time in advance for better study.
- Highly qualified secretarial team to record all ideas and thoughts, then print and distribute them to all participants.
- Handouts in English and Arabic prepared in advance; for example, scope of work and instructions for group tasks.
- Present BVI proposal earlier in workshop agenda schedule.
- Structured.
- Perhaps, rather than three days, instead have two days with overnight allowing informal meetings with participants.

- The groups should not exceed six persons per group to have positive feedback. The recording staff should complete work in shorter time.
- In my opinion, the workshop was handled in the best (top) possible way. I wish the best of luck to WASH office in all their similar and future business.
- Increasing the number of workshops (working groups) in order to implement the contract perfectly and solving problems one by one.
- More workshop meetings and more cooperation, between all individuals.
- More meetings.
- To increase workshop time to a week, and to arrange for quarterly meetings to review progress reports.
- To be repeated annually (periodically).
- Establishing a workshop in another location and another working site.

**Q.6 Any other comments or feedback about the workshop?**

- Give more time to discuss these topics prior to attending the workshop.
- Increase ways of illustration.
- Increase the methods of illustration.
- Excellent job. Thanks.
- Very well done with a very difficult agenda.
- We need more time for preparation; preworkshop preparation.
- None. However, we should meet again to evaluate.
- I suggest to accommodate all participants in the hotel during the workshop time, also to be out of Cairo.
- We wish good luck to the three parties: GOGCWS, the consultant, and the USAID, to reach the project target.
- Pray with me for project success.
- Allow each participant to demonstrate his own report.
- Record and write all workshop discussions and distribute to all participants.
- Regretfully, due to travelling abroad, I did not attend except the last day. I wish to concentrate on the constitutional development as the law is very instrumental to follow

up with the desired development, especially knowing that observing laws along the history of the organization points the possibility to achieve requirement.

- Both of you (Tarek and Alan) are good as facilitators - kept discussion moving and summarized what was said. It would have been helpful if one of you, or someone from the audience, would have served as Group Recorder; a collective memory and a summary of what has been said and agreed on going and visible during the proceedings.
- Should have definite measures and progress as related by USAID; for example, USAID team is not in agreement on how contract should be modified.
- I believe time could have been handled better. Facilitator should control more.
- Enjoyable, a sense of humor was maintained throughout, which contributed to an open friendly grouping.
- A major key and governing factor in project success is the allocation of incentives for the GOGCWS counter parts and tying the amounts of the incentives, which should be financial, to the individual's productivity. This should be addressed by GOGCWS Chairman and Ministry of Housing. Finally, thank you and good luck.
- Quarterly meetings to be arranged for the same group in the same way to re-evaluate work progress and implement it for the good of all staff and the state.
- Quarterly meetings between all working groups, presenting work reports and continuous follow up.
- To increase workshop time to a week, and to arrange for quarterly meetings to review progress reports.