USAID | EGYPT
FROM THE AMERICAN PEOPLE

PERFORMANCE MONITORING PLAN

WATER AND WASTEWATER SECTOR SUPPORT PROGRAM
WATER POLICY AND REGULATORY REFORM PROGRAM

May 23, 2010

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared by Chemonics International Inc.

PERFORMANCE MONITORING PLAN

WATER AND WASTEWATER SECTOR SUPPORT PROJECT
WATER POLICY AND REGULATORY REFORM PROJECT

Contract No. EPP-I-00-04-00020-00, Order Nos. 2 and 3 **R-2010.05.28**

CONTENTS

ACRONYMS AND ABBREVIATIONS

AIR	Annual Information Return
CAPWO	Cairo and Alexandria Potable Water and Wastewater Organization
COP	Chief of Party
EU	European Union
EWRA	Egyptian Water Regulatory Authority
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HCWW	Holding Company for Water and Wastewater
KRA	Key Result Area
MARS	Management and Reporting System
MHUUD	Ministry of Housing, Utilities and Urban Development
MOF	Ministry of Finance
NOPWASD	National Organization for Potable Water and Sanitary Drainage
O&M	Operations and Maintenance
PAU	Policy Advisory Unit
PIR	Project Intermediate Result
PM&R	Performance Monitoring and Reporting
PMEU	Program Management and Evaluation Unit
PMP	Performance Monitoring Plan
PO	Program Objective
PRiSM	Project Management Information System
WPRR	Water Policy and Regulatory Reform Project
WWSS	Water and Wastewater Sector Support Project

SECTION I - INTRODUCTION

The purpose of this Performance Monitoring Plan (PMP) is to outline the anticipated results of USAID/Egypt's water and wastewater sector program, as well as the mechanisms USAID implementing partners in the sector will utilize to monitor progress over the life of the program. This plan will serve as a guide to the project teams in collecting and managing high-quality performance information and using it for project management and communications of interim and life-of-project results.

A. Program Overview

Building on decades of support to the water and wastewater sector primarily through capital investment projects, the current USAID/Egypt water program aims to support recent reform efforts by the Government of Egypt (GOE) to help promote the sustainability of the sector. USAID funding in the water sector in Egypt will be used to: construct small water and wastewater systems improvements in rural areas; continue institutional support to the Ministry of Housing, Utilities and Urban Development (MHUUD), Egyptian Water Regulatory Authority (EWRA), and the Holding Company for Water and Wastewater (HCWW); encourage private sector capital investments; enable private sector participation in the operation and management of the water and wastewater systems; and provide the MHUUD and the HCWW with program management services required to carry out the GOE's water and wastewater capital investment program.

The long-term vision for the sector includes the HCWW efficiently managing investment planning, the subsidiary companies managing all aspects of service provision and EWRA regulating the provision of the service and the protection of the consumer. It is expected that the other donors including the World Bank, the EU and GTZ will have involvement in water sector policy development, and the USAID-funded projects under the program are expected to actively coordinate inputs from other donor organizations.

Two USAID-funded programs were launched in 2008 to support these initiatives: the Water and Wastewater Sector Support (WWSS) project and the Water Policy and Regulatory Reform Program (WPRR) project. Both projects are a follow-up and extension to the successful institutional, service, financial, regulatory, and infrastructure support seen under previous USAID programs in the water and wastewater sector in Egypt. These projects, described below, collaborate with different partners in the sector toward a common objective of increasing the quality and reach of water and wastewater services to the population of Egypt.

Coordination between projects in performance monitoring. As displayed in Exhibit III, the WWSS and WPRR projects are designed to work in concert to achieve USAID's Water and Wastewater Program objective. Accordingly, coordination between the two projects in performance monitoring activities will be vital to USAID's overall program monitoring. In the results areas common to both projects – namely: PIR 2 - Capital Investment planning and program management improved; and KRA 3.2 – Operator certification system developed – the two projects have, in this PMP, agreed upon shared indicators, synchronized definitions to the extent possible, and have clearly assigned responsibilities for information gathering, storing, and reporting.

A1. WWSS Project Description and Approach

WWSS provides technical services and related resources to the HCWW and selected subsidiaries to strengthen their capacity to deliver quality services in a cost effective fashion and their capability to implement recent GOE initiatives to improve the operational performance of the sector. The project also aims at assisting in the policy, legal, and regulatory process to improve cost recovery and facilitate private-sector investments in the sector. It has four key objectives:

- Increase financial and commercial viability of existing water and wastewater companies;
- Establish new regional water and wastewater subsidiaries;
- Develop and implement capital investment planning and program/project monitoring and management mechanism; and
- 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 Chemonics team implements activities at four levels:

A. *Central activities,* targeting the HCWW and emphasizing mainly the provision of technical support and complementary expertise in support of company-initiated activities. This includes support to ongoing business planning and organizational restructuring efforts, assistance in developing a system-wide IT master plan, a leadership forum for subsidiary chairmen, preparation of a corporate communication strategy, and other support activities. Unlike technical assistance targeting operating subsidiaries, our strategy here is based on common activities carried out within the framework of a Joint Working Group (JWG). The latter includes WWSS and HCWW staff members responsible for coordinating the implementation of subsidiary-specific work plans and cross-cutting activities.

B. *Cross-cutting activities,* calling for the initiation and implementation of "generic" (as opposed to subsidiary-specific) capacity-building and human resources development programs and activities, based on information gathered during our first project year in five governorates and on field assessments of seven additional operating subsidiaries.

C. *Subsidiary-specific activities,* consisting of activities targeting each subsidiary individually, for which specific activities are largely derived from our experience, priorities discussed with the chairmen and senior staff of the subsidiaries, supplemented by surveys conducted in September 2009, as well as input from HCWW and donor agencies involved in the water and wastewater sector.

D. *Project development and coordination activities,* helping to effectively coordinate, monitor and communicate progress of the implementation of technical activities.

Activities are uniquely designed for each company's context, and aim to increase institutional and human capacity in critical areas of business planning, human resources management and development, financial management, performance management, operations and maintenance, and capital investment planning and program management.

A2. WWSS Organizational Structure

The Chief of Party, Ghassan Nakad, oversees both central-level and cross-cutting activities, while utility-specific work plans and tasks are supervised by Engineer Mohamed Hashem, Deputy Chief of Party. The latter is responsible for field operations, providing quality assurance for the tasks outlined in the plans and ensuring their timely completion. Mr. Hashem is assisted by three regional coordinators: Eng. S. Moursy for Upper Egypt (Aswan, Sohag, Luxor, and Qena), Eng. Ahmed Allam for Middle Egypt (Assiut, Minya, Beni Suef, and Giza), and Mr. M. Bakr for Lower Egypt (Cairo, Menufiya, Daqahliya, and Matrouh). Each regional coordinator manages a team of interdisciplinary consultants, who focus primarily within that region. Regional teams, however, share resources for discrete activities, and upon completion of activities, individual team members may move across regions. The Technical Support Group, supervised by the COP, includes senior-level specialists in the key areas of the project scope of work, who will oversee activities project-wide in their areas of expertise. They are responsible for the quality assurance of the technical work, and for assuring that all activities in each functional area are conducted in a coordinated fashion.

Our Director of Program Development and Coordination, Ms. Kathleen Sheridan, is responsible for external reporting and communication, monitoring and evaluation, and donor coordination.

Exhibit I: WWSS Project Staffing Structure

A3. WPRR Project Description and Approach

The Water Policy and Regulatory Reform project is a $12.9 million, USAID-sponsored follow-up and extension to the successful institutional, service, financial, regulatory, and

infrastructure support provided under previous USAID programs in the water and wastewater sector in Egypt.

The project will strengthen the water and sanitation sector in Egypt by supporting the government's reform efforts. The WPRR program will provide technical services and related resources to the Egyptian Water Regulatory Authority (EWRA) and the Ministry of Housing, Utilities and Urban Development (MHUUD) to strengthen the policy, legal and regulatory framework for water and wastewater. The WPRR program will be implemented in close coordination with projects supported by USAID and other donors in the sector that aim to improve and expand water and sanitation services.

The overall objectives of the WPRR Program are to support the GOE to:

(1) Strengthen the policy, legal and regulatory framework for the water and wastewater sector in Egypt, and
(2) Improve the quality of water and wastewater services and extend them to new customers.

The WPRR project provides technical assistance to the Ministry of Housing, Utilities and Urban Development (MHUUD) and EWRA through interventions organized around six components:

Component 1: Policy and Legal Reform. Under this component WPRR will: support MHUUD to develop a comprehensive strategy which addresses corporate governance and includes a more sustainable plan for financing operating and capital costs, support the PAU to develop its capacity to provide quality analysis and other policy support to MHUUD, and support the GOE to draft a new water and sanitation law and, after passage, support implementation.

Component 2: Regulatory Reform. The focus of this component is the provision of assistance to EWRA which will build the system and staff capacity required to carry out normal regulatory functions. The assistance provided by the WPRR project is organized under two tasks. The first focuses on improving economic regulation of the water sector. The second task under this component involves the development of utility levels of service which will be mandated and monitored by EWRA.

Component 3: Water and Wastewater Operator Certification. A certification program is needed to ensure that operators of water and wastewater facilities have, at a minimum, the basic competencies required to effectively manage treatment facilities. Advanced water and wastewater industries in other parts of the world establish clearly-defined professional grades for operators. Introduction of a certification program in Egypt could enhance efforts to improve service delivery by both increasing the technical knowledge and skills of utility operators. It is envisioned that EWRA will manage the program, HCWW will provide a training program to prepare operators for examinations and a third party organization will carry out the examination process.

Component 4: Public-Private Partnerships. A PPP Central Unit has been established at the Ministry of Finance (MoF). The PPP Central Unit provides overall program direction, and coordinates and supervises line ministries to successfully implement PPPs. The WPRR project will assist the GOE in defining a policy framework for PPPs, provide technical assistance services and other capacity building resources to help create and build the

institutional capacity of a PPP unit, and provide intermittent, short-term technical assistance services to help execute up to three priority water and wastewater transactions**.**

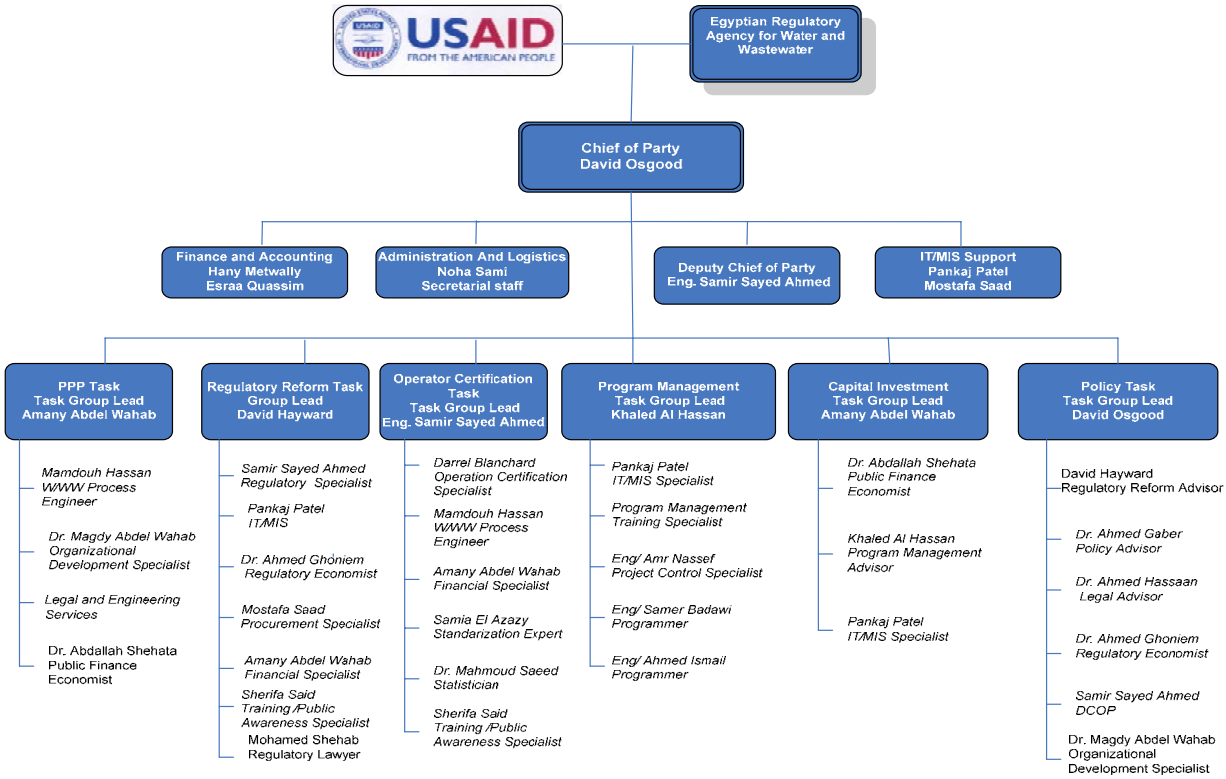
Component 5: Capital Investment Planning. The WPRR project will support MHUUD to develop an integrated approach to medium term planning and capital budgeting. Project staff will work with MHUUD agencies to incorporate the results of a national master plan and assist those agencies to use a capital projects prioritization model to maximize the results of infrastructure planning in the context of limited budgets.

Component 6: Program Management. The purpose of this component is to assist the GOE to develop a comprehensive and strategic approach to capital investment planning and implementation. Work under this component will involve provision of support to the MHUUD PMEU and the agency program control units and enhancement of the program management system developed during the WWSPR project. WPRR staff will work closely with WWSS staff which will build program management capacity in the subsidiary companies.

A4. WPRR Organizational Structure

The WPRR organizational chart is located below in Exhibit II. Task team groups are organized around the six project components.

Exhibit II: WPRR Project Staffing Structure



B. USAID Egypt Water Sector Program Results Framework

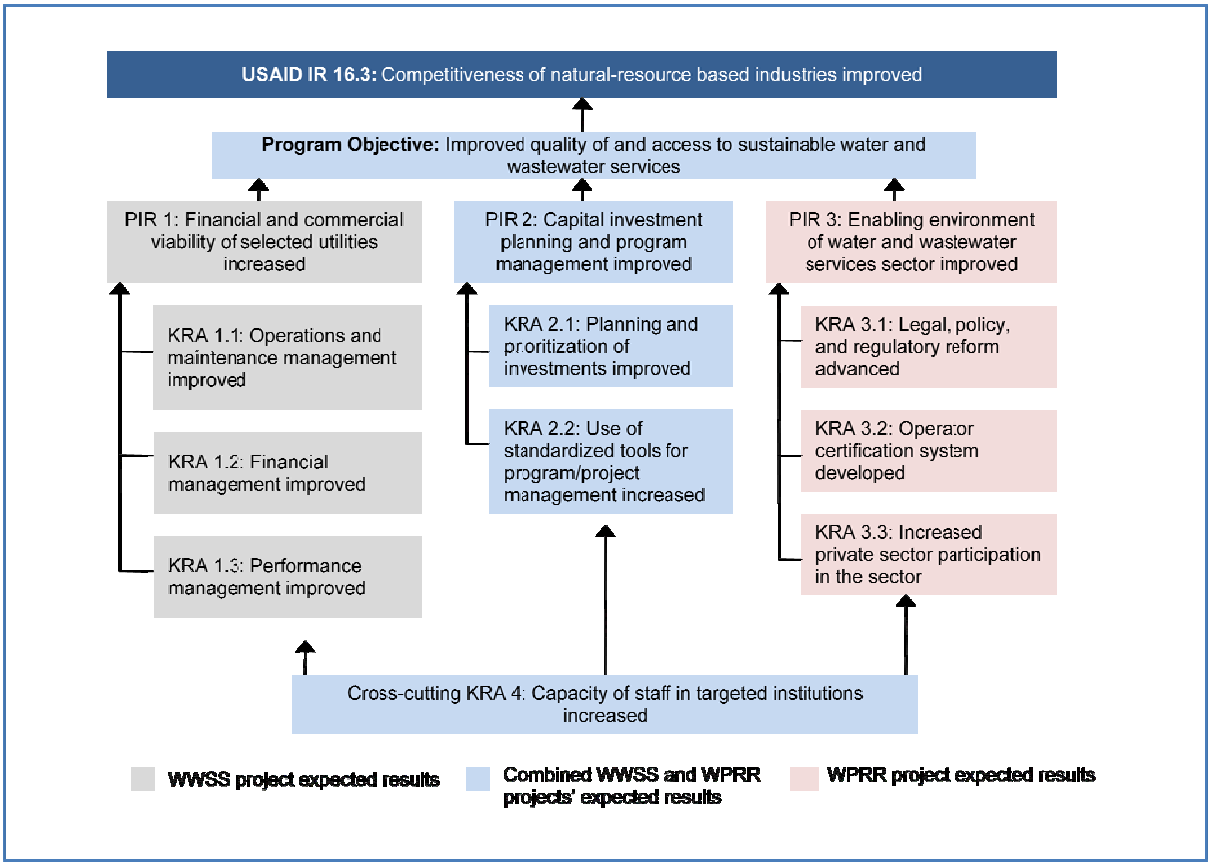
The USAID Water Sector Program results framework, presented in Exhibit III, represents the USAID sector strategy to achieve the program objective, "Improved quality and reach of water and wastewater institutions," which contributes to USAID Intermediate Result 16.3, "Competitiveness of natural resource based industries improved." This framework is intended as a planning, communication, and management tool for USAID as well as for the WWSS and WPRR project teams. The Results Framework conveys the development hypothesis implicit in USAID's approach to achieving program results, as well as the cause-effect relationships between key result areas (KRAs), project intermediate results (PIRs), and the program objective.

The Results Framework encompasses activities covered within the WWSS and WPRR scopes of work, and activities undertaken by other USAID sector projects. The results pertaining to WWSS are Project Intermediate Results (PIRs) 1 and 2; while PIRs 2 and 3 pertain to WPRR. Thus, PIR 2, "Capital Investment planning and program management improved," and its two associated Key Result Areas, are results to which both the WWSS and WPRR projects will contribute.

WWSS and WPRR will work toward, and report against, these Project Intermediate Results and Key Result Areas. Annual work plans will include activities designed to meet each of these results. In other words, to increase management and operational efficiency of targeted institutions (PIR 1), WWSS will work to improve O&M management (KRA 1.1), financial management (KRA 1.2), and performance management (KRA 1.3). Likewise, to improve capital investment planning and program management (PIR 2), both projects will improve planning and prioritization of investments (KRA 2.1) and develop and promote standardized tools for program/project management (KRA 2.2).

The Cross-cutting Key Result Area, Capacity of staff in targeted institutions increased, is positioned as a boundary-spanning result area due to the importance of increased human capacity in all other program components. Activities designed to achieve this result will also contribute to achievement of all other results in the combined framework.

Exhibit III: USAID Water and Wastewater Program Results Framework



SECTION II – PERFORMANCE MONITORING PLAN

C. Approach to Monitoring, Evaluation, Analysis, and Communication

Performance monitoring will play a critical role in understanding, demonstrating, and communicating the results of the WWSS and WPRR projects and in guiding the management of both contracts. In order to ensure successful outcomes, we will use our performance monitoring system as a management tool to monitor the progress of our planned activities and to serve as an early warning system to alert our team of activities that are not progressing as planned or that are not having the intended result. In this way, our team will be using analysis of performance data to strategically guide project decision-making and resource allocation.

Accordingly, our approach to performance monitoring is guided by the following principles:

*Results-oriented***.** The results framework is the foundation of our PMP. Each of our indicators is linked to a specific result.

Directly linked to ongoing project planning. Both quantitative indicator data and qualitative annual assessment data will be direct inputs to ongoing project planning efforts. Before deciding upon annual work plan activities, we will assess whether previous activities were successful by examining performance data.

Participatory. Performance monitoring is most effective when it involves the entire project team and relevant stakeholders. Technical staff members will be involved in data collection, interpretation, and in using performance information. Since they will be in direct contact with partners and data sources, they are well placed to efficiently collect and verify performance data. It is also important to get our stakeholders' buy-in to the anticipated project results, critical indicators, and include them as partners in collecting and disseminating information about project results. This also serves the purpose of strengthening partners' capacity in performance monitoring after the project has ended.

We recognize that communications plays a vital role in performance management. In communicating project results we will seek to share information in a transparent manner that will advance learning and accurately demonstrate the project's results. We will communicate project results as jointly achieved by USAID and the water-sector counterparts and share performance information with local partners. We will also be careful to communicate limitations in data quality and communicate achievements and attribute results honestly.

D. Critical Assumptions

In designing the WWSS and WPRR performance monitoring system, we focused on indicators within the manageable interest of the projects. This approach allows us to measure results that can be attributed to the project. The project's ability to demonstrate improvement in these measures relies on the following basic assumptions:

Water sector counterparts will remain committed to reform. To achieve our expected results, we assume that the HCWW, subsidiary leadership and staff, and the Ministry of Housing, Utilities, and Urban Development will continue to champion reforms, invite ideas for reformed procedures, systems, and approaches, and work collaboratively to implement them.

Critical among potential reforms is a change in the tariff structure, and we assume that political will will exist within the Government of Egypt to increase the tariff.

Donor commitments will remain in place. Donor involvement in the sector covers a range of activities critical to WWSS and WPRR' success. For example, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) is assisting the HCWW with business and development planning, which is a building block of WWSS' business planning exercise with subsidiaries. In addition, the European Union is providing assistance in Master Plan development, the World Bank is funding sanitation investments, and other donors are providing similar investments. We assume that the planned donor investments will proceed as expected, and that coordination and cooperation will continue.

EWRA will continue to operate effectively and will move expeditiously towards a position of regulating water utilities. The EWRA is not currently regulating Egyptian water utilities. Commitment by the management of this organization to the objective of full economic and technical regulation is critical to meeting WPRR objectives.

E. Overview of Indicators, Baselines, and Targets

We have identified life-of-project indicators for each result in the results framework and they are listed in Annex A. The indicators are designed to: track implementation of activities against targets; capture project outcomes for learning and communications; and contribute to USAID's performance management and reporting needs. To provide the comprehensive coverage needed for project progress review, troubleshooting, and management, the M&E system will track two main types of performance indicators: *output* and *outcome*. Output indicators, such as "number of people trained," track the immediate products of project activities and provide feedback to managers on project performance to identify areas where implementation strategies may need to be adjusted. Outcome indicators, such as "percent change in the volume of leakage," measure the effects, or results, of project activities, at the program intermediate result and program objective levels of the results framework. We have also included a small number of *context indicators*, which are not wholly within the project's manageable interest but are nonetheless useful to monitor.

USAID standardized indicators. In line with the United States Government Foreign Assistance Framework and associated operational planning and reporting procedures, we have included an indicator for the "Clean Water and Sanitation Services" element under the Health Program Area. The selected indicator is, "Percent of operations and maintenance costs for water supply and sanitation services covered through customer charges in USG-assisted target areas," and is covered by indicator 6.

Disaggregation. Where appropriate, indicator data will be disaggregated by governorate, gender, institution, and other criteria. This will allow us to analyze and report project results within and across these various groups.

Baselines and targets. Upon approval of the PMP, the WWSS Director of Program Development and Coordination and the WPRR DCOP will work with project staff and partners to collect baseline data for each indicator. Upon approval of the PMP, project staff will set targets for each indicator. To set targets, we will consider available baseline and historical data as well as the activities planned by the project. We aim to set ambitious and realistic annual and life-of-project targets, which will be reviewed annually along with the review of the PMP. Any adjustments will be discussed with USAID.

The detailed design of the performance monitoring system is laid out in the indicator reference sheets in Annex B. These sheets spell out the precise definition of each indicator, management utility of tracking the information, unit of measure, method of acquisition, frequency of collection, data source, and project staff member responsible for collecting the data. By specifying each indicator in detail, we can help to ensure that data is handled consistently throughout the life of the project.

F. Annual Qualitative Assessments

In addition to indicator data, the WWSS team will complete annual qualitative assessments of its counterpart water/wastewater companies, to gauge their progress in utilizing and adopting project-supported systems and practices. These annual assessments will be uniquely designed for each company, and will be based upon the initial baseline assessments completed in 2009 and upon the selected interventions in the subsequent company-specific work plans. For example, since leak detection was defined by Luxor as a primary area of WWSS project intervention and subsequently addressed by the WWSS team with equipment and training, the annual assessment in Luxor will focus on leak detection, among other things. It will examine whether the trained personnel are using and maintaining the equipment, whether others have been trained, whether the leak detection information is being shared within the organization, and whether the detected leaks are being addressed by the company's O&M staff. Assessments will include yes/no questions that may be aggregated across companies for WWSS reporting, as well as open-ended qualitative questions that will generate information for use in ongoing work planning and in reporting of project successes.

G. Data Sources and Collection Methods

Project performance data will be collected on either a monthly, quarterly, or annual basis, depending on the indicator. We will obtain indicator data from a variety of sources including counterparts, internal project records, and assessments. The specific data source and frequency of collection and reporting for each indicator is identified in Annex B. Generally, they can be grouped in the following three categories:

Primary data collection through assessments, surveys, and interviews. WWSS will conduct periodic short surveys of HCWW and subsidiary counterparts on issues such as satisfaction with information from USAID-supported systems as well as application of skills gained through project-supported training efforts. WWSS will also assess, through surveys and observation, the application of knowledge and skills gained in project-supported capacity building activities. Such assessments, along with periodic interviewing of key counterparts at HCWW and its subsidiaries, will capture stories and anecdotes of beneficiaries in project-targeted governorates.

Primary data from project records. A number of the proposed indicators directly measure outputs of project activities, so data for these can be easily attained from project records. For example, since training is a key project activity, we will systematically track trainee numbers and basic demographic facts through sign-in sheets, and we will draw upon these records for reporting and planning purposes. The indicator for number of PPPs initiated, similarly, will include data directly pulled from project records. The projects will also develop and use training evaluation forms to capture qualitative information on our training courses to inform future training events.

Secondary data from project partners. Data collection on the remaining project indicators requires collaboration with counterparts, particularly with the EWRA and the HCWW and its subsidiaries. The subsidiaries' Annual Information Returns and MARS reports will be key sources of project performance data.

H. Data Quality Control

To ensure that project M&E data is of the highest possible quality, and to meet USAID data quality standards (see box), we have identified and planned data quality control measures for each indicator, as detailed in the indicator reference sheets in Annex B. The component leaders/project task leaders and their team members are best placed to provide first-order quality control for the various data elements. Upon collection of data, each component team will examine the quantitative data to identify errors. Should any problem be identified, the component leader is responsible for verifying data against original sources and other forms of verification that may be required, such as cross-verification from alternate data sources.

USAID's Data Quality Standards

Validity – Data should clearly and adequately represent the intended result and reflect no bias
Reliability – Data should reflect consistent collection and analysis methods over time
Timeliness – Data should be sufficiently current and available to be practical for use by management
Integrity – Mechanisms must be in place to reduce the possibility for manipulation of data
Precision – Data should be precise enough to present a fair picture of performance and enable management decision-making

The WWSS Director of Program Development and Coordination and the WPRR DCOP are responsible for secondary data quality control, i.e. post data entry. They will tabulate data to identify potential errors, and design a spot-check system to verify data at their sources, e.g. with visits to the HCWW or its subsidiaries or the EWRA. When errors are identified early, they can make appropriate corrections by consulting the data source if possible. Both projects will coordinate closely in data collection, sharing, and reporting for indicators of overlapping results areas.

I. Reporting

Performance monitoring data will be included in quarterly progress reports. Incremental data for the reporting period will be presented as well as aggregate data by project year. Narrative description will be provided to explain the quantitative data, including performance against targets, along with additional qualitative data and success stories collected through interviews. The final report will contain life-of-project indicator values and narrative analysis of achievements against targets, analysis of project outcomes, a discussion of best practices and lessons learned, and presentation of success stories.

J. Responsibilities of Project Staff

The WWSS Director of Program Development and Coordination and the WPRR DCOP will manage the performance monitoring system at each project, and coordinate with each other to compile data at the USAID program level. They will coordinate the technical staff's data collection activities, ensuring that they have the necessary tools and that they do so systematically. They will analyze and report performance data in a timely and regular manner, to allow for appropriate monitoring of the contract, reporting, and delivery of information to project decision-makers. Annually, they will review the appropriateness of the PMP and make necessary adjustments.

Technical staff. The technical staff members will be responsible for managing the process of primary data collection and entry in the area of his/her activity. After analysis and quality control by the WWSS Director of Program Development and Coordination and the WPRR DCOP, the technical staff, with partners and the WWSS COP, will use the information to make management decisions about implementation of activities and communicate progress to stakeholders.

WWSS and WPRR Chiefs of Party, Ghassan Nakad and David Osgood, respectively, will supervise the overall performance monitoring system. They will guide their respective teams in which indicator data are critical for management and communication, and they will utilize performance information for ongoing decision-making.

ANNEX A – CONSOLIDATED LIST OF INDICATORS

Number	Result	Project	Type	Proposed Indicators
1	PO	WPRR and WWSS	Outcome	Progress in developing, implementing, and assessing performance against service standards (milestone indicator)
2	PO	WPRR and WWSS	Context	Percent of total costs recovered by targeted subsidiaries
3	PO	WPRR and WWSS	Outcome	Percent of O&M costs recovered by targeted subsidiaries*
4	PIR 1	WWSS	Outcome	Percent change in volume of unaccounted for water
5	PIR 1	WWSS	Outcome	Days sales in accounts receivable (aging)
6	PIR 1	WPRR and WWSS	Outcome	Percent of collection from period's bills
7	PIR 1	WPRR and WWSS	Outcome	Percent of collection from arrears
8	PIR 1	WWSS	Output	Progress in developing and implementing subsidiary business plans (milestone indicator)
9	KRA 1.1	WWSS	Outcome	Percent change in the volume of leakage
10	KRA 1.1	WWSS	Outcome	Percent change in chemical costs
11	KRA 1.1	WWSS	Outcome	Percent change in energy costs
12	KRA 1.1	WWSS	Outcome	Percent of samples meeting Egyptian water quality standards
13	KRA 1.1	WWSS	Outcome	Percent of samples meeting Egyptian effluent wastewater quality standards
14	KRA 1.2	WWSS	Outcome	Number of project-targeted subsidiaries producing quarterly financial and accounting statements
15	KRA 1.3	WWSS	Outcome	Percent of meters functioning in targeted areas
16	KRA 1.3	WWSS	Outcome	Percent of customers billed in targeted areas
17	KRA 1.3	WWSS	Outcome	Percent of the volume of water produced that is billed
18	KRA 1.3	WWSS	Output	Number of project-targeted subsidiaries producing quarterly MARS reports
19	KRA 1.3	WWSS	Outcome	Quality of information generated by MARS

20	PIR 2	WWSS	Outcome	Quality of information generated by PRiSM
21	KRA 2.1	WPRR	Outcome	Percent of projects identified based upon the prioritization process
22	KRA 2.1	WPRR and WWSS	Outcome	Percent of active projects entered into PRiSM
23	KRA 2.2	WPRR and WWSS	Output	Percent of projects updated in PRiSM on a monthly basis
24	KRA 2.2	WWSS	Outcome	Percent of annual R&R budget expended
25	KRA 2.2	WPRR and WWSS	Output	Number of standard contracting documents completed
26	KRA 2.2	WPRR	Outcome	Percent of Agency Chairman receiving PM reports on a monthly basis
27	KRA 3.1	WPRR	Outcome	Percent of overall sector O&M financing which comes from customer tariffs
28	KRA 3.1	WPRR	Outcome	Percent of overall sector O&M financing which comes from subsidy
29	KRA 3.1	WPRR	Outcome	Percent of utilities submitting annual information returns
30	KRA 3.1	WPRR	Outcome	Percent of utilities submitting three year tariff studies
31	KRA 3.2	WPRR	Outcome	Number of plant operators who take a certification exam
32	KRA 3.2	WPRR	Outcome	Percent of plant operators taking the exam who are certified (pass rate)
33	KRA 3.3	WPRR	Outcome	Number of PPP transactions contracted
34	KRA 3.3	WPRR	Outcome	Value of private sector investment through PPPs
35	KRA 4	WWSS and WPRR	Output	Number of people trained
36	KRA 4	WWSS	Outcome	Number of subsidiaries developing or updating HRD plans
37	KRA 4	WWSS	Outcome	Number of subsidiaries using an automated HR management system

*This indicator covers the USAID standardized indicator, “Percent of operations and maintenance costs for water supply and sanitation services covered through customer charges in USG-assisted target areas” under the Clean Water and Sanitation Services element.

ANNEX B – INDICATOR REFERENCE SHEETS

Performance Indicator Reference Sheet
Result: PO: Improved quality of and access to sustainable water and wastewater services **Indicator 1:** Progress in developing, implementing, and assessing performance against service standards
DESCRIPTION
Precise Definition(s): This indicator is a series of milestones to measure progress of the sector, with support from both projects, in developing, adopting, and utilizing levels of service standards. Three milestones are included, for: drafting, review, and adopting the standards. Once adopted, this indicator will track companies' performance against the standards in 4 key indicators: water coverage (% of the population not served); wastewater coverage (% of the population not served); water quality (% of chemical and physical standards complying with standards); and customer service (# of complaints per 1000 connections). See also Annex D for the tracking matrix for this indicator. **Unit of Measure:** NA. **Disaggregated by:** By subsidiary, by milestone, by indicator **Justification & Management Utility:** Sector-wide standards for service provision indicate increased focus on and monitoring of quality of service. Once approved, the standards will represent the industry definition of service quality and performance against the standards will be a direct measure of quality of service. Improving quality of service is the primary goal of the USAID water program.
PLAN FOR DATA ACQUISITION
Data Collection Method: Milestone data will be collected directly from WPRR project records, and indicator data will be collected from MARS. **Data Source(s):** Project-targeted subsidiaries, and Annual Information Returns (AIRs) **Frequency/Timing of Data Acquisition:** Annually **Estimated Cost of Data Acquisition:** Low. Will occur within the regular course of project activities. **Responsible Individual(s) at the Project:** WPRR Deputy Chief of Party, WWSS Director of Program Development and Coordination
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A **Known Data Limitations and Significance (if any):** Quality and completeness of data at some subsidiaries are poor. **Actions Taken or Planned to Address Data Limitations:** WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be validated with HCWW and with AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparisons against baselines and across subsidiaries. **Presentation of Data:** Tables and narrative, see Annex D. **Review of Data:** Annually **Reporting of Data:** Annually
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PO: Improved quality of and access to sustainable water and wastewater services
Indicator 2: Percent of total costs recovered by targeted subsidiaries
DESCRIPTION
Precise Definition(s): Percent of total costs, including depreciation, recovered through revenue in targeted subsidiaries. In MARS, this indicator is titled, "Percent of total revenue represented by cost of operations and maintenance and depreciation regained," where the numerator is: total revenue; and the denominator is: operations and maintenance cost plus depreciation.
Unit of Measure: Percent
Disaggregated by: Subsidiary
Justification & Management Utility: Cost recovery is an indicator of the subsidiaries' sustainability and ability to plan and manage performance**.**
PLAN FOR DATA ACQUISITION
Data Collection Method: WWSS will collect this directly from partner subsidiaries using MARS. WPRR will collect this from AIRs submitted by each company.
Data Source(s): Project-targeted subsidiaries, MARS reports, AIRs
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Mahmoud Bakr, WWSS Utility Finance Senior Advisor (WWSS); Amany Abel-Wahab, WPRR Finance Team Leader
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be validated with HCWW and with AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. The WPRR Finance team will also work with the EWRA counterpart to review data collected and make adjustments in cooperation with the subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, between types of customers, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PO: Improved quality of and access to sustainable water and wastewater services
Indicator 3: Percent of O&M costs recovered by targeted subsidiaries
DESCRIPTION
Precise Definition(s): Percent of O&M costs recovered through activity revenue, where activity revenue is revenue from the sale of water. Numerator: Activity revenue from the reporting period; Denominator: total O&M costs from the reporting period. Per the MARS definition, activity revenue is account #41 in the companies' accounting system, and does not include other revenue streams such as that from sales of goods, sales, or services for third parties. Total O&M costs, per the MARS definition, includes salaries, materials, services, and the cost of goods. **Unit of Measure:** Percent **Disaggregated by:** subsidiary; WWSS-targeted subsidiaries / other **Justification & Management Utility:** O&M cost recovery is an indicator of the subsidiaries' sustainability and ability to plan and manage performance. Achievement of O&M cost recovery is an important step on the way to total cost recovery.
PLAN FOR DATA ACQUISITION
Data Collection Method: WWSS will collect this directly from partner subsidiaries using MARS. WPRR will collect this from AIRs submitted by each company. **Data Source(s):** Project-targeted subsidiaries, MARS reports, AIRs **Frequency/Timing of Data Acquisition:** Annually **Estimated Cost of Data Acquisition:** Low. Should occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Mahmoud Bakr, WWSS Utility Finance Senior Advisor (WWSS); Amany Abel-Wahab, WPRR Finance Team Leader
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection. **Known Data Limitations and Significance (if any):** Quality and completeness of data at some subsidiaries are poor. **Actions Taken or Planned to Address Data Limitations:** WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be validated with HCWW and with AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. The WPRR Finance team will also work with the EWRA counterpart to review data collected and make adjustments in cooperation with the subsidiaries as necessary. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, between types of customers, and between subsidiaries **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Annually **Reporting of Data:** Annually
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 1: Financial and commercial viability of selected utilities increased
Indicator 4: Percent change in volume of unaccounted for water
DESCRIPTION
Precise Definition(s): Percent change in the amount of unaccounted for water (UFW) from the previous period. Unaccounted for water will be estimated as: water sold (metered and estimated unmetered) divided by water produced. The percent change will be calculated using a numerator of: (current period UFW minus previous period UFW) and a denominator of: (previous period UFW)
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary
Justification & Management Utility: UFW tracking will promote better stewardship of water resources within partner utilities. Additionally, reducing UFW presents an opportunity for increasing subsidiaries' revenues. Because the project will not directly address all of the elements of UFW in all subsidiaries, this is a context indicator, but tracking it will help the project prioritize interventions.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms.
Data Source(s): Partner subsidiaries
Frequency/Timing of Data Acquisition: Semi-annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel-Fattah Saad, Performance Management Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor. As many subsidiaries do not have functioning bulk meters, they must estimate the unmetered portion of the production volume figure.
Actions Taken or Planned to Address Data Limitations: WWSS UFW team will work with the HCWW and subsidiaries to agree on a methodology for estimation of unmetered production volume. The utility management team will review data collected for the project before entry and make adjustments with subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 1: Financial and commercial viability of selected utilities increased
Indicator 5: Days sales in accounts receivable (aging)
DESCRIPTION
Precise Definition(s): The average number of days it takes to collect an account receivable. Numerator: receivables at end of reporting period; Denominator: average daily sales in reporting period.
Unit of Measure: Number.
Disaggregated by: Project-targeted subsidiary;
Justification & Management Utility: This is an indicator of cash flow that gives an overall picture of financial wellbeing of the Subsidiary Company from ongoing daily activities, and shows efficiency of the company's collections. Whereas cash statement analysis at year-end could give a misimpression of operational effectiveness, calculations on a regular basis will accurately identify the subsidiaries' ability to finance day-to-day activities
PLAN FOR DATA ACQUISITION
Data Collection Method: Review of subsidiary company monthly records
Data Source(s): Subsidiary financial statements
Frequency/Timing of Data Acquisition: Semi-annual
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Mahmoud Bakr, Utility Finance Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Quality assessments ongoing with review of financial documents **Known Data Limitations and Significance (if any):** New companies may have limited collection and billing data **Actions Taken or Planned to Address Data Limitations:** WWSS financial management team will work with the subsidiaries to improve financial management systems, and to generate regular financial statements with the necessary data elements for this indicator. The Finance team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values and between subsidiaries.
Presentation of Data: Tables, narrative
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 1: Financial and commercial viability of selected utilities increased
Indicator 6: Percent of collection from period's bills
DESCRIPTION
Precise Definition(s): Percent of billed revenue collected on time (by the due date). Numerator: total value of cash collected during the period related to bills issued during the period; Denominator: total period revenues or bills issued during the period. In MARS, this indicator is titled, "Percent of collection from the value of the period's issued bills."
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary, type of customer (domestic, government, others);
Justification & Management Utility: Increased collection efficiency is a measure of commercial efficiency and viability, a critical area of utility management and focus of the WWSS project.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection Forms. For non-WWSS subsidiaries, WPRR will collect the data from each company's AIR.
Data Source(s): Project-targeted subsidiaries, MARS reports, AIRs
Frequency/Timing of Data Acquisition: Semi-annually for WWSS subsidiaries; Annually for other.
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel-Fattah Saad, WWSS Performance Management Senior Advisor, and Amany Abel Wahab, WPRR Finance Team Leader
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be validated with HCWW and with AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. The WPRR Finance team will also work with the EWRA counterpart to review data collected and make adjustments in cooperation with the subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values and between subsidiaries. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 1: Financial and commercial viability of selected utilities increased
Indicator 7: Percent of collection from arrears
DESCRIPTION
Precise Definition(s): Percent of the total value of arrears collected during the period from domestic, governmental, and other customers. Numerator: total value of cash collected during the period on bills issued in previous periods (arrears); Denominator: accounts receivables balance (old account No.161, new account No. 171) at the beginning of the period. Accounts receivables balance is the value of all customers' accounts due for water and wastewater services.
Unit of Measure: Percent
Disaggregated by: Subsidiary, type of customer (domestic, government, others);
Justification & Management Utility: Increased collection efficiency of accounts receivable is a measure of commercial efficiency and viability, a critical area of utility management and focus of the WWSS project.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection Forms. For non-WWSS subsidiaries, WPRR will collect the data from each company's AIR.
Data Source(s): Project-targeted subsidiaries, MARS reports, AIRs
Frequency/Timing of Data Acquisition: Semi-annually for WWSS subsidiaries; Annually for other.
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel-Fattah Saad, WWSS Performance Management Senior Advisor, and Amany Abel Wahab, WPRR Finance Team Leader
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be cross-checked against data from the HCWW and AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. The WPRR Finance team will also work with the EWRA counterpart to review data collected and make adjustments in cooperation with the subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values and between subsidiaries. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 1: Financial and commercial viability of selected utilities increased
Indicator 8: Progress in developing and implementing subsidiary business plans (milestone indicator)
DESCRIPTION
Precise Definition(s): This qualitative indicator is a series of milestones to measure progress of subsidiaries at developing, implementing, and maintaining their company business plans, a key project deliverable. Milestones are included for four phases: development, implementation, institutionalization, and results, and include: Training conducted, Content developed, Draft finalized, Review workshop held, Final completed, Annual update completed, # of programs in plan, # of programs initiated, # of programs completed, Business planning unit established, Equipment delivered. See also Annex C for milestone tracking matrix.
Unit of Measure: NA.
Disaggregated by: By subsidiary, by milestone
Justification & Management Utility: The subsidiary business plan is the central WWSS tool for empowering water/wastewater companies to improve management and performance. This indicator will monitor the extent to which the utilities are utilizing the business plan and achieving the objectives within it.
PLAN FOR DATA ACQUISITION
Data Collection Method: Milestone data will be collected directly from WWSS business planning team, and business plan indicator data will be collected from subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries, and WWSS business planning team
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Ghaleb Akari, Senior Utility Management Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be cross-checked against data from the HCWW and AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Milestone data will be used to prioritize project interventions.
Presentation of Data: Tables and narrative.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.1: O&M management improved
Indicator 9: Percent change in the volume of leakage
DESCRIPTION
Precise Definition(s): Numerator: volume of leakage in the current period minus volume of leakage in the previous period; Denominator: volume of leakage in the previous period. Leakage makes up a portion of UFW.
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary
Justification & Management Utility: Tracking leakage promotes better stewardship of water resources within partner utilities. Additionally, reducing leakage presents an opportunity for increasing subsidiaries' revenues. For project purposes, this indicator will be tracked only where WWSS is implementing UFW programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MARS.
Data Source(s): Partner subsidiaries
Frequency/Timing of Data Acquisition: Semi-annually
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Ahmed Allam, O&M Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor. Also, since leak detection equipment is not widely available across the sector, leakage is often estimated.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from MARS will be cross-checked against data from the HCWW and AIR submissions, which has a documented degree of confidence based on the accuracy and reliability of the data source. Additionally, in the areas/governorates selected for project UFW programs, the project is either renting, purchasing, refurbishing leak detection equipment or negotiating with the companies to do so.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and against UFW figures. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.1: O&M management improved
Indicator 10: Percent change in chemical costs
DESCRIPTION
Precise Definition(s): Numerator: chemical costs per cubic meter produced in the current period minus chemical costs per cubic meter produced in the previous period; Denominator: chemical costs per cubic meter produced in the previous period. Chemical costs are a portion of O&M costs. "Chemical costs per cubic meter produced" is a MARS indicator.
Unit of Measure: Percent
Disaggregated by: By subsidiary, by plant
Justification & Management Utility: Chemical costs per cubic meter is a measure of efficiency of operations, a key result of the project. This is also a direct measure of project outcomes from chemical use optimization programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MARS.
Data Source(s): Partner subsidiaries
Frequency/Timing of Data Acquisition: Semi-annually
Estimated Cost of Data Acquisition: Low. This will occur in the regular course of project activities.
Responsible Individual(s) at the Project: Ahmed Allam, O&M Senior Advisor, Mahmoud Bakr, Senior Financial Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and across subsidiaries. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.1: O&M management improved
Indicator 11: Percent change in energy costs
DESCRIPTION
Precise Definition(s): Numerator: energy costs per cubic meter produced in the current period minus energy costs per cubic meter produced in the previous period; Denominator: energy costs per cubic meter produced in the previous period. Energy costs are a portion of O&M costs. "Energy costs per cubic meter produced" is a MARS indicator.
Unit of Measure: Percent
Disaggregated by: By subsidiary, by plant
Justification & Management Utility: Energy costs per cubic meter is a measure of efficiency of operations, a key result of the project. This is also a direct measure of project outcomes from energy use rationalization programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MARS.
Data Source(s): Partner subsidiaries
Frequency/Timing of Data Acquisition: Semi-annually
Estimated Cost of Data Acquisition: Low. This will occur in the regular course of project activities.
Responsible Individual(s) at the Project: Ahmed Allam, O&M Senior Advisor, Mahmoud Bakr, Senior Financial Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and across subsidiaries. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.1: O&M management improved
Indicator 12: Percent of samples meeting Egyptian water quality standards
DESCRIPTION
Precise Definition(s): Numerator: total number of water samples conforming to the applicable laws and rules of the Egyptian Ministry of Health and the Environmental Affairs Agency during the reporting period, according to subsidiary laboratories; Denominator: total number of water samples tested by the subsidiary during the reporting period (MARS definition). **Unit of Measure:** Percent. **Disaggregated by:** Project-targeted subsidiary **Justification & Management Utility:** Close monitoring of water quality is critical in a customer-oriented utility. It is an important indicator of overall operations and maintenance of the water network.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms. **Data Source(s):** Partner subsidiaries **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. This will occur in the regular course of project activities. **Responsible Individual(s) at the Project:** Ahmed Allam, O&M Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection. **Known Data Limitations and Significance (if any):** Quality and completeness of data at some subsidiaries are poor. **Actions Taken or Planned to Address Data Limitations:** WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.1: O&M management improved
Indicator 13: Percent of samples meeting Egyptian effluent wastewater quality standards
DESCRIPTION
Precise Definition(s): Numerator: total number of effluent wastewater samples conforming to the applicable laws and rules of the Egyptian Ministry of Health and the Environmental Affairs Agency during the reporting period, according to subsidiary laboratories; Denominator: total number of effluent wastewater samples tested by the subsidiary during the reporting period (MARS definition). **Unit of Measure:** Percent. **Disaggregated by:** Project-targeted subsidiary **Justification & Management Utility:** Close monitoring of wastewater quality is critical in a customer-service-oriented utility. It is an important indicator of overall operations and maintenance of the water network.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms. **Data Source(s):** Partner subsidiaries **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. This will occur in the regular course of project activities. **Responsible Individual(s) at the Project:** Ahmed Allam, O&M Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection. **Known Data Limitations and Significance (if any):** Quality and completeness of data at some subsidiaries are poor. **Actions Taken or Planned to Address Data Limitations:** WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.2: Financial management improved **Indicator 14:** Number of project-targeted subsidiaries producing quarterly financial and accounting statements
DESCRIPTION
Precise Definition(s): Financial and accounting statements targeted by the project include quarterly financial statements, cost accounting statements, and cash management statements. **Unit of Measure:** Number **Disaggregated by:** Type of statement **Justification & Management Utility:** Production of regular financial statements is critical to improving financial management and is an indicator of project-strengthened capacity through ADVAC installation and related technical assistance.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms. **Data Source(s):** Project-targeted subsidiaries **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. Should occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Mahmoud Bakr, Utility Finance Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection. **Known Data Limitations and Significance (if any):** None. **Actions Taken or Planned to Address Data Limitations:** NA **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.3: Performance management improved **Indicator 15:** Percent of meters functioning in targeted areas
DESCRIPTION
Precise Definition(s): Numerator: number of functioning meters at the end of the reporting period; Denominator: Total number of installed meters at the end of the reporting period. In the MARS system, this indicator is named, "Percent of functioning meters." **Unit of Measure:** Percent. **Disaggregated by:** Project-targeted subsidiary, type of meter (bulk or commercial) **Justification & Management Utility:** This is an indicator of the company's ability to maintain its meters, which are critical to commercial operations. A higher proportion of functioning meters also facilitates accurate billing and reduced unaccounted for water. This indicator will be tracked only in the areas where the project is implementing UFW programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms. **Data Source(s):** Project-targeted subsidiaries, MARS reports **Frequency/Timing of Data Acquisition:** Semi-annually. **Estimated Cost of Data Acquisition:** Low. Will occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Abdel-Fattah Saad, WWSS Performance Management Senior Advisor
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection. **Known Data Limitations and Significance (if any):** Quality and completeness of data at some subsidiaries are poor. **Actions Taken or Planned to Address Data Limitations:** WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values and between subsidiaries. To assess attribution, we will also compare this indicator between WWSS-targeted companies and others. **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Semi-annually **Reporting of Data:** Semi-annually
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.3: Performance management improved
Indicator 16: Percent of customers billed in targeted areas
DESCRIPTION
Precise Definition(s): Numerator: Number of bills issued to customers during the reporting period; Denominator: Total number of customers (accounts) at the beginning of the period. The title of this indicator in MARS is "Percent of issued bills to accounts"
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary, type of customer (domestic, government, others)
Justification & Management Utility: This indicator will measure the outcome of the WWSS team's work with utilities to increase billing, which is critical to reducing unaccounted for water and increasing sustainability of the companies. This indicator will be tracked only in the areas where the project is implementing UFW programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel-Fattah Saad, Performance Management Activity Leader, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in MARS data collection and entry. The O&M team will also review data collected for the project before entry and make adjustments with subsidiaries as necessary. Data collected directly from subsidiaries by the WWSS team will be cross-checked against data from MARS and that submitted in AIRs, which has a documented degree of confidence based on the accuracy and reliability of the data source.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, between types of customers, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.3: Performance management improved
Indicator 17: Percent of the volume of water produced that it billed
DESCRIPTION
Precise Definition(s): Numerator: Total volume, in cubic meters, billed to customers during the reporting period; Denominator: Total volume, in cubic meters, of water produced during the reporting period.
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary
Justification & Management Utility: This indicator will measure the outcome of the WWSS team's work with utilities to increase billing and revenue, and to decrease unaccounted for water. This indicator will be measured only where the project is implementing UFW programs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries
Frequency/Timing of Data Acquisition: Semi-annually
Estimated Cost of Data Acquisition: Low. Will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel-Fattah Saad, Performance Management Activity Leader, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: WWSS performance management team will build the capacity of subsidiary staff in data management. They will also review data collected for the project before entry and make adjustments with subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries.
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Semi-annually
Reporting of Data: Semi-annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.3: Performance management improved
Indicator 18: Number of project-targeted subsidiaries producing quarterly MARS reports
DESCRIPTION
Precise Definition(s): Quarterly MARS reports are those submitted by subsidiaries to the HCWW
Unit of Measure: Number
Disaggregated by: NA
Justification & Management Utility: Quarterly MARS reports are a key output of subsidiaries and their submissions indicates improved monitoring of subsidiaries and use of project-supported information system.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from the HCWW using standardized data collection forms.
Data Source(s): HCWW
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Abdel Fattah Saad, Performance Management Activity Leader, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Submission of MARS reports does not capture quality of data within the reports or use of the data.
Actions Taken or Planned to Address Data Limitations: This quantitative output indicator will be coupled with a qualitative indicator of the HCWW's satisfaction with the information within MARS
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 1.3: Performance management improved
Indicator 19: Quality of information generated by MARS
DESCRIPTION
Precise Definition(s): Percent of HCWW respondents who rank the quality of information from MARS as “”meeting expectations” or “exceeding expectations.” This definition is linked to an anticipated survey question designed to assess changes in the quality and completeness of the data input into MARS by targeted subsidiaries. HCWW respondents will rank the MARS information on a 4-category scale: exceeds expectations, meets expectations, below expectations, unsatisfactory.
Unit of Measure: Percent.
Disaggregated by: NA
Justification & Management Utility: HCWW satisfaction with the MARS information is a proxy indicator for its quality
PLAN FOR DATA ACQUISITION
Data Collection Method: Simple annual questionnaire administered to key individuals at HCWW
Data Source(s): HCWW, survey results
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Medium, some WWSS staff will be dedicated to interviewing HCWW employees.
Responsible Individual(s) at the Project: Abdel Fattah Saad, Performance Management Activity Leader, Director of Program Development and Coordination
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Some level of response bias is expected.
Actions Taken or Planned to Address Data Limitations: Survey questions will be designed to minimize subjectivity, focusing on yes/no questions where possible. Questionnaire will be administered anonymously to reduce bias.
Date of Future Data Quality Assessments: After the follow-up survey
Procedures for Future Data Quality Assessments: Same as above.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Computing of indicator value (percent of respondents) and simple comparison with baseline data.
Presentation of Data: Tables, graphs, and narratives
Review of Data: Annually.
Reporting of Data: Annual and final reports.
OTHER NOTES
Notes on Baselines/Targets: The baseline will be established in project quarter 3.
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: PIR 2: Capital investment planning and program management in HCWW and select subsidiaries improved **Indicator 20:** Quality of information generated by PRISM
DESCRIPTION
Precise Definition(s): Percent of HCWW respondents who rank the quality of information from PRISM as ""meeting expectations" or "exceeding expectations." This definition is linked to an anticipated survey question designed to assess changes in the quality and completeness of the data input into PRISM by targeted subsidiaries. HCWW respondents will rank the PRISM information on a 4-category scale: exceeds expectations, meets expectations, below expectations, unsatisfactory. **Unit of Measure:** Percent. **Disaggregated by:** NA **Justification & Management Utility:** HCWW are the primary users of the PRISM information and are best placed to evaluate its quality. Improvements in the quality of information input into PRISM will increase the usefulness of the system and increase the return on USAID's investment.
PLAN FOR DATA ACQUISITION
Data Collection Method: Simple annual questionnaire administered to key individuals at HCWW **Data Source(s):** HCWW, survey results **Frequency/Timing of Data Acquisition:** Annually **Estimated Cost of Data Acquisition:** Medium, some WWSS staff will be dedicated to interviewing HCWW employees. **Responsible Individual(s) at the Project:** Ahmed Kandil, Program Management Senior Advisor, Director of Program Development and Coordination
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection **Known Data Limitations and Significance (if any):** Some level of response bias is expected. **Actions Taken or Planned to Address Data Limitations:** Survey questions will be designed to minimize subjectivity, focusing on yes/no questions where possible. Questionnaire will be administered anonymously to reduce bias. **Date of Future Data Quality Assessments:** After the follow-up survey **Procedures for Future Data Quality Assessments:** Same as above.
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Computing of indicator value (percent of respondents) and simple comparison with baseline data. **Presentation of Data:** Tables, graphs, and narratives **Review of Data:** Annually. **Reporting of Data:** Annual and final reports.
OTHER NOTES
Notes on Baselines/Targets: The baseline will be established in project quarter 3. **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.1: Planning and prioritization of investments improved **Indicator 21:** Percent of projects identified based upon the prioritization process
DESCRIPTION
Precise Definition(s): The percent of projects in the MHUUD capital investment plan which were identified through the recommended project prioritization process. **Unit of Measure:** Number **Disaggregated by:** Company, or Agency **Justification & Management Utility:** Quarterly updates are a key output of subsidiaries and agencies indicate improved management of capital investments and ongoing projects.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from HCWW and other agencies using standardized data collection forms. **Data Source(s):** HCWW and other Agencies of MHUUD **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. Should occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Khalid Al-Hassan, Program Management Team Leader- Amany Abel-Wahab, WPRR CIP Team Leader
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection. **Known Data Limitations and Significance (if any):** The prioritization model is used in a pilot basis. **Actions Taken or Planned to Address Data Limitations**: The prioritization model is used in a pilot basis. **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.2: Use of standardized tools for program/project management increased
Indicator 22: Percent of active projects entered into PRiSM
DESCRIPTION
Precise Definition(s): The percentage of MHUUD active projects which are entered on a monthly basis by MHUUD agency or subsidiary staff.
Unit of Measure: Percentage
Disaggregated by: Agency, subsidiaries
Justification & Management Utility: Monthly PRISM updates are a key output of MHUUD and indicate improved management of capital investments and ongoing projects. This is also an indicator of the WPRR project's capacity building efforts of the MHUUD' Agencies PMUs, and of the WWSS project's capacity building of the subsidiaries.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MHUUD and from HCWW using standardized data collection forms.
Data Source(s): MHUUD, and HCWW
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Khalid Al-Hassan, WPRR Program Management Team Leader (for MHUUD data), and Ahmed Kandil, WWSS Senior Program Management Advisor (for subsidiaries data).
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Regular PRISM updates does not indicate quality or use of the data and information therein.
Actions Taken or Planned to Address Data Limitations: This quantitative output indicator will be coupled with a qualitative indicator of the quality and completeness of the PRISM information
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.2: Use of standardized tools for program/project management increased
Indicator 23: Percent of projects updated in PRiSM on a monthly basis
DESCRIPTION
Precise Definition(s): The percentage of MHUUD active projects which are updated (data entered, reviewed and approved) on a monthly basis by MHUUD agency or subsidiary staff.
Unit of Measure: Percentage
Disaggregated by: Agency, subsidiaries
Justification & Management Utility: Monthly PRISM updates are a key output of MHUUD and indicate improved management of capital investments and ongoing projects. This is also an indicator of the WPRR project's capacity building efforts of the MHUUD' Agencies PMUs, and of the WWSS project's capacity building of the subsidiaries.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MHUUD and from HCWW using standardized data collection forms.
Data Source(s): MHUUD, and HCWW
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Khalid Al-Hassan, WPRR Program Management Team Leader (for MHUUD data), and Ahmed Kandil, WWSS Senior Program Management Advisor (for subsidiaries data).
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Regular PRISM updates does not indicate quality or use of the data and information therein.
Actions Taken or Planned to Address Data Limitations: This quantitative output indicator will be coupled with a qualitative indicator of the quality and completeness of the PRISM information
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.2: Use of standardized tools for program/project management increased
Indicator 24: Percent of annual R&R budget expended
DESCRIPTION
Precise Definition(s): Of the budget allotted for annual rehabilitation and reparation projects, the percent expended at the end of the fiscal year.
Unit of Measure: Percent
Disaggregated by: Project-targeted subsidiary
Justification & Management Utility: Despite a growing need for rehabilitation works, subsidiary companies face challenges in spending their annual centrally-funded amounts because of the time-intensive contracting process. Such funding is annual and, if it is not expended, it must be returned to the central government. This indicator shows subsidiaries' capacity to contract and implement R&R project on a timely basis, and area that WWSS is targeting.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from partner subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Mahmoud Bakr, Utility Finance Senior Advisor, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Record keeping practices vary by subsidiary and are problematic in some.
Actions Taken or Planned to Address Data Limitations: The WWSS Finance Activity team will provide on-the-job training for the targeted subsidiaries on record-keeping and will review data collected before entry and make adjustments with subsidiaries as necessary.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baselines and targets
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.2: Use of standardized tools for program/project management increased
Indicator 25: Number of standard contracting documents completed
DESCRIPTION
Precise Definition(s): Completion of documents is defined as submission to the MHUUD and/or HCWW in their final form. Project supported contracting documents include: Dispute resolution board procedures, Indicators for monitoring progress of construction, Pre-qualification for consultant, Pre-qualification for contractor, General conditions of contract, Special conditions of contract, and Construction contract templates
Unit of Measure: Number.
Disaggregated by: Project-targeted subsidiary- MHUUD Agencies
Justification & Management Utility: Project-supported standard contracting documents are tools for improving project management at the subsidiary level. Improved program management on the part of the subsidiaries is critical to their increased independence, sustainability, and ability to implement ongoing sector reforms.
PLAN FOR DATA ACQUISITION
Data Collection Method: Directly from project records
Data Source(s): WPRR & WWSS program management teams
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. This will occur within the regular course of project activities.
Responsible Individual(s) at the Project: Ahmed Kandil, WWSS Senior CIP/PM Advisor, and Director of Program Development and Coordination Khalid Al-Hassan, WPRR Program Management Team Leader (for MHUUD data)
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: NA
Known Data Limitations and Significance (if any): NA
Actions Taken or Planned to Address Data Limitations: NA
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: NA
Presentation of Data: Tables and narrative
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 2.2: Use of standardized tools for program/project management increased
Indicator 26: Percent of Agency Chairmen receiving PM reports on a monthly basis
DESCRIPTION
Precise Definition(s): The number of MHUUD agency Chairmen (including HCWW) which receive monthly reports on the status of construction projects in their agency. Reports are defined as those generated by the PRiSM system
Unit of Measure: Number
Disaggregated by: Subsidiaries, Agency
Justification & Management Utility: Monthly PRISM reports are a key output of MHUUD and indicate improved management of capital investments and ongoing projects. This is also an indicator of the WPRR capacity building efforts of the MHUUD' Agencies PCUs.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from MHUUD using standardized data collection forms.
Data Source(s): MHUUD, Agencies
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Khalid Al-Hassan, Program Management Team Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection.
Known Data Limitations and Significance (if any): Regular PRISM updates does not indicate quality or use of the data and information therein.
Actions Taken or Planned to Address Data Limitations: This quantitative output indicator will be coupled with a qualitative indicator of the quality and completeness of the PRISM information
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.1: Legal, Policy, and regulatory reform advanced
Indicator 27: Percent of overall sector O&M financing which comes from customer tariffs
DESCRIPTION
Precise Definition(s): The percent of financing for water sector service providers which comes from tariffs.
Unit of Measure: Percent
Disaggregated by: Subsidiaries
Justification & Management Utility: Increased percent of financing which comes from customer tariff is a measure of commercial efficiency and viability, a critical area of utility management and focus of the WPRR project.
PLAN FOR DATA ACQUISITION
Data Collection Method: Data to be collected from financial statements.
Data Source(s): Subsidiaries
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Amany Abel-Wahab, Finance Team Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: Data should be taken from audited financial statements, if possible. The WWSS financial management team is working with 11 subsidiaries on improving financial systems and generating financial statements.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.1: Legal, Policy, and regulatory reform advanced
Indicator 28: Percent of overall sector O&M financing which comes from subsidy
DESCRIPTION
Precise Definition(s): The percent of financing for water sector service providers which comes from subsidy
Unit of Measure: Percent
Disaggregated by: HCWW, Subsidiaries
Justification & Management Utility: Decreased percent of financing which comes from subsidies is a measure of commercial efficiency and viability, a critical area of utility management and focus of the WPRR project.
PLAN FOR DATA ACQUISITION
Data Collection Method: Data to be collected from financial statements.
Data Source(s): Subsidiaries
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Amany Abel-Wahab, Finance Team Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any): Quality and completeness of data at some subsidiaries are poor.
Actions Taken or Planned to Address Data Limitations: Data should be taken from audited financial statements, where possible. To mitigate this challenge, the WWSS team is working with 11 subsidiaries on issuing financial statements.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.1: Legal, Policy, and regulatory reform advanced
Indicator 29: Percent of utilities submitting annual information returns
DESCRIPTION
Precise Definition(s): Annual Information Returns (AIR) are to be completed by service providers on an annual basis. Numerator: The number of service providers meeting this requirement; Denominator: The total number of service providers
Unit of Measure: Percent
Disaggregated by: Subsidiary,
Justification & Management Utility: Increased number of utilities submitting annual information returns will enable EWRA to better manage the regulating process.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from EWRA.
Data Source(s): EWRA
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: David Hayward, Regulatory Reform Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets: EWRA received AIR from nine companies.
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.1: Legal, Policy, and regulatory reform advanced
Indicator 30: Percent of utilities submitting three-year tariff studies
DESCRIPTION
Precise Definition(s): The percent of service providers which formally submit tariff application studies following the format specified by EWRA. Numerator: The number of service providers meeting this requirement; Denominator: The total number of service providers
Unit of Measure: Number
Disaggregated by: Subsidiaries,
Justification & Management Utility: increased number of subsidiaries submitting 3 year tariff studies is a measure of EWRA success.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from EWRA.
Data Source(s): EWRA
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: David Hayward, Regulatory Reform Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection.
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.2: Operator Certification System Developed **Indicator 31:** Number of operators which take a certification exam.
DESCRIPTION
Precise Definition(s): The number of operators employed by water sector service providers which take a certification exam **Unit of Measure:** Number **Disaggregated by:** Subsidiaries, **Justification & Management Utility:** Increased number of operators which take a certification exam will be an indicator of the success of the operator certification program .
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from EWRA. **Data Source(s):** EWRA **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. Should occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Samir Sayed Ahmed, Operator Certification Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection. **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:** **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.2: Operator Certification System Developed
Indicator 32: Percent of plant operators taking the exam who are certified.
DESCRIPTION
Precise Definition(s): The pass rate for those taking certification exams. The percent of plant operators taking the exam who are certified on the basis of passing a certification exam.
Unit of Measure: Percent
Disaggregated by: Subsidiaries, type of plant/lab, gender
Justification & Management Utility: Increased numbers of certified plant operators will lead to improvement in the provision of the service.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from EWRA.
Data Source(s): EWRA
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Samir Sayed Ahmed, Operator Certification Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection.
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, between subsidiaries and levels
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.3: Increased private sector participation in water and wastewater sector **Indicator 33:** Number of PPP transactions contracted.
DESCRIPTION
Precise Definition(s): The number of PPP transactions initiated by MHUUD which result in an award to an investor/developer. **Unit of Measure:** Number **Disaggregated by:** Subsidiaries, **Justification & Management Utility:** Increased number of PPP transactions consummated will enable to change the focus of public procurement from inputs to outputs in the form of improved or expanded services .
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from PPP units. **Data Source(s):** PPP Unit **Frequency/Timing of Data Acquisition:** Quarterly **Estimated Cost of Data Acquisition:** Low. Should occur within the regular course of project activities. **Responsible Individual(s) at the Project:** Amany Abdel-Wahab, PPP Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection. **Known Data Limitations and Significance (if any):** **Actions Taken or Planned to Address Data Limitations:** **Date of Future Data Quality Assessments:** NA **Procedures for Future Data Quality Assessments:** NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries **Presentation of Data:** Tables, with narrative as necessary. **Review of Data:** Quarterly **Reporting of Data:** Quarterly
OTHER NOTES
Notes on Baselines/Targets: **Other Notes:**
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 3.3: Increased private sector participation in water and wastewater sector
Indicator 34: Value of private sector investment through PPPs.
DESCRIPTION
Precise Definition(s): The value of private sector investment of PPP transactions initiated by MHUUD
Unit of Measure: LE.
Disaggregated by: Subsidiaries,
Justification & Management Utility: increased value of PPP transactions consummated will enable to change the focus of public procurement from inputs to outputs in the form of improved or expanded services .
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from PPP unit.
Data Source(s): PPP Unit
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Amany Abdel-Wahab, PPP Task Leader.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: Project quarter 3, after baseline data collection.
Known Data Limitations and Significance (if any):
Actions Taken or Planned to Address Data Limitations:
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values, and between subsidiaries
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Quarterly
Reporting of Data: Quarterly
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 4: Capacity of staff in targeted institutions increased
Indicator 35: Number of people trained
DESCRIPTION
Precise Definition(s): The total number of attendees at project-supported training events under any component/PIR. Training refers to on-the-job training, classroom training, and participation in study tours. Only participants who complete the full training course will be counted. Since this is a measure of attendance, one individual completing two training courses will be counted twice.
Unit of Measure: Number
Disaggregated by: By project (WWSS/WPRR), course, institutions (EWRA, MHUUD, HCWW, subsidiaries), gender
Justification & Management Utility: This indicator is a direct measure of water sector professionals' capacity being strengthened.
PLAN FOR DATA ACQUISITION BY THE PROJECT
Data Collection Method: Participants information will be collected at every organized WWSS/WPRR training event.
Data Source(s): Attendance sheet to be completed by training participants.
Frequency and Timing of Data Acquisition: Ongoing, as events occur.
Estimated Cost of Data Acquisition: Low.
Responsible Individual at the Project: Madiha Afifi, WWSS Human Resource Development Component Leader, and Director of Program Development and Coordination- Sherifa Said, WPRR training specialist
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: N/A
Known Data Limitations and Significance (if any): If participants failed to sign in, there will be under-counting of participants.
Actions Taken or Planned to Address Data Limitations: The trainer or moderator for each training event will be reminded to encourage all participants to sign in, and will review the completed form after each training event.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Computation of indicator value and comparison across disaggregated groups as listed above
Presentation of Data: Charts and graphs
Review of Data: Quarterly
Reporting of Data: Quarterly and annually.
OTHER NOTES
Notes on Baselines/Targets: Baseline is zero
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 4: Capacity of staff in targeted institutions increased
Indicator 36: Number of subsidiaries developing or updating HRD plans
DESCRIPTION
Precise Definition(s): The number of WWSS-supported subsidiaries developing or updating their HRD plan during the reporting period. An update to an HRD plan must be based on a reassessment of needs and of progress in the previous period.
Unit of Measure: Number
Disaggregated by: NA
Justification & Management Utility: Presence of HRD plans indicates a strategic approach to human resource development on the part of the subsidiaries. It is also an indicator of project capacity building activities as the WWSS team will be working with subsidiaries on HRD planning.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Madiha Afifi, Human Resource Development Component Leader, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Self-reporting of subsidiaries could result in response bias.
Actions Taken or Planned to Address Data Limitations: WWSS HRD team will work closely with subsidiary staff on training/HRD plan development and will be able to validate information provided by subsidiaries.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

Performance Indicator Reference Sheet
Result: KRA 4: Capacity of staff in targeted institutions increased
Indicator 37: Number of subsidiaries using an automated HR management system
DESCRIPTION
Precise Definition(s): Number of project-targeted subsidiaries using a computer-based HR management system. Use is defined as presence of an installed system, dedicated staff, and at-least quarterly updates to data within the system.
Unit of Measure: Number
Disaggregated by: NA
Justification & Management Utility: Presence of automated HR management systems indicates subsidiary capacity in HR management. It is also an indicator of project capacity building activities as the WWSS team will be working with subsidiaries on installing and utilizing HR management systems.
PLAN FOR DATA ACQUISITION
Data Collection Method: Direct collection from subsidiaries using standardized data collection forms.
Data Source(s): Project-targeted subsidiaries
Frequency/Timing of Data Acquisition: Annually
Estimated Cost of Data Acquisition: Low. Should occur within the regular course of project activities.
Responsible Individual(s) at the Project: Madiha Afifi, Human Resource Development Component Leader, and Director of Program Development and Coordination.
DATA QUALITY ISSUES
Date of Initial Data Quality Assessment: After baseline data collection
Known Data Limitations and Significance (if any): Self-reporting of subsidiaries could result in response bias.
Actions Taken or Planned to Address Data Limitations: WWSS HRD team will work closely with subsidiary staff on installing and utilizing HR management systems and will be able to validate information provided by subsidiaries.
Date of Future Data Quality Assessments: NA
Procedures for Future Data Quality Assessments: NA
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
Data Analysis: Comparison against baseline and target indicator values
Presentation of Data: Tables, with narrative as necessary.
Review of Data: Annually
Reporting of Data: Annually
OTHER NOTES
Notes on Baselines/Targets:
Other Notes:
THIS SHEET LAST UPDATED ON: May 17, 2010

ANNEX B - DEVELOPMENT AND IMPLEMENTATION OF LEVELS OF SERVICE STANDARDS (MILESTONE INDICATOR)

DEVELOPMENT			IMPLEMENTATION AND PERFORMANCE			
				Select Levels of Service Indicators *(value during reporting period)*		
Standards drafted *(date)*	**Review completed** *(date)*	**Standards adopted** *(date)*	Subsidiary	**Water Coverage** % of the population not served	**Wastewater Coverage** % of the population not served	**Customer Service** Number of complaints per 1000 connections
February, 2009	June, 2009	July, 2009	Cairo Water	0	--	285
			Alexandria Water	0	--	51
			Cairo Wastewater	--	10.01	988
			Alexandria Wastewater	--	12.23	16
			Beheira	0	73.84	27
			Damietta	0	NA	17
			Kafr El Sheikh	0	80	23
			Daqahleya	0	20.58	39
			Gharbeya	0	58.06	168
			Sharqeya	0	61..69	30
			Fayoum	0	62.06	202
			Beni Suef	0	74.23	178
			Minya	0	76.03	57
			Aswan	0	25.13	151
			Qena	0	98.74	71
			Menofeya	0	0	33
			Giza	0	26.92	196
			Matrouh	0	59.68	125
			Luxor	0	0	121
			Assiut	0	17.08	9
			Sohag	0	0	4
			Sinai	0	NA	8
			Red Sea	0	14.29	3

Baseline figures are from Annual Information Returns submitted to the EWRA on October 1, 2009

ANNEX C – BUSINESS PLANNING MILESTONE INDICATOR TABLE

Subsidiary	Development						Implementation			Institutionalization		Results					
	Training conducted	Content developed	Draft finalized	Review worksho p held	Final completed	Annual update completed	# of programs in plan	# of programs initiated	# of programs completed	Business planning unit established	Equipmen t delivered	KPI 1		KPI 2		KPI 3	
												T	A	T	A	T	A
Giza																	
Menufiya																	
Assiut																	
Sohag																	
Luxor																	
Qena																	
Aswan																	
Minya																	
Beni Suef																	
Cairo																	
Matrouh																	
Daqahliya																	

KPI = Key Performance Indicator; T = Target indicator value; A = Actual indicator value