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YEAR 1 WORK PLAN NOVEMBER 2008 – OCTOBER 2009

EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROJECT

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**YEAR 2 WORK PLAN
NOVEMBER 2008 – OCTOBER 2009**

EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROJECT

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LIST OF ACRONYMS

CAPWO	Cairo and Alexandria Potable Water and Wastewater Organization
COP	chief of party
COPMU	company program management unit
DCOP	deputy chief of party
EWRA	Egyptian Water and Wastewater Regulatory Agency
GIS	global information system
GOE	Government of Egypt
GTZ	<i>Gesellschaft fur Technische Zusammenarbeit</i>
HCPMU	Holding Company program management unit
HCWW	Holding Company for Water and Wastewater
HRD	human resource development
IT	information technology
KfW	<i>Kreditanstalt fur Wiederaufbau</i>
M&E	monitoring and evaluation
MARS	Monitoring and Analysis Reporting System
MHUUD	Ministry of Housing, Utilities and Urban Development
MIS	management information system
NOPWASD	National Organization for Potable Water and Sanitary Drainage
O&M	operations and maintenance
OJT	on-the-job training
PMMES	Program Management Monitoring and Evaluation System
PMP	performance monitoring plan
PMU	project management unit
PPP	public-private partnership
SCADA	supervisory control and data acquisition
TOT	training of trainers
UFW	unaccounted for water
USAID	United States Agency for International Development
WPRR	Water Policy and Regulatory Reform Project
WWSS	Water and Wastewater Sector Support Project
WWSPR	Water and Wastewater Sector Policy Reform Project

I. OVERVIEW AND STRATEGY

A. Project Description

Building on decades of support to the water and wastewater sector primarily through capital investment projects, USAID/Egypt supports recent reform efforts by the Government of Egypt (GOE) to help promote the sustainability of the sector. While significant progress has been achieved through the creation of the Egyptian Water Regulatory Authority (EWRA) and establishment of the Holding Company for Water and Wastewater (HCWW) the need still exists to support Egyptian organizations tasked with: water production and distribution; wastewater collection, treatment, and disposal; and water and wastewater capital investments.

The Water and Wastewater Sector Support (WWSS) program provides technical services and related resources to the HCWW, and Water and Wastewater Subsidiary companies (Subsidiaries) to strengthen their capability to: (1) implement recent GOE initiatives aimed at improving the operational performance of the sector; and, (2) attract private investments through aggressive policy, legal and regulatory reforms; operate more efficiently; and be responsive to the new regulatory requirements. An important part of the program will deal with capital investment planning and program management of the Government of Egypt's (GOE) water and wastewater capital investment program. The WWSS program will build on the achievements to date, and be implemented in close coordination with other USAID and donor-supported projects in the sector that aim to improve and expand water and sanitation services.

Project Objective: The Water and Wastewater Sector Support (WWSS) program will work with national and regional institutions to improve planning and operational capabilities and to implement reforms to the water and wastewater sector in Egypt. The Contractor shall provide technical services and related resources to the MHUUD, the HCWW, and Subsidiaries to: (1) improve the operational performance of the sector; (2) increase its ability to attract private investments; and, (3) improve capital investment planning and program management of the Government of Egypt's (GOE) water and wastewater capital investment program thus improving and expanding water and wastewater service delivery to the Egyptian people.

Program tasks are focused to enable the GOE to develop and implement programs that:

- (1) Increase the financial and commercial viability of existing water and wastewater companies;
- (2) Assist HCWW in the launch of newly established regional water and wastewater Subsidiary Companies;
- (3) Develop and implement capital investment planning and program/project monitoring and management mechanism and,
- (4) Build the capacity of staff, increase managerial, technical and operational efficiency, improve the quality of services, and expand access to water and sanitation.

To achieve these objectives, the WWSS team will coordinate with and support the organizations that are central to implementing current and future water and wastewater sector reforms and efforts to improve the performance of the sector. These organizations are primarily: the Holding Company for Water and Wastewater (HCWW or the Holding Company) and selected regional Water and Wastewater Subsidiary companies (Subsidiaries). WWSS will support the implementation of key reforms and will build capacity in national and governorate-based organizations to continue providing improved water delivery and

wastewater management service to the people of Egypt into the future.

B. Strategic Approach

Our approach is customer-driven, strategic, flexible, responsive, and results oriented. Effective utility management requires sufficient human resources, assets, and management systems. When integrated into a plan and budget, for which managers are accountable, sustainability is possible.

Customer-Driven: WWSS primary clients are: the Holding Company for Water and Wastewater (HCWW), and water and wastewater subsidiary companies. We will also collaborate with the Ministry of Housing, Utilities, and Urban Development (MHUUD) as needed, in addition to a diverse group of public, private and non-government institutions and organizations working in the sector to achieve the objectives stated in this SOW.

Strategic, Flexible and Responsive: Working closely with HCWW, we will assist our clients to evaluate progress toward goals and to identify adjustments in activities that appear to be needed in light of progress achieved, lessons learned, or changes in the environment. Our team will: (a) closely monitor the political and institutional environment; (b) assess the prospects for key reforms in the sector; (c) assess progress made by the HCWW and each Subsidiary company; and (d) shift resources in a timely fashion out of areas where progress is unlikely into areas where opportunities emerge. Based on changing needs, we will recommend adjustments to this proposed Annual Work Plan to de-emphasize less promising activities and/or to capitalize on targets of opportunity.

Results Oriented: Results-oriented management is an essential element of the project. Project results and impacts will be measured in accordance with the project performance monitoring plan which will be reported on a regular basis and incorporated into the annual work-planning process.

C. Technical Assistance Program

Four components are structured within the project to organize the provision of assistance to support the essential activities of the HCWW:

Component 1: Utility Operations and Performance Management

Problem identification The relationship between the HCWW and Subsidiary operating companies is uneven, tending to be dictated by the degree of maturity of the Subsidiary. The latter have financial and operational management systems and human resources of uneven quality, and the Subsidiaries targeted by this project are among those lagging behind in performance. There is a need to re-engineer some functions to coincide with the sector's needs and requirements, and in other cases to identify functions that the private sector could more effectively provide.

Result 1.1. Roles and relationships of the HCWW and Subsidiaries improved

The holding company is most concerned with long-term issues of strategic planning, including human resource development and initiatives where economies of scale make them more cost-effective to handle centrally, while the Subsidiaries should handle operational concerns. While traditionally, holding companies are generally engaged in managing a portfolio of

investments, HCWW's role cannot at this stage confine itself to such a role. In view of the circumstances, it should maintain a strong relationship with the day-to-day operations of many of its Subsidiaries to encourage world class services provided to their communities.

That relationship must be centered initially on the HCWW's role in providing guidelines and standards, monitoring performance and service quality, ensuring regulatory compliance, and providing assistance to Subsidiaries during their formative years. In addition, HCWW as the shareholder will be responsible for appointing key executives and approving and monitoring their business plans.

Our proposal noted that we would build on financial plans developed originally for 14 HCWW Subsidiaries. We intend to fully implement business and financial planning conducted by our Utility Management Team who will work with three to five Subsidiaries to prepare a comprehensive five-year business plan to be adopted by the board of directors before the start of FY 2009-2010, and the remainder in the following year. This business plan will be more than a financial and operational plan; it will lay out programs for HRD and performance management, and significantly, contain specific performance targets against service standards and cost recovery (including depreciation) and service pricing. Most importantly, with the concurrence of HCWW and its Subsidiary boards, it will create incentive pay pools for the Subsidiaries to encourage improved service delivery, better asset management and customer satisfaction. These incentive pools will be directly linked, as well, to achievement of goals on service standards and cost recovery, as well as individual performance. This gives management and staff a vested interest in utility performance, and helps develop a corporate culture focused on performance management and accountability. Quarterly, each Subsidiary's management will be required to present progress against the business plan to the board of directors, shaping the relationship of the Holding Company and Subsidiary into a more private sector-oriented relationship of shareholder and management.

Result 1.2. HCWW performance improved

In coordination with other donor initiatives, we will work with the HCWW to redefine its evolving role as the Subsidiaries mature and to develop HRD and public-awareness plans for the holding company. As discussed above, through the business-planning process, we will help the Subsidiaries develop, and the HCWW approve, long-term HRD and compensation plans, public awareness (and consultation) plans, and a performance-based incentive system. We will provide legal, policy, and regulatory support to the HCWW to develop a fair and consistent policy for managing relations with customers for use across Subsidiaries, including required notifications, warnings, and work-out solutions. We have designed our program to work within the business plan GTZ is developing with the HCWW and provide both observation and advice to enhance not interfere with the business planning process.

Result 1.3. Subsidiary companies' performance improved

Based on approved business plans, operating company managers will have strong incentives to meet service standards in an efficient and cost-effective manner and to achieve cost recovery. Through improved systems and mentoring utility staff, we will help companies enhance the essential elements of performance management, including cost accounting and financial management systems, flow and pressure measurement, laboratory testing and quality assurance, computerized metering, billing, and collections, and a management information system (MIS). We also will assist them in submitting information through the Monitoring and Analysis Reporting System (MARS).

In cooperation with utility managers, we will use the cost-benefit approach to address priority issues that have the greatest impact on achieving service standards and cost recovery, such

as power conservation, reducing unaccounted for water (including leak detection), large-customer meter maintenance/replacement, illegal connection normalization, O&M management systems, and settlement of large arrearages.

We will focus on high-payoff issues first can demonstrate results quickly. For example, in 2006, metered consumption by Luxor's most lucrative customers — hotels — dropped by 22 percent despite increases in tourism. Improved metering of these customers could have an immediate, significant payoff. Because the need to address similar operations and maintenance (O&M) concerns we have altered our staffing to include a Water Network Specialist in addition to the water treatment and wastewater treatment specialists. This will be explained more fully below but we recognize the need to improve O&M as an essential element of improved overall performance and better service.

We will also identify potential areas for cost savings, such as shifting production from compact units to more efficient larger plants, or changing to a less frequent cycle for meter reading, billing, and collections of low-revenue domestic customers. Building on the existing financial planning and tariff analysis model, our utility finance team will train and mentor Subsidiaries to build capacity for tariff modeling and develop, during Months 7-18, long-term tariff plans for cost recovery. Recognizing that tariff increases, particularly for low-income domestic customers, are politically sensitive, we will take into account affordability issues and the results of an Organization for Economic Co-operation and Development affordability study being prepared by Chemonics Egypt. We will suggest methods for minimizing domestic tariff increases by focusing on cross-subsidization and progress toward cost recovery that can be made through reduction of costs and UFW, productivity improvements, conservation, and service expansion.

Most importantly, we will ensure that good public outreach will lay the foundation for building a constituency. This we expect will lead to a discourse between the utility and its customers who will understand not only when service is affordable but also will notice quality and reliability improvements occasioned by increased resources for the utility and discernable efforts to better serve the community.

Result 1.4. Outsourcing of Subsidiary functions considered

Our Chief of Party has significant experience in PPP and outsourcing. He will lead an analysis of utility functions that could be provided more efficiently and at better quality by the private sector. He will focus on opportunities where the effect on current operations is minimized and the benefits are greater. His analysis could include capital investment to expand service and build new facilities, or concessions for specialized functions such as outsourcing of metering, billing, and collections, which have proven successful in Jordan and Saudi Arabia. It might also include divestiture of non-core assets. After the assessment, we will provide assistance to three Subsidiary companies in support of the most promising, bankable, and politically feasible opportunities.

Component 2: Utility Management

Problem identification. The initial 14 Subsidiaries went through an intermediate stage as either government entities or public economic authorities, which allowed them to retain revenues, begin using performance management systems, and consolidate as an organization. The new Subsidiaries will be created from facilities and functions managed by disparate parts of the local administration. They require consolidation and basic organizational restructuring, conversion of accounting systems, as well as modern management systems.

Result 2.1 Subsidiary companies in selected governorates established and functioning

Our utility management team will build on the analysis conducted by Chemonics Egypt engineers during proposal stage and work achieved by WWSPR to complete a comprehensive assessment of initial conditions, including their assets, finances, human resources, organizational structure, and management systems for each of the selected utilities within the first 90 days of start of operations scheduled to begin on January 3, 2009¹. Based on this assessment, we will adjust the work plan for this component, in consultation with the HCWW and USAID.

A critical step for the new utilities is creating a new organizational structure and unifying management functions previously scattered among several organizations at multiple levels of local administration. Water functions, wastewater functions, and planning are now separately managed, while revenues collected revert directly to the Ministry of Finance. Further divisions exist. For example, Assuit divides water services for Assuit City from the rest of the governorate. Similarly, in Sohag, customer service and revenue functions report independently to separate directorates. A key initial activity will be to consolidate the “headquarters functions” of the new company into a single organization, preferably in one location. Until the Subsidiary chairman has real control over all parts of the unified organization — water and wastewater, plants and network, O&M, and revenue — the company exists only on paper.

Incentive schemes will be a key facet of the new Subsidiaries. Incentives, along with contract employees, give the Subsidiaries flexibility in human resources that is unavailable to traditional government entities. As described in Result 1.1, during the first year, our organization and compensation specialist will help each new Subsidiary adopt an incentive scheme that provides sufficient ‘base’ incentives to attract high-quality staff and meaningful performance based incentives tied to individual and utility performance.

Result 2.2. New Subsidiary companies in selected governorates efficiently managed

Certain key management systems are critical from the outset. Luxor implemented many of these systems under the Secondary Cities Project but given the backsliding in the past four years, many will need to be reinitialized or replaced. We will work with the HCWW and the management of operating companies to implement the following system upgrades in Assiut and Sohag, and where appropriate, in Luxor:

- The billing system is being procured by the HCWW. We estimate the system will be purchased and customized by early 2009, but utility staff or a contractor can begin immediate data entry of records from “book 6,” the currently used manual system for tracking customer accounts.
- A financial accounting system, probably the one used in Gharbiya. This will require identification of cost centers and extensive training of managers and staff.
- A performance measurement system for service standards. Reliable information on pressure, flows, and quality are essential to prioritizing problems and improving utility performance. We will help the companies acquire necessary equipment, such as bulk meters and pressure gauges, upgrade laboratories, and implement a program of regular measurement.

¹ Starting with Luxor, Assiut and Sohag

Result 2.3. New Subsidiary companies in selected governorates improved O&M

HCWW is particularly concerned that over many years Operations and Maintenance has been poorly managed, generally inefficient, and, at times, systematically neglected. We understand the need to address O&M as our highest priority. Efforts are underway to develop Asset Management Systems and Performance Management supported by a Monitoring and Reporting System (MARS). While these achievements are outstanding, a comprehensive understanding of the data entered into these systems has shown that the results can be unreliable.

To address this, we have altered our staffing arrangement to increase our focus on O&M. We have shifted one position from our Component 3 Program Management team to the Operations and Maintenance team as the water network specialist. The additional staff in Operations and Maintenance will focus on distribution network operations to assess utility capacity in all areas of operations: water treatment, wastewater treatment, collection and disposal and treated water distribution, connections, metering, billing and collections. In addition to improving individual knowledge of O&M through direct OJT and support, we will also focus on:

- Improved O&M support systems. We will help implement proven practices in operations maintenance management, supply chain management, work orders, and asset management. Implementation of these critical management systems will be concentrated in the first 24 months, to allow the selected Subsidiaries to catch up with the other utilities in the performance improvement program described in Component 3.

Component 3: Program Management

Problem identification. By law, only NOPWASD and CAPWO are authorized to channel GOE investment budgets and borrow from international institutions, while operating companies are confined to commercial financing and outright foreign grants. This dispersion of responsibility poses coordination challenges to the capital investment and project management processes. The 2007-2012 capital investment plan, prepared by NOPWASD and approved by the People's Assembly, was prepared without consultation with the HCWW. On the other hand, some governorate master plans did not take into account the NOPWASD document. There is considerable uncertainty about investment program responsibility in the sector. The master planning process and "crash program" of 2007 gave Subsidiaries a substantially greater role in capital investment planning and project management, and not surprisingly, exposed many weaknesses. USAID investments managed by Subsidiaries through fixed-amount reimbursement agreements will provide additional capacity-building opportunities. Improving this area is essential to effective asset management and shifting increasing responsibility to Subsidiaries.

Result 3.1. Capital planning and program management in the HCWW and selected Subsidiaries improved

The master planning process nearing completion was a valuable, but difficult, activity that took longer than expected. Approaches and results varied by Subsidiary, and some remain incomplete. We will assess the approaches taken and work with the HCWW and other donors to provide input to support process completion, and then recommend best practices and approaches. Based on the best practices identified, we will develop a capital investment planning and budgeting manual and a training module to provide for improved understanding of capital investment in approaches for Subsidiaries.

We will link the training to development of holding company program management units (HCPMUs). The key remaining challenge is preparing the National Master Plan, for which the tender was cancelled. Because the governorate master plans developed prioritized lists of capital investments, the main challenge is to roll them into the National Master Plan and develop a financing strategy for the investments required.

Result 3.2. Annual budget process tied to master planning and capital investment planning implemented

Utilities face tough decisions as population growth increases demands, while aging infrastructure is increasingly expensive to operate and maintain. We will promote the use of asset management (providing a desired level of service at the lowest life cycle cost) already begun in Minya, Gharbiya, and Cairo, as a foundation for prioritizing annual budget expenditures. This will integrate the operating budget and capital planning processes, and goes far beyond the finance department requiring active annual participation of operating managers, planning departments, and senior executives. We will finalize manuals and prepare training modules on capital investment planning during the first year of the project, and use the 2010-2011 budgeting cycle to roll out the new approach to annual budgeting.

We understand that the greatest challenge presented by this process is how to integrate HCWW and Subsidiary budgets with NOPWASD and CAPWO.

Result 3.3. Program management functions in HCWW and Subsidiaries equipped, staffed, and improved

Our Program Management Specialist, Khaled Al- Hassan, is currently building the project management unit (PMU) at the Ministry of Housing, Utilities and Urban Development (MHUUD) and rolling out PMMES. He will transition from WWSPR to lead this component.

We will create the HCPMU and simultaneously provide support to recruit and train qualified individuals to operate company program management units (COPMUs) in three Subsidiaries receiving USAID-funded capital investments, while building capacity of Subsidiary staff in these three and subsequent COPMUs. Using tools like the training modules, we will train Subsidiary staff in critical metrics such as cost performance index and schedule performance index. As PMMES is a unified system across organizations, we recommend that MHUUD make any necessary changes rather than the alternative approach of creating divergent IT systems.

Result 3.4. HCWW capacity to monitor and manage capital investment planning and project cycle strengthened

To strengthen program management capability, our team will help HCWW and its Subsidiaries develop standardized procurement documents and create site identification and acquisition, O&M planning, and advise on dispute resolution processes with contractors. We will develop the capacity of the selected Subsidiaries in these areas in Year 2, and others in Years 3 and 4. In each Subsidiary, we will help develop resource plans, including a procurement forecast for medium- and long-term service and equipment needs, as well as a database of local and national suppliers of services and equipment.

USAID-funded construction under fixed-amount reimbursement agreements will provide an opportunity to mentor Subsidiaries in capital investment planning, program management, and construction. In three Subsidiaries, we will provide support to identify qualified construction management firms and involve Subsidiary staff in their supervision as a learning experience.

Component 4: Human Resources Development

Problem identification. Even within an environment of overstaffing, Subsidiaries lack key technical and managerial skills. One of the greatest benefits of sector reform has been more flexibility in managing human resources to rationalize staff, provide increasingly market-based compensation, and attract and retain qualified professionals. However, there are still limitations, and qualified utility operators, skilled engineers, and other professionals are in demand in the private sector and abroad, particularly in the Gulf countries. It is imperative that the HCWW and its Subsidiaries adopt a more competitive approach to human resource management to attract, develop, and retain qualified professionals and develop the next generation of leaders for the water sector.

Result 4.1. Comprehensive human resource development plans in HCWW and selected Subsidiaries adopted

Operating companies are beginning to use new authorities to rationalize and upgrade staff. Although there are still constraints to staff reductions, managers have used various techniques to encourage voluntary separation and transfers. WWSPR developed initial staffing plans for a number of operating companies, but these plans need to be expanded to identify skills required for each position to allow analysis of critical skills gaps.

Working with the operating companies and the HCWW, our Human Resources Specialist will revise staffing plans for selected Subsidiaries to focus on right-sizing required staffing, recognizing that transition to these staffing levels may be challenging in the short term.

We will begin at the operating-unit level, such as pumping stations, treatment plants, and distribution networks and work up to district and headquarters management and administrative functions. For each position, we will identify essential competencies that will then allow managers to identify critical skills gaps. Closing these gaps will be the basis for the initial HRD plan. In tandem, we will work with the HCWW to attach these competencies to operator certification requirements and other world-class certifications in areas such as IT, financial management, and project management. Simultaneously, we will help HCWW introduce a meaningful individual evaluation process based on objective performance criteria tied to promotion and compensation.

HRD will consider longer-term human resource needs. Not only are skilled wastewater treatment plant operators a persistent shortage for operating companies, but with the dramatic increase in the number of small wastewater treatment facilities under the National Strategy for Rural Sanitation, there will be a potential need for thousands of skilled operators. Following a model we used in Jordan to link employers with vocational training, we will work with the HCWW to create working linkages to technical schools and vocational training institutions, particularly the newly established technical high school under the sponsorship of HCWW and the Ministry of Education.

In an effort to ensure world class standards and professionalism at each Subsidiary, we will promote a partnership between management and staff to create a corporate culture and shared vision that is responsive to customers, focused on recognizing outstanding achievement and internal and external communication.

Result 4.2. World-class HCWW training institution established

Several training facilities for water and wastewater already exist in Egypt, including in Cairo and Alexandria, the Damanhur training center (operated by NOPWASD), and smaller training facilities within specific utilities. With the HCWW, we will identify what training should take place at the job site, local training centers, the regional center, and the national center. We

envision that the national center would focus on management and leadership, and the dissemination of guidelines, systems, and procedures introduced by the HCWW or regulatory agencies. It will also introduce emerging technologies such as supervisory control and data acquisition (SCADA) systems, and training-of-trainers. The HCWW has already signed an agreement with InWEnt – Capacity Building International to provide one key element — a leadership curriculum — to be integrated into the national center.

We will also assist, as needed, in reviewing and evaluating the curriculum of the newly established technical schools, developing training materials and practical OJT and training and certification instruction.

Our Human Resources Team Leader will work with the HCWW to design a high standard training facility, by upgrading an existing facility such as Damanhur or using a new site. The facility will have sufficient classroom space, specialized equipment, IT capability, and audiovisual facilities for a wide variety of advanced training. This center should host the online library of training materials being developed by KfW. We will work with the HCWW to create a sustainable approach to managing and financing the facility and the training programs.

Result 4.3. HCWW and selected Subsidiary participation in international events and study tours planned

In cooperation with the HCWW and USAID, we have planned four study tours during the project. We propose that each have a different focus, for example, a water conservation trip to Alamogordo, New Mexico, which recently cut per capita consumption by half. Other topics could include asset management, utility financial management systems, PPPs, plant operator certification, or wastewater reuse. We will also schedule participation of leaders from the HCWW and Subsidiaries in four major U.S. conferences, such as the American Water Works Association 2008 Distributions System Symposium or the 2009 Customer Service/ Information Management & Technology Conference. It is essential that the HCWW remain exposed to emerging technologies and developments after the project ends. Working with HCWW management, we will develop a five-year rolling plan of study tours and international conferences. We will help the HCWW budget for these activities, either as part of its operating budget or under pledged sponsorship through donor programs.

D. Work Planning Process

The project component results have been further developed in the work plan incorporated herein. The project work planning initiated with brainstorming sessions conducted with key project team members, Chemonics Egypt and CH2M Hill, as well as with USAID. As stakeholder input is critical for the success of the project, initial activities developed during the brainstorming sessions were revised and refined following a series of counterpart meetings.

Because of the obvious concern for duplication or overlap of the final draft work plan with the WPRR project, we will participate in a series of chartering workshops with WPRR staff to ensure that overlapping activities are managed to enhance synergies and minimize duplication of effort. In consultation with HCWW, we will also discuss our activities with the Dutch-funded water and wastewater Project as well as meeting with counterparts of the GTZ water and wastewater Management Program.

The work plan is comprised of two basic elements. Annex A includes the first work plan element, a component and subcomponent analysis which details the overall objective, the long-term objective and the assistance approach to be utilized by the project to achieve the task and component results. Because we understand that each component is not

implemented in a vacuum, we also detail the exact requirements from each counterpart to ensure that our intervention is understood and what is expected for it to be successful. We have articulated linkages with each internal and external team assisting water and wastewater service in country. From this, we have defined the immediate milestones and specific deliverables according to our contract and specific to the needs of the project. The role of each member of our team is defined noting their role and function during all project activities. Finally, we detail coordination between WWSS and other actors to ensure that all parties are not only aware of our interventions but also avoid overlap and inconsistencies.

The second element of the work plan may be found in Annex B -- project Gantt charts covering all planned activities, and an implementation timeline for each activity. Separate Gantt charts present the four year project program and an immediate program timeline of tasks for the first 6 months of project activities. Throughout the project life-cycle, updates and changes will be incorporated into both the annual and life of project plan as appropriate and approved by USAID.

As shown in the Immediate 6 Month Program Timeline, the initial activities program will focus on field work, operations and maintenance, coordination with HCWW business planning, human resource development at HCWW, and developing a result framework. Program management will start once the Program Management Specialist has finished his obligations with WWSPR. His expected start date is currently April 1, 2009.

E. Team Organization

The organizational structure is designed to allow for maximum flexibility to meet the needs of the HCWW and Subsidiary companies while also ensuring accountability for results. Chief of Party Bennett Parton will take primary responsibility for ensuring the technical objectives of the project are met and will directly supervise the work of the technical managers and the program and administrative support units. To accomplish the ambitious tasks set out in the work plan, the technical managers will also make use of short-term technical assistance, and will ensure specified results for each assignment are achieved.

Project staff comprising the core team and key technical personnel as listed below, complemented by short-term technical staff.

Technical staff and their responsibilities

Position	Person	Responsibility
Chief of Party	Bennett Parton	Management of overall work plan and achievement of tasks with key oversight of Financial Planning, PPP and Outsourcing.
Deputy Chief of Party	Mohamed Farid Sewelam	Assisting the Chief of Party in planning and task achievement with key management role in technical improvements and HCWW Support Team.

Position	Person	Responsibility
Utility Management Specialist/Team Leader	Ghaleb Akari	Management of the Utility Management functions including development of Business Planning, Asset Management, Program Management, MARS and O&M improvement.
O&M Activity Leader	Abdel-Kader Mohamed Hamdy	Primary responsibility for O&M interventions including Business Planning and O&M capacity development.
Performance Management Activity Leader	Abdel-Fattah Mohamed Saad	Primary responsibility for Performance Management including implementation of Program Management, Asset Management and MARS
Utility Finance Activity leader	Mahmoud Bakr Ibrahim	Primary responsibility for financial development interventions including financial accounting systems, corporate reporting, financial planning leveraging and risk management.
Program Management Specialist/Team Leader	Khaled Al- Hassan	Management of the Program Management functions including Program and Construction Management, Master Planning, Demand forecasting, Demand Management.
Human Resources Team Leader	Mediha Afifi	Management of the HRD program focusing on developing HCWW HR Center and training program along with OJT.

In addition to the above technical component and team leaders, a team of technical long-term staff provide technical assistance and support to HCWW and Subsidiary companies. A team of administrative and support staff, managed by Operations Manager, Heba Boulos, will ensure the smooth functioning of the project. A full organizational staffing structure is presented in Annex C.

F. Linkages with Donors and Projects

In developing our work plan, we recognize the need to build on previous and existing efforts to strengthen the water and wastewater sector. Our goal is to minimize duplication of effort and maximize return on investment for USAID and the HCWW. As we move forward with implementation, we plan to coordinate closely with USAID and other donor projects working in the water sector. For example, we have already obtained valuable documentation from WWSPR and GTZ regarding the results achieved to date and the deliverables finalized on those projects. We will encourage regular monthly or quarterly meetings at HCWW with the appropriate project representatives to coordinate activities and leverage interventions. From these meetings, it is expected that not only a results framework will be developed but new additional interventions will be recognized.

We anticipate working closely with HCWW to assist them develop the results framework and define new immediate and long-term intervention programs targeting Subsidiary performance and professional development.

G. Coordination

To provide strategic direction for WWSS, we propose replicating the successful model of the board of directors used under the Secondary Cities Program. The board will meet quarterly to assess work progress reported by the chief of party and field team and make recommendations on the program's strategic direction. The board will help the project team keep a strategic perspective and adapt as necessary to changing circumstances. The board will consist of USAID's cognizant technical officer (CTO), HCWW Chairman Dr. Abd el Kawi Khalifa and Deputy Chairman Mamdouh Raslan, Chemonics Director Kirk Ellis and Senior Vice President Eric Reading, a CH2M HILL representative, and Chemonics Egypt Chief Executive Officer Mohammed Ashmawi. The board will ensure that WWSS benefits from the experience of prior institutional development programs in Egypt and worldwide. We have tentatively scheduled the first such Board Meeting for April 2009.

SECTION II: PROJECT MANAGEMENT

A. Management Strategy

The Egypt WWSS project management strategy is oriented to achieving the contract results while also allowing for maximum flexibility to meet the needs of USAID and the HCWW and Subsidiary companies as they evolve. The team will use a highly collaboratively approach with USAID, counterpart partners, other USAID projects and other donors to facilitate communications and leverage resources.

The project will be managed with a focus on achieving results. The Chief of Party with support from the home office will track the activities of the project against the work plan and performance targets as agreed upon in the project performance monitoring plan. Because the skills of the technical team cut across all the results, close cooperation among technical experts will be required. This collaboration will be determined by the technical requirements of each task and the particular needs of the HCWW and Subsidiary companies.

The project will make use of Chemonics' well established systems for project management, and home office-field office communications. The project will be supported from the home office by a three person project management unit (PMU). The Director will liaise with the Chief of Party in ensuring that the technical objectives of the project are being met, the manager will ensure contractual and financial compliance and the associate will provide administrative and logistical support. While day to day management of the project is fully delegated to the Chief of Party, he is supported by the PMU who help the project access resources in the home office.

B. Start-up Activities

The WWSS project's start-up plan began with almost immediate travel of Chief of Party, Bennett Parton, to the Chemonics home office on November 1 for orientation and initial planning sessions. Technical start-up specialist, Kristina Cartwright, and Mr. Parton arrived in Cairo on/about November 8th for a short-term assignment to ramp up the work planning and establish the field office. Along with the project office manager, the team recruited and hired for additional support staff, located appropriate office space, identified suppliers for vehicles, equipment and furniture, and attended to numerous other administrative details. A draft work plan was developed through initial meetings with project partners, counterparts and USAID. This draft will be vetted against results of needs assessments conducted in the first 6 months in order to ground-truth the expected task timelines at the Subsidiary companies. By the end of January, we aim to have not only the work plan completed, but also offices that are fully functioning with phone, internet, etc, a policy manual completed and submitted to USAID for approval, our accountant fully trained in USAID and Chemonics financial systems, and all staff identified and hired.

C. Procurement Fund

The Procurement Fund is the primary mechanism to secure and provide installation of equipment to be used in institutional support; program management; and establishment of systems and programs including training equipment, computers and peripherals, and computer software for the Selected Subsidiaries.

Management of the Procurement Fund. In the organizational diagnostic process, the technical team will determine HCWW and Subsidiary companies needs through participatory consultations and will identify specific areas where procurement would contribute to the

overall project objectives. We will develop parameters for commodity procurement which will be circulated to all partners. These parameters will include the expected purposes for which procurement will be utilized and the requirement for adequate competition to ensure the best value for the project.

D. Monitoring, Reporting, and Annual Work Planning

Monitoring and Evaluation: The WWSS performance monitoring plan (PMP) will be submitted to USAID by April 23, 2009. The PMP will be the main instrument for monitoring project performance, project planning and overall project management for results. An illustrative PMP was originally developed and submitted with the proposal. The proposal PMP will now be refined and updated, taking into consideration the final work plan activities and needs assessment results. The PMP will:

- outline contract results and performance indicators for each result;
- provide a detailed definition and justification for each indicator;
- indicate the method/tools for obtaining data;
- show the frequency of data collection; present plans for review and reporting of results.

Working Arrangements: Because communications on project activities and achievements is vital to the success of the project, a series of periodic meetings will be needed to manage progress on the work plan. These meeting will both formal and informal. The aim of these meeting will be to both track progress of assistance to Subsidiaries and to plan new activities. These meetings are anticipated as follows:

- **Working meetings:** With holding company teams to develop a travel schedule, holding company participation, training schedules, training participants and other needed program details.
- **Monthly meetings:** To discuss progress and detail upcoming activities. To detail needed cooperation, management concerns and identifying management candidates for further intensive training and promotion.
- **Quarterly meetings:** To discuss quarterly reports and activities planned for the upcoming quarter. Input from the holding company and USAID will define consultant inputs and holding company expectations.

Reporting: The project will submit quarterly and annual reports to the CTO in compliance with the task order contract. The reports will include available performance monitoring data as outlined in the PMP. Per the contract, the project will submit quarterly reports within two weeks following the end of each quarter, covering the following information:

- Qualitative and quantitative information which describes activities conducted and specific results achieved during the quarter;
- Key implementation challenges encountered and how they were or are planned to be resolved; and
- Current financial status report on activity implementation, including actual and accrued expenditures for the concluding quarter and planned expenditures for the subsequent quarter.

Annual Work Planning: While the COP is principally responsible for all work planning and developing the annual program, budgets and reports, he will necessarily be assisted by each Unit leader. Annual work planning will be reactive to results already achieved and be flexible

and responsive to conditions on the ground.

We are fortunate that the project proposal has provided the project with a working Board of Directors as noted earlier. The Board of Directors will include senior level staff from USAID, HCWW, Chemonics and WWPRR. Each Annual Work Plan will be submitted prior to the first quarterly Directors meeting each calendar year. At this Board meeting the Directors will discuss openly and frankly with WWSS team members their thoughts concerning the plan and offer inputs and suggestions to improve and facilitate plan implementation. The results of this meeting and subsequent revisions will constitute plan approval and submission.

ANNEX A: COMPONENT & SUBCOMPONENT DETAILS

HCWW Support Task Team	Component 1: Institutional Support to the Holding Company and Selected Subsidiaries	
Task Team Leader: DCOP	Task 1.1: Roles and Relationships of the HCWW and Subsidiaries Improved	
Counterparts: Vice Chairman, HCWW and Staff		
Task Description: 1.1 A clear and well documented role and business relationship for the HCWW and its Subsidiaries		
Scope Objective: To ensure that HCWW and its Subsidiaries understand the overarching aims of and role of the holding company and the relationship between the latter and the operating companies. In addition, each party will have clear responsibilities not just to each other but to the greater community as well.		
Long-term Objectives: Ensuring a working and operating relationship in a parent/subsidiary company relationship that is understood both internally and more especially externally in benefit of water and wastewater services nationwide		
Assistance Approach		
<ul style="list-style-type: none"> 1.1.1 Review and evaluate operating and reporting requirements of the Subsidiary to the HCWW. 1.1.2 Recommend an arrangement to update operating performance targets for the Subsidiary companies and monitoring responsibilities of the HCWW. A preliminary monitoring framework will be developed to ensure corporate responsibility and overall corporate targets. 1.1.3 Develop a master organigramme defining relationships within the holding company and between the holding company and its Subsidiaries 1.1.4 Determine relationships in conjunction with other donor assisted projects to define assistance provided in cooperation with projects funded by GTZ and others eliminating, to the extent possible, overlaps and processes that can be enhanced through cooperation. 1.1.5 Coordinate and cooperate with the GTZ HCWW Business Plan Project to ensure adequate descriptions of organizational roles/responsibilities. Prepare a summary report on HCWW organization and GTZ cooperation to ensure that maximum benefit from donor programs and cooperation thus enhancing overall program outputs. 1.1.6 Coordinate and cooperate with GTZ's issuance of the HCWW corporate business plan, its mission, vision and strategy along with its overall goals targets and expected achievements. 1.1.7 Prepare an outline for eventual financial reporting guidelines including potential disclosure requirements in HCWW annual financial reports. 1.1.8 HCWW and Subsidiary Financial Reporting guidelines and disclosure principles 		
Counterpart Requirements		
<ul style="list-style-type: none"> <input type="checkbox"/> Access at the corporate level to key staff and inputs on the vision for HCWW and Subsidiaries and the GTZ corporate planning team. <input type="checkbox"/> Access to financial information of the Holding Company and its current reporting requirements <input type="checkbox"/> Access to Subsidiary company consolidated statements and individual Subsidiary financial statements 		
Intermediate & short term milestones		
<ul style="list-style-type: none">• Develop a monitoring framework for Subsidiary companies	May 2009	
<ul style="list-style-type: none">• Review of master report defining roles and responsibilities of HCWW and Subsidiaries	May 2009	
<ul style="list-style-type: none">• Review of corporate and Subsidiary financial conditions	May 2009	
<ul style="list-style-type: none">• Analysis of current and proposed organization charts	May2009	

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries	
		Task 1.1: Roles and Relationships of the HCWW and Subsidiaries Improved	
<ul style="list-style-type: none"> Inputs and discussion with GTZ on HCWW Corporate Business Plan objectives and strategy 		May 2009	
<ul style="list-style-type: none"> Financial reporting guidelines and disclosure principles 		May 2009	
Reports and Deliverables			
<ul style="list-style-type: none"> HCWW and Subsidiary Financial Reporting guidelines and disclosure principles 		May 2009	
Linkages with other Teams			
WWSPR	Review of support provided and related outputs.		
GTZ	HCWW Business Planning Project		
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Deputy COP	Team Leader	Establishing relationships between Holding Company and Subsidiaries. Analyzing Organizational relationships and responsibilities.	
Utility Management Spec.	Corporate Business Plan	Assist HCWW and GTZ in determining business planning requirements and overall business and technical requirements	
Program Management Spec	Monitoring and evaluation guidance	Assist HCWW and GTZ in determining reporting responsibilities, programs, reports and outputs from Subsidiary companies and determining how to fold reporting roles into a seamless framework of already defined reporting.	
Chief of Party	Financial Reporting	Assist HCWW disseminate financial reporting guidelines	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus
Deputy Chairman	HCWW	Guidance in planning	
Business Planning Project	GTZ	HCWW Business Plan	Develop holding company role in managing portfolio of investments and current operational responsibilities

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries	
		Task 1.2 : HCWW Performance Improved	
Task Team Leader: Utility Management Specialist		Counterparts: HCWW and Staff	
Task Description: 1.2 Develop a program to enhance performance and performance monitoring target achievements.			
Scope Objective: Improvements in all aspects of HCWW and Subsidiary performance against targets set for overall corporate performance. Initial performance standards will focus on Operations and Maintenance, Finance, Accounting, Billing and Collection. Subsequent efforts will focus on Customer Service, Employee Development, Incentives, Compensation and Advancement.			
Long-term Objectives: An autonomous organization focusing on providing effective water and wastewater services to the community at a reasonable cost while at the same time meeting future needs, long-term planning and professionalism.			
Assistance Approach			
1.2.1	To the extent not defined already assist the HCWW to set progressive performance targets tied to incentives both corporately and individually.		
1.2.2	Increase public awareness of water quality, water usage, conservation and an understanding of the precious resource. Increase public understanding of connection between environmental protection, resource protection and cost of services.		
1.2.3	Develop a service disconnection policy applicable to all Subsidiary companies and sanctions for failure to implement policy initiatives.		
1.2.4	Develop an HRD strategy for the HCWW and Subsidiary companies which includes personnel policies, education and experience criteria, advancement and promotion policies and guidelines.		
Counterpart Requirements			
<input type="checkbox"/> Provide current HCWW performance measures, both operationally and financially <input type="checkbox"/> Provide current government and corporatized Subsidiary personnel policies and guidelines <input type="checkbox"/> Guidance on acceptable standards for competitive salaries, incentive compensation and promotion regulations			
Intermediate & short term milestones			
	• Performance improvement strategy and measurement criteria	May 2009	
	• Determine current practices in disconnection and draft disconnection policy	May 2009	
	• Determine current HRD policies, procedures and guidelines and develop a draft strategy	May 2009	
	• Determine current public perception of water and wastewater service as baseline	August 2009	
Reports and Deliverables			
	• HRD upgrading strategy for developing improved policies, procedures and guidelines	April 2009	
	• Draft performance improvement strategy	May 2009	
	• Draft disconnection policy	May 2009	
	• Public Awareness Strategy WW overall (to be included in individual Sub Business Plans)	July 2009	
	• Survey of focus group public perceptions of water and wastewater services	August 2009	

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries Task 1.2 : HCWW Performance Improved	
Linkages with other Teams			
GTZ	Assisting HCWW in Business Planning. Need to coordinate and ensure enhanced efforts.		
WWPRR Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Utility Management Spec	Team Leader	Ensure that surveys and analyses are completed and incorporated in draft performance strategy	
HR	Technical input	Prepare HRD upgrading strategy	
COP	Technical input	Performance improvement measures, HRD, public perception survey.	
DCOP	Technical input	Performance improvement measures	
Public Awareness Spec.	Technical input	Public perception survey and draft strategy to improve public awareness	
Billing and collection Spec	Technical input	Disconnection policy draft	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus
HCWW	Staff	Business Planning	HCWW organization strategy and performance improvements

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries	
		Task 1.3: Subsidiary Companies' Performance Improved	
Task Team Leader: Utility Management Specialist		Counterparts: HCWW and Subsidiary companies	
Task Description: 1.3 Improve the overall performance both operationally and financially of all Subsidiary companies			
Scope Objective: Develop an overall strategy to improve capacity of Subsidiary company management and staff that will lead to improved water and wastewater service to the public at large and improved financial performance of each Subsidiary company			
Long-term Objectives: Autonomous Subsidiaries reporting to the HCWW on operating performance that meet all performance targets and operating budgets.			
Assistance Approach			
<p>1.3.1 To the extent not already available introduce improved systems including: financial management; budgeting and financial planning; accounting procedures; computerized metering, billing and collection; asset valuation and management; staffing; and management information systems</p> <p>1.3.2 Conduct tariff studies and introduce a tariff plan with progressive tariff revision that considers asset acquisition and replacement, inflation, depreciation, and all operating costs.</p> <p>1.3.3 Develop measures for cost reduction such as chemical and electricity rationalization and identify redundant administrative costs.</p> <p>1.3.4 Provide training in technical and financial management GIS, MIS, SCADA systems, leak detection, mapping, and asset management.</p>			
Counterpart Requirements			
<input type="checkbox"/> Access to Subsidiary financial systems, budgeting documents, financial statements, asset registers, billing and collection data, staff background data, salary information and other qualifications and management. <input type="checkbox"/> Tariff data and billing data <input type="checkbox"/> Cost data for chemical, electricity and administrative costs <input type="checkbox"/> Access to personnel responsible for procurement of materials and defined procurement policies <input type="checkbox"/> Current GIS, SCADA, MIS, mapping and leakage data and access to personnel responsible for maintaining records			
Intermediate & short term milestones			
• Cost Management Analysis		July 2009	
• Analysis of Financial Systems and improvement plan		August 2009	
• Tariff Study and Revisions Strategy		August 2009	
• Technical and Financial Management Training needs assessment		September 2009	
Reports and Deliverables			
• Cost Management Analysis		July 2009	
• Report on Financial System Improvements		August 2009	
• Tariff Study		August 2009	
• Technical and Financial Management Training Needs Assessment		September 2009	

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries Task 1.3: Subsidiary Companies' Performance Improved	
Linkages with other Teams			
WSPRR	Utilize tariff modeling software prepared for HCWW		
WPRR	Consider tariff evaluation standards proposed for MHUUD		
WWPRR Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Utility Management Spec	Task Management	Overall Task completion responsibility	
O&M Team Leader	Cost Management	Analysis of chemicals, electricity and procurement revisions	
Utility Finance Leader	Financial Systems and Tariff Study	Analysis of financial systems, tariff study and coordination of efforts of staff in these areas.	
MIS Specialist	Training Assessment	Review of staff knowledge of MIS skills and preparation of knowledge management improvements	
GIS Specialist	Training Assessment	Review of staff knowledge of GIS, SCADA, mapping, etc. skills and preparation of knowledge management improvements	
Financial Mgt IT	Financial Systems	Review and analysis of financial management systems and knowledge management	
Financial Planning	Tariff Study	Review and analysis of tariff regime and report on tariff revisions	
HR	Training Assessment	Training needs assessment protocol	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries	
		Task 1.4: Outsourcing of Subsidiary Functions Considered	
Task Team Leader: Chief of Party		Counterparts: HCWW	
Task Description: Outsourcing of non-core activities to available companies or outsourcing of core function to obtain benefit of improved and alternative financing will be considered to lower costs and improve service			
Scope Objective: Outsourcing of non-core services where available can lower costs and will likely include service contracts, billing and collection, meter reading and other services. Expanding available production infrastructure can be achieved through alternative finance, delegated management and other options. Analyzing this potential will offer opportunities to reduce costs, expand service and finance programs from non-traditional systems			
Long-term Objective: To provide HCWW and its Subsidiaries financing and outsourcing options not currently considered thereby increasing available funding and service management to improve overall performance.			
Assistance Approach			
1.4.1	Identify areas for outsourcing of services based on realizing cost savings and improvement of service delivery to customers.		
	1.4.1.1 Determine Subsidiary functions subject to possible outsourcing		
	1.4.1.2 Determine outsourcing options, likelihood and resources needed for further study		
	1.4.1.3 Analyze market readiness, financing mechanisms available and market liquidity		
	1.4.1.4 Implement further study as needed		
Counterpart Requirements			
<input type="checkbox"/> Access to available records on billing and collection, meter reading etc. <input type="checkbox"/> Master Plan analysis of new assets and required infrastructure <input type="checkbox"/> Master Plan analysis of demand forecasts and distribution networks			
Intermediate & short term milestones			
	• Outsourcing Options		October 2009
Reports and Deliverables			
	• Outsourcing Options Report		October 2009
	• Outsourcing Feasibility and Procurement Plan		As identified
	• Outsourcing Procurements		As identified
Linkages with other Teams			
World Bank	Master Planning Program		

HCWW Support Task Team		Component 1: Institutional Support to the Holding Company and Selected Subsidiaries Task 1.4: Outsourcing of Subsidiary Functions Considered	
WWPRR Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Chief of Party	Team Leader	Determining process for identifying outsource options and reporting	
Utility Management Spec	Services analysis	Analysis of services and availability of non-core service providers	
O & M Leader	Master plan analysis	Analysis of new assets needed, asset replacements/overhauls for possible outsource providers	
Utility Finance Leader	Financing availability	Review of financial markets, financing and project finance availability and market liquidity	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Utility Management Task Team	Component 2: Establishment of New Subsidiaries in Selected Governorates Task 2.1: Subsidiary Companies in Selected Governorates Established and Functioning Using Modern Systems
Task Team Leader: Utility Management Specialist	Counterparts: MHUUD, HCWW and Utilities in targeted Governorates
Task Description: 2.1 Subsidiary companies selected by the HCWW will be established as wholly owned Subsidiaries managed by qualified personnel using modern technical, financial and administrative management systems	
Scope Objective: To develop a sound management structure and program to allow each selected Subsidiary to improve performance, optimize operations and maintenance, institute sound financial controls, develop progressive personnel policies and incentives and provide quality services to utility customers.	
Long-term Objectives: To develop a sustainable, customer oriented Subsidiary that operates not only for the benefit of its customers but also recovers all costs of operations from revenues generated through customer service tariffs.	
Assistance Approach	
<p>The project will first work with assisted utilities and examine the condition of the Subsidiary, its management and staff capacity in order to assess what further interventions will be needed to both establish the corporatized utility and ensure that it operates effectively, efficiently, potentially profitably but most importantly, in a modern, well-managed fashion.</p> <ul style="list-style-type: none"> 2.1.1 Assist HCWW to establish the selected Subsidiary companies by corporatizing the Subsidiary, establishing management and boards of directors, company by-laws, policies, guidelines and management and reporting tools. 2.1.2 Assess the existing condition of selected utilities for technical competence, financial acumen, personnel policies, customer service procedures, physical assets, systems and networks and a range of indicators to determine each Subsidiary's readiness for autonomous operation. 2.1.3 Prepare a business plan that details the utilities current condition and from there will examine needed reforms to achieve OCR and FCR. These reforms will include a review of demand, asset needs and replacement, asset management systems, GIS, mapping, SCADA, MIS, financial systems, billing and collection, compensation, incentives, owner interventions and many other criteria. 2.1.4 Assist HCWW and Subsidiaries prepare their own business plans and regulatory compliance measures noting, among other analyses, future tariff increases, productivity gains, cost reductions, capital investments, staff incentive and bonuses in an effort to justify tariff rate increases. Assist EWRA field test licensing, performance agreements, certification regulations and tariff rate change requests. Develop a Subsidiary sustainability model. 	
Counterpart Requirements	
<ul style="list-style-type: none"> <input type="checkbox"/> Must provide a list of potential corporatizing governorates and plans if appropriate <input type="checkbox"/> Access to local government and the utility. Utility must be prepared to provide all technical, financial, customer, personnel, procurement, planning, maintenance and other records as needed by the task teams. <input type="checkbox"/> Continuous access to Utility Senior Management to ensure buy in of program and plans 	
Intermediate & short term milestones	
<ul style="list-style-type: none"> • Existing Status Analysis 	March 2009
<ul style="list-style-type: none"> • Comprehensive Business Plan initiation 	April 2009
<ul style="list-style-type: none"> • Pilot Rolling Business Plan 	Complete October 2009
<ul style="list-style-type: none"> • Tariff Rate Adjustment Module 	Compete analysis October 2009
<ul style="list-style-type: none"> • Licensing, Certification, Performance Agreement field tests 	October 2010

Utility Management Task Team		Component 2: Establishment of New Subsidiaries in Selected Governorates	
		Task 2.2: New Subsidiary Companies in Selected Governorates Efficiently Managed	
Task Team Leader: Utility Management Specialist		Counterparts: MHUUD, HCWW and Utilities in targeted Governorates	
Task Description: 2.2 New Subsidiary companies in selected governorates efficiently managed through the use of business planning, personnel reform and improved water and wastewater service provision			
Scope Objective: To identify new potential Subsidiaries who are keen to develop sound management structures and a program to allow each Subsidiary to improve performance, optimize operations and maintenance, institute sound financial controls, develop progressive personnel policies and incentives and provide quality services to utility customers.			
Long-term Objectives: To develop a sustainable, customer oriented Subsidiary that operates not only for the benefit of its customers but also recovering all costs of operations from revenues generated through customer service tariffs.			
Assistance Approach			
<p>2.2.1 Determine along with HCWW candidates for the reform program. Analyze existing structure of each Subsidiary to determine readiness and willingness of both the Subsidiary management and local government to a reform agenda.</p> <p>2.2.2 Develop modern systems and procedures including: Planning; financial; organizational; MIS; GIS; SCADA; leak detection; asset management; inventory control; procurement; capital investment planning; program and project management; technical competence; perform quality control procedure; improve financial reporting, budgeting, cost accounting, billing and collection, procurement, program management, customer service, complaint tracking and response, and compliance procedures responding to EWRA licensing, certification and tariff regulation.</p> <p>2.2.3 Assist in the implementation of capacity building activities to improve staff capabilities and improve customer service</p> <p>2.2.4 Work closely with the targeted utilities during the early years of formation to implement newly developed systems and procedures similar to companies earlier established.</p> <p>2.2.5 Assist HCWW to negotiate with governorate officials to enable HCWW to rationalize staff of the new Subsidiaries based on actual requirements. Improve overall efficiency and staff productivity and provide salary and incentive awards consistent with performance improvements.</p>			
Counterpart Requirements			
<input type="checkbox"/> Selection of Utilities and determination of viable candidates for reform program <input type="checkbox"/> Subsidiaries to provide access to all assets, systems, personnel, management, documentation, HRD data and other information to allow for proper analysis and determination of needed reforms along with development targets, incentives and sanctions <input type="checkbox"/> Assistance from Subsidiary management to define mission and strategy along with management revisions to achieve results <input type="checkbox"/> Reinforcement by HCWW of benefits for reform implementation			
Intermediate & short term milestones			
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Utility Management Task Team		Component 2: Establishment of New Subsidiaries in Selected Governorates	
		Task 2.2: New Subsidiary Companies in Selected Governorates Efficiently Managed	
Reports and Deliverables			
• All deliverables		In 2010 and beyond	
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Linkages with other Teams			
Task 3.0	Capital Investment planning		
World Bank	Master Plan Program		
WPRR	Licensing, Certification and Tariff Regulation Compliance		
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Utility Management Spec	Overall Mgt	Manage the process of Utility reform	
All staff under UM	Implementation	Prepare analyses for planning/reform process	
Program Mgt Spec	Capital budget	Review asset management/capital budget supporting demand profile	
Program Mgt Team	Capital budget	Demand forecasts, asset and capital budgets	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Utility Management Task Team	Component 2: Establishing New Subsidiaries in Selected Governorates	
	Task 2.3: Assist HCWW to Develop World-Class Operations and Maintenance at Each New Subsidiary	
Task Team Leader: Utility Management Specialist	Counterparts: MHUUD, HCWW and Utilities in targeted Governorates	
Task Description: 2.3 Develop procedures and enhance operations and maintenance practices at each new Subsidiary through implementation of asset management, maintenance tracking and resource management.		
Scope Objective: Ensure that each Subsidiary has the tools and expertise to adequately and effectively manage on-going operations and maintenance of each facility and ensure that a process is in place for tracking problems and managing them in a timely fashion.		
Long-term Objectives: Ensure that each Subsidiary maintains a pool of staff trained and available to manage operations and maintenance of their facilities meeting the need of the company and the community it serves.		
Assistance Approach		
<p>HCWW is particularly concerned that operations and maintenance of water and wastewater facilities has been very poor. In addition, maintenance of the distribution network has traditionally been substandard at best. To deal with this poor, on-going state of affairs, the project will assign staff to analyze all the problems in recurring maintenance and continuing operations to seek, not only solutions, but sustainable and viable enhancement of skills, compensation and staff incentives to manage and implement approaches toward continuous monitoring of assets, replacements, overhauls and repairs of all facilities as well as compensation for staff engaged in these activities to ensure world class standards and meet the growing needs for water and wastewater service in the Governorates selected.</p> <p style="margin-left: 40px;">2.3.1 Establish O&M planning procedures and systems including start-up; warranty turn over; maintenance; and service contracts.</p> <p style="margin-left: 40px;">2.3.2 In cooperation with the HRD Team determine individual capacities, compensation and incentives schemes to ensure responsive capacity to operate and maintain all water and wastewater plants and ancillary facilities and distribution networks.</p> <p style="margin-left: 40px;">2.3.3 Prepare O&M manuals, monitoring and evaluation guidelines, customer complaint tracking programs in conjunction with the asset management program.</p>		
Counterpart Requirements		
<ul style="list-style-type: none"> <input type="checkbox"/> Access to existing operations and maintenance programs, diagrams, designs and other hard data to determine current program status. <input type="checkbox"/> Access to personnel records and training information to determine current capacity <input type="checkbox"/> Access to asset management records and programs to determine what, if any, alterations are needed to improve overall management and monitoring of assets both in production and distribution <input type="checkbox"/> Access to complaint tracking systems, if any, to determine what programs are needed to track customer complaints, compliance times and measure to reduce response times 		
Intermediate & short term milestones		
<ul style="list-style-type: none">• Operation and Maintenance Planning methodology	June 2009	
<ul style="list-style-type: none">• Operations and Maintenance training and certification	September 2009	
<ul style="list-style-type: none">• Operations and Maintenance Manual	October 2009	
<ul style="list-style-type: none">• Customer Complaint Tracking System	December 2009	

Utility Management Task Team		<p>Component 2: Establishing New Subsidiaries in Selected Governorates</p> <p>Task 2.3: Assist HCWW to Develop World-Class Operations and Maintenance at Each New Subsidiary</p>	
Reports and Deliverables			
<ul style="list-style-type: none"> • Operations and Maintenance Manual 		October 2009	
<ul style="list-style-type: none"> • Customer Complaint Tracking System 		December 2009	
Linkages with other Teams			
HRD Team	HRD must assist in capacity assessment and training needs		
WWSPR	Existing Asset Management System and Maintenance tracking		
WWPRR Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Utility Management Specialist	Team Leader	Focus on all aspects of Operations and Maintenance and ensure that staff identify all current concerns	
Utility Management Team	Implementation	Gain an understanding of facility O&M and Distribution Network conditions to provide a comprehensive program for on-going and preventative maintenance	
HRD Specialist	Capacity building	To determine capacity building needs and approaches that will enhance capacity and provide adequate rewards and incentives to apply world class standards on performance	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.1: Capital Investment Planning and Program Management in the HCWW and Selected Subsidiaries Improved	
Task Team Leader: Program Management Specialist		Counterparts: HCWW, Work Bank National Strategic Master Plan Team and Local Governorates	
Task Description: 3.1 Capital investment planning and program management in HCWW and selected Subsidiaries improved			
Scope Objective: In conjunction with on-going master planning activities ensure that master plans include all elements and factors within Central and Local Governments that will enhance capital investment planning and program management in both HCWW and in Subsidiaries			
Long-term Objectives: To ensure that sustainable long-term investment planning and program management core competencies are continuously available at all levels of water and wastewater producers/management.			
Assistance Approach			
3.1.1	Collaborate with the World Bank, other donors, and the HCWW to improve the Master Planning process and consolidation.		
3.1.2	Provide recommendations to the HCWW on how to complete the National Strategic Master Plan for Water and Wastewater with the goal of improving the process and transferring skills to both HCWW and its Subsidiaries.		
Counterpart Requirements			
<input type="checkbox"/> Access to World Bank master planning team <input type="checkbox"/> Interface with WWSPR and WPRR to obtain data and current revisions <input type="checkbox"/>			
Intermediate & short term milestones			
	• Review of Strategic Master Plan (if available)	February 2009	
	• List of specific recommendations for Master Planning (if provided)	April 2009	
Reports and Deliverables			
	• Master Planning Recommendations	February 2009	
Linkages with other Teams			
World Bank	National Strategic Master Plan Team		
WWSPR	Program management team operating till project close		
WWSS Team Roles & Responsibilities			
Name	Role/ Responsibility	Primary Focus	
PM Specialist	Team Leader	Review of Master Plan Package and comments	
Fin & Planning Specialist	Financial review	Review of adaptability of Master Plan in Financial Models. Comments and recommendations	

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.1: Capital Investment Planning and Program Management in the HCWW and Selected Subsidiaries Improved	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.2: Annual Budgeting Process Tied to Master Planning Process Implemented	
Task Team Leader: Program Management Specialist		Counterparts: Utility Financial Specialists, HCWW and Operating Subsidiaries	
Task Description: 3.2 Work with HCWW and Subsidiaries to implement the Annual Budgeting process tied to the Master Planning Process			
Scope Objective: To ensure that budgets for both current operations and long-term planning are developed annually and tied to service demand, demand management, increasing productivity and improved quality.			
Long-term Objectives: To ensure that all Subsidiaries budget capital expenditure along with requisite sources of revenue and financing to meet future service demand.			
Assistance Approach			
<p>3.2.1 Develop capital investment planning and budgeting manuals in coordination with NOPWASDF and CAPWO that are consistent whereby the capital investment planning process becomes an integral part of the overall organization budget and not a stand-alone document.</p> <p>3.2.2 Train HCWW and selected Subsidiaries' staff on the new approach to capital investment planning and budgeting</p>			
Counterpart Requirements			
<input type="checkbox"/> Provide all documents/training modules already developed. <input type="checkbox"/> Provide World Bank sponsored Strategic Master Planning Project methodology and examples			
Intermediate & short term milestones			
• Capital Investment Planning Manual		December 2009	
• Expense and Capital Budget Manual		December 2009	
• Investment Planning/Capital Budget Training Module		December 2009	
Reports and Deliverables			
• Capital Investment Planning Manual		December 2009	
• Expense and Capital Budget Manual		December 2009	
• Capital Budget/Investment Planning Training Module		December 2009	
Linkages with other Teams			
4.0	Training in Capital Budgeting, Investment Planning		
WWSPR	Training modules already developed		

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.2: Annual Budgeting Process Tied to Master Planning Process Implemented	
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Program Mgt Spec	Team Leader	Capital Budgeting/ Investment Planning overall	
Program Mgt Team	Cap Budget detail	Prepare detailed inputs to Manuals and Training Modules	
Fin & Planning Spec	Financial Analysis	Prepare financial analysis model in readily available software	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.3: Program Management Functions in the HCWW and Subsidiaries Equipped Staffed and Improved	
Task Team Leader: Program Management Specialist		Counterparts: Utility Financial Specialist, HCWW and Utilities in targeted Governorates	
Task Description: 3.3 Program management functions in HCWW and Subsidiaries equipped, staffed and improved			
Scope Objective: To ensure the past efforts at developing a program management function within the HCWW and its Subsidiaries are maintained primarily with adequate staff, equipment and software and where identified enhanced and improved			
Long-term Objectives: To ensure that efforts at developing a program management function within the HCWW and its Subsidiaries are sustained throughout not just the life of the program but beyond. Ensure each Subsidiary can develop its own capital investment program and with financial assistance from HCWW, fund future capital investment and expansion.			
Assistance Approach			
<p>3.3.1 Maintain the existing PMMES program. Provide inputs for improving the system as situations arise.</p> <p>3.3.2 Provide training and capacity building support to analyze PMMES information and develop protocols and specific actions to remedy problems</p>			
Counterpart Requirements			
<input type="checkbox"/> Access to current PMMES program and training programs			
Intermediate & short term milestones			
<ul style="list-style-type: none"> PMMES Training implemented 			October 2009
Reports and Deliverables			
<ul style="list-style-type: none"> PMMES Training 			October 2009
Linkages with other Teams			
WWSPR	PMMES System and Training Modules already in place and operating		
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Program Mgt Spec	PMMES	Preparation and delivery of program and training	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Program Management Task Team	Component 3: Capital Investment Planning and Program/Project Management Task 3.4: HCWW Capacity to Monitor and Manage Capital Investment Planning and the Project Cycle Strengthened and Sustained
Task Team Leader: Program Management Specialist	Counterparts: Utility Financial Specialist, HCWW and Utilities in targeted Governorates
Task Description: 3.4 HCWW capacity to monitor and manage capital investment planning and the project cycle is strengthened and sustained	
Scope Objective: To ensure that HCWW capacity is enhanced and continuously in place to monitor and assist in funding capital investments required by Subsidiary companies during the project cycle and this capacity is continuously strengthen through training and implementation.	
Long-term Objectives: To ensure that HCWW and its Subsidiaries are able and have the necessary technical and financial capacity to develop their own capital investment planning capabilities and can ensure that funding through a variety of sources can be procured to meet the capital investment needs of water and wastewater infrastructure.	
Assistance Approach	
<p>3.4.1 Assist the HCWW and Subsidiaries establish the HCPMU and selected COPMUs</p> <p>3.4.2 Facilitate senior level discussions at the HCWW to identify objectives for utilizing data for decision-making and responding to problems.</p> <p>3.4.3 Assist the HCWW and the Subsidiaries to prioritize projects according to need, required completion, and cash flow</p> <p>3.4.4 In close coordination with the WPRR contractor and the MHUUD, establish procurement planning procedures; develop key documents; develop prequalification methodologies for construction management firms and construction contractors;</p> <p>3.4.5 Establish meaningful and measurable indicators to measure actual progress of construction</p> <p>3.4.6 Develop resources planning including identification and assessment of local capabilities</p> <p>3.4.7 Develop plans to identify qualified resources, identify commodity needs, announce to potential suppliers, and procure</p> <p>3.4.8 Assist in establishing a system for site identification, selection and acquisition planning</p> <p>3.4.9 Perform all program management responsibilities for the first two years of the contract for three selected Subsidiaries</p> <p>3.4.10 Provide construction management assistance to three of the selected Subsidiaries during the first two years of the program and assist thereafter</p>	
Counterpart Requirements	
<input type="checkbox"/> World Bank Strategic Master Plan <input type="checkbox"/> Agreement by HCWW, MHUUD to implement Master Plan investments <input type="checkbox"/> Development of PMU by HCWW in cooperation with MHUUD and financiers	

Program Management Task Team		Component 3: Capital Investment Planning and Program/Project Management	
		Task 3.4: HCWW Capacity to Monitor and Manage Capital Investment Planning and the Project Cycle Strengthened and Sustained	
Intermediate & short term milestones			
• PMU's established for ongoing projects		June 2009	
• Resources Plans identifying potential suppliers of equipment and services; medium and long term equipment and services needs; and contractors, consultants, and suppliers database		July 2009	
• Program and Construction management services		Begun 2009	
• Contractors prequalification and Selection Guidelines and procedures		July 2009	
• Procedures for establishing Dispute Resolution Boards and operation guidelines		August 2009	
• Site Identification and Acquisition planning		November 2009	
Reports and Deliverables			
• Construction/Program Management Indicators		June 2009	
• PMU Procedure Manuals		September 2009	
• Site Identification and Acquisition Planning Manual		December 2009	
Linkages with other Teams			
WWSPR	PMMES System and cold data		
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Program Mgt Spec	Team Leader	Capital Budgeting/ Investment Planning overall	
Program Mgt Team	Cap Budget detail	Prepare detailed inputs to O&M Manuals and Training Modules	
Fin & Planning Spec	Financial Analysis	Prepare asset analysis model in readily available software	
Program Mgt Team	Cap Budget detail	Prepare detailed inputs to Construction /Program Management indicators	
Prog Mgt Contract Spec	Site Selection, Contract Proc	Prepare Site Selection procedures, Procurement manuals, pre-qual, docs, RFPs, Standard docs, etc.	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Human Resources Task Team	Component 4: Staff Development/Professionalization Task 4.1. Comprehensive Human resource Development Plans in HCWW and Selected Subsidiaries Adopted
Task Team Leader - Human Resources Team Leader	Counterparts: HCWW and Subsidiaries
<p>Task Description: Develop human resources development and training plans that respond to immediate and long-term needs and to career development. To be presented as an integral part of the promotion system and compensation plan.</p>	
<p>Scope Objective: To increase the skills and capabilities of the work force in the sector. In addition, as the sector moves into the certification process, a more comprehensive staff development plan is needed to build required skills and knowledge which leads to operational efficiency and greater commitment to the goal of the organization.</p>	
<p>Long-term Objectives:</p> <ul style="list-style-type: none"> • The HCWW and its Subsidiaries adopt a more competitive approach to human resource management to attract, develop, and retain qualified professionals and develop the next generation of leaders for the water sector. • Consider counterpart long-term human resource needs and create links with technical schools and vocational training institutions to ensure adequate supply of skilled technicians for required staffing levels. 	
<p>Assistance Approach</p>	
<p>To support the implementation of the below activities, we will assist the HCWW to establish an HRD working group including HCWW staff and appropriate USAID and other donor project representatives.</p> <ul style="list-style-type: none"> 4.1.1 Collect and modify job descriptions if required. 4.1.2 Identify essential competencies required for each position at the HCWW and Subsidiary levels. To achieve this task we will begin at the operating-unit level, such as pumping stations and treatment plants, and work up to district and headquarters management and administrative functions. 4.1.3 Revise and expand the WWSPR initial staffing plans to include the skills required for each position to allow analysis of critical skills gaps. 4.1.4 Conduct training needs assessments for HCWW and selected Subsidiaries. Analysis of key skill gaps at each selected Subsidiary and at the HCWW will allow each organization to develop an initial HRD plan to utilize technical training modules for immediate human resource development needs. 4.1.5 Develop HRD plans. Each plan will identify the key technical and managerial training areas as follows: <ul style="list-style-type: none"> ▪ Financial and Accounting ▪ Operations & Maintenance ▪ Customer Service ▪ Performance Management / Capital Investment 4.1.6 Work with the HCWW to attach these competencies to operator certification requirements (as developed under WPRR) and other world-class certifications in areas such as IT, financial management, and project management. 	
<p>Counterpart Requirements</p>	
<ul style="list-style-type: none"> <input type="checkbox"/> Establish a HRD working group <input type="checkbox"/> Provide staff job descriptions <input type="checkbox"/> Provide Performance measures list <input type="checkbox"/> Continuous participation, interaction and feedback. <input type="checkbox"/> Agree upon the HRD and Training polices Provide all related training materials 	

Human Resources Task Team		Component 4: Staff Development/Professionalization	
		Task 4.1. Comprehensive Human resource Development Plans in HCWW and Selected Subsidiaries Adopted	
Intermediate & short term milestones			
<ul style="list-style-type: none"> Propose HRD working group members 		January 2009	
<ul style="list-style-type: none"> Suggestions for HCWW 		April 2009 and ongoing	
<ul style="list-style-type: none"> Modified version of staff job description for HCWW Modified version of staff job descriptions for selected Subsidiaries 		May 2009 June 2009	
<ul style="list-style-type: none"> HCWW performance improvement measurements and essential competencies list for HCWW Performance improvement measurements and essential competencies list for selected Subsidiaries 		April 2009 May 2009	
<ul style="list-style-type: none"> Training needs assessment for HCWW Training needs assessment for selected Subsidiaries 		July 2009 October 2009	
<ul style="list-style-type: none"> HCWW HRD plan development Selected Subsidiaries HRD draft plans 		August 2009 December 2009	
Reports and Deliverables			
<ul style="list-style-type: none"> HCWW HRD plan 		October 2009	
<ul style="list-style-type: none"> 1st selected Subsidiaries HRD plan 		December 2009	
<ul style="list-style-type: none"> 2nd selected Subsidiaries HRD plan 		October 2010	
<ul style="list-style-type: none"> 3rd selected Subsidiaries HRD plan 		October 2011	
Linkages with other Teams			
Other USAID, World Bank, KfW, EU, and donor supported -projects	Coordination and collaboration with other USAID and donor- supported project by establishing a HRD working group to avoid duplication and assure the integration of trainings		
WWSPR	Provide training already delivered and outcomes; developed staffing plans and certification requirements		
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Human resources development team	Team leader	Management of task targets	
WWSS teams	Technical input	<ul style="list-style-type: none"> Participating in modifying the HCWW and Subsidiaries job description. Create for each position competencies list. Define performance gaps for each technical position 	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Human Resources Task Team	Component 4: Staff Development/Professionalization	
	Task 4.2: World-class HCWW Training Institution Established	
Task Team Leader - Human Resources Team Leader	Counterparts: HCWW	
Task Description: Upgrade existing training center to world class standards with funding plan for modernization		
Scope Objective: National, world-class training center established to focus on management and leadership, and the dissemination of guidelines, systems and procedures.		
Long-term Objectives: Training center will be used to introduce emerging technologies and host online library of training materials being developed by KfW with a sustainable plan for managing and financing the facility and training programs.		
Assistance Approach		
Assist HCWW in designing a world class training facility and translate design to an upgrade plan for an existing facility.		
<ul style="list-style-type: none"> 4.2.1 Identify and assess current training facilities. 4.2.2 Select training facility and define maintenance requirements at current usage levels. 4.2.3 Develop a plan with HCWW for optimal configurations for training facility based on anticipated training requirements, and material development. 4.2.4 Develop procurement plan for facility equipment 4.2.5 HCWW training inventory collected to establish training library related to water and wastewater 4.2.6 Build the staff capacity to manage a world class training centers. 4.2.7 Prepare the center to host the online library of training material being developed by KFW 4.2.8 Work with the HCWW to create a sustainable approach to managing and financing the facility and the training programs. 		
Counterpart Requirements		
<ul style="list-style-type: none"> <input type="checkbox"/> List of training facilities. <input type="checkbox"/> Collect all training material and provide them to the training facility. <input type="checkbox"/> Allocate the human and financial resources to manage a world class training facility 		
Intermediate & short term milestones		
<ul style="list-style-type: none"> • Facility selected 	April 2009	
<ul style="list-style-type: none"> • Procurement plan 	May 2009	
<ul style="list-style-type: none"> • Facility plan 	August 2009	
<ul style="list-style-type: none"> • Start implementation for capacity building activities 	September 2009	
<ul style="list-style-type: none"> • Establish training library to host the online library 	Ongoing	
<ul style="list-style-type: none"> • Sustainability requirements / financial, human, and physical 	2010	

Human Resources Task Team		Component 4: Staff Development/Professionalization	
		Task 4.2: World-class HCWW Training Institution Established	
Reports and Deliverables			
<ul style="list-style-type: none"> Facilities assessment 		April 2009	
<ul style="list-style-type: none"> Facility management plan 		September 2009	
<ul style="list-style-type: none"> Capacity building plan 		October 2009	
<ul style="list-style-type: none"> Sustainability plan 		September 2010	
Linkages with other Teams			
Other USAID, KfW, EU, and donor supported -projects		<ul style="list-style-type: none"> Coordination and collaboration with KfW to establish an online library within the training center Coordination with other USAID and donor- supported project to collect training material and modules. 	
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Human resources development team	Team leader	Management of task targets and timeline	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

Human Resources Task Team		Component 4: Staff Development/Professionalization	
		Task 4.3. HCWW and Selected Subsidiary Participation in International Events and Study Tours Planned	
Task Team Leader - Human Resources Team Leader		Counterparts: HCWW and Subsidiaries	
Task Description:			
<ul style="list-style-type: none"> • Develop and implement study tours programs for different departments for the duration of the contract, and establish a system that ensures continuation of the program beyond the end date of the contract • Develop and implement a program for participation in international exhibitions and training courses and events for different departments for the duration of the contract and establish an arrangement to ensure continuation of the program beyond the end date of the contract 			
Scope Objective: To develop world class competencies through cooperation with international organizations and plants via study tours for selected HCWW and Subsidiary staff and through participation in international conferences and events.			
Long-term Objectives: Ensure that the HCWW and Subsidiaries key staff remain exposed to emerging technologies and developments after the project ends through continued involvement in international water/wastewater conferences and study tours.			
Assistance Approach			
<p>Working with HCWW, identify an international exhibition, conference or training course for key staff. Possible conference options include: the American Water Works Association 2008 Distributions System Symposium or the 2009 Customer Service/Information Management & Technology Conference. Identify appropriate study tours and staff appropriate to attend based on performance needs and incentive system.</p> <ul style="list-style-type: none"> 4.3.1. Establish a process for planning and implementing four study tours and four international conferences or event. 4.3.2. Coordinate with USAID to assure the ADS regulations are implemented. 4.3.3 Implement yearly one study tour 4.3.4 Organize and support HCWW and selected Subsidiaries staff to attend and/or participate in an international exhibition conference or event on annual basis 4.3.5 Work with HCWW to develop a program for different departments to participate in international exhibitions or training courses and establish a system that ensures continuation of the program beyond the end date of the contract 			
Counterpart Requirements			
<input type="checkbox"/> Create nomination process to select the staff who can make performance improvements at their work level and would benefit from additional study tours or access to conferences or events.			
Intermediate & short term milestones			
<ul style="list-style-type: none"> • Study tour nomination list approved by USAID (annually) 		April 2009; 2010; 2011; 2012	
<ul style="list-style-type: none"> • Prepare Tour program and arrangements 		May 2009; 2010; 2011; 2012	
<ul style="list-style-type: none"> • Conformance registration and a arrangements 		July 2009; 2010; 2011; 2012	
<ul style="list-style-type: none"> • Participation in a conference annually 		2009; 2010; 2011; 2012	
<ul style="list-style-type: none"> • Implement study tour annually 		2009; 2010; 2011; 2012	

Human Resources Task Team		Component 4: Staff Development/Professionalization	
		Task 4.3. HCWW and Selected Subsidiary Participation in International Events and Study Tours Planned	
Reports and Deliverables			
• Year 1 study tour (And further annually)		July 2009; 2010; 2011; 2012	
• Year 1 international conference (And further annually)		September 2009; 2010; 2011; 2012	
• Study tours, international conferences and events ongoing program		October 2009	
Linkages with other Teams			
WWSS Team Roles & Responsibilities			
Name	Role/Responsibility	Primary Focus	
Human resources development team	Task Leader	Manage task activities and timelines	
Counterparts and Coordination			
Name	Affiliation	Role/Responsibility	Primary Focus

ANNEX B: WORK PLAN ACTIVITY TIMELINE CHARTS

ANNEX C: WWSS STAFFING STRUCTURE
