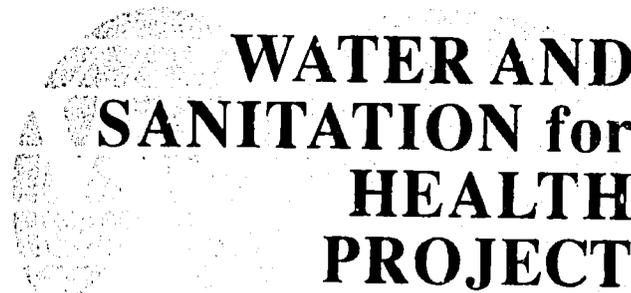


PN-ABM-478

CAIRO GENERAL ORGANIZATION
FOR SANITARY DRAINAGE
INSTITUTIONAL SUPPORT CONTRACT

Planning and Direction Workshop
June 28-30, 1992

WASH Field Report No. 379
September 1992



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

PN. ABM-47E
79509

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FOR SANITARY DRAINAGE
INSTITUTIONAL SUPPORT CONTRACT**

**Planning and Direction Workshop
June 28-30, 1992**

Prepared for the Office of Health,
Bureau for Research and Development
U.S. Agency for International Development
under WASH Task No. 380

by

Tarek Selim
and
James Carney

September 1992

Water and Sanitation for Health Project
Contract No. DPE-5973-Z-00-8081-00, Project No. 936-5973
is sponsored by the Office of Health, Bureau for Research and Development
U.S. Agency for International Development
Washington, DC 20523

RELATED REPORTS

Facilitator Guide for Conducting a Project Start-Up Workshop. By Daniel B. Edwards and John Pettit. WASH Technical Report No. 41. March 1988.

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ACRONYMS

AMBRIC	American British Consultants
CAOA	Central Agency for Organization and Administration
CTP	Comprehensive Training Plan
CWO	Organization for the Execution of the Greater Cairo Wastewater Project
GCWP	Greater Cairo Wastewater Project
GOE	Government of Egypt
GOSD	General Organization for Sanitary Drainage
GOSSD	General Organization for Sewerage and Sanitary Drainage
IDC	Institutional Development Contract
ISC	institutional support contractor
ODA	Overseas Development Administration (U.K.)
O&M	operation and maintenance
OS	operation support
SMP	System Management Plan
SOP	System Operations Plan
TORs	Terms of Reference
UAD	urban area development or Urban Administration & Development Office
USAID	United States Agency for International Development
WASH	Water and Sanitation for Health Project

EXECUTIVE SUMMARY

During the past 10 years, with funding support from the U.S. Agency for International Development (USAID), the U.K. Overseas Development Administration (ODA), and other donors, Egypt has undertaken a massive wastewater project, the Greater Cairo Wastewater Project, to meet the burgeoning sanitation needs of the capital area through the year 2010. The new, existing, and planned systems are designed to serve a population of 13.5 million people and will, by 1993, have a treatment capacity of 2.88 million cubic meters per day in six wastewater treatment plants. The General Organization for Sanitary Drainage (GOSD) is responsible for the operation and maintenance of the wastewater system serving the Greater Cairo area, which includes the city of Helwan, the governorate of Cairo, and portions of the governorates of Kalioubia and Giza. The service area covers 921 square kilometers.

As part of the Cairo project, USAID is supporting GOSD and assisting the agency in performing effectively through the services of an institutional support contractor (ISC). The purpose of the project is to strengthen the institutional capacities of GOSD to better operate and maintain its physical facilities. The objective of the project is to provide a technical assistance package to improve the GOSD's management systems so that it can solve problems, operate facilities, and practice sound preventive maintenance programs.

USAID/Cairo has requested that WASH provide consultants to conduct a series of workshops to review the institutional development contract and provide independent technical assistance to GOSD so that the agency may enjoy the full benefit of the ISC contract.

This report describes the preparation and planning for the workshop, including the workshop's themes, objectives, and schedule. It also describes the workshop proceedings and process in terms of the participants, the organization of the discussions, and day-by-day events. The report then lists general and specific outcomes of the workshop, and participant evaluations of it. Finally, the report presents conclusions and recommendations from the project participants as well as the WASH consultants.

USAID's original objectives for the workshop were the following:

- Review and evaluate ISC action plans and project schedules for consistency with the project scope of work, the wishes of GOSD, and the requirements of USAID.
- Review and develop with GOSD, USAID, and the ISC the implementation alternatives, procedures, and priorities for the project deliverables.
- Establish clear communication channels and a schedule for future meetings between WASH, GOSD, the ISC, and USAID.
- Review GOSD organizational goals and objectives and advise regarding appropriate implementation schedules and priorities to achieve them.

Between June 15 and 28, 1992, two WASH consultants traveled to Cairo to make final preparations for the three-day workshop, which was held June 28-30 at the Nile Hilton Hotel. They interviewed more than 50 individuals from GOSD, the ISC team, and USAID. The main findings from these interviews confirmed that the workshop should focus on the two-year project Action Plan developed by the ISC. This would ensure that GOSD staff members become fully cognizant of and involved with the project and the Action Plan.

Based on these interviews, the consultants modified the original workshop goals and objectives. The overall workshop goals were to assist GOSD, the ISC, and USAID with the start-up of this project in the most optimal manner; to enable them to reach full agreement on project objectives and tasks, as well as to begin building an effective team with strong communication links between all parties; and to develop a mutually satisfactory Action Plan.

The specific workshop objectives were thus defined as follows:

1. To achieve mutual understanding of the basis for and status of the project;
2. To clarify and develop commitment to project objectives and tasks;
3. To refine and improve the project Action Plan so that, in its approved form, it will have the full support and commitment of all parties involved in the project;
4. To begin the process of building a project team, forging strong communication and cooperative links between the various GOSD staff and their ISC counterparts; and
5. To establish an agreed-upon approach to monitoring project progress, and to set a target date for the first progress review workshop, to be held within the next six months.

Workshop attendees numbered 54, with 33 from GOSD, 18 from the ISC, 2 from USAID, and 1 from AMBRIC.

The workshop design called for assigning the study of each of the ISC Action Plan's 15 tasks to a working group, then asking each group to present and discuss its findings in a plenary session. The workshop was thus organized into a series of working group sessions followed by plenary sessions.

For the working group sessions, participants were divided into five groups, each of which tackled a separate series of tasks.

The final workshop design allowed two full days for the Action Plan review and revision discussions instead of the one day allotted in the original workshop agenda, which called for spending the second day discussing linkages between the tasks. Given the size and scope of the Action Plan (15 tasks with numerous subtasks), the complexity of the assignment, and the limited workshop time, two days were needed. This did not hinder the workshop from attaining its major objective which was to achieve full understanding of the project components.

A final task was added. It required the participants to identify short-term priorities and targets for the project by identifying expectations for the 15 tasks at the end of six months.

The overall outcome of the workshop was that GOSD, the ISC, and USAID achieved mutual understanding of the basis of the project. There is now clarity and commitment to its objectives and tasks. Many suggestions for improvements to the Action Plan tasks were discussed, and short-term targets identified. The results will enable the ISC to refine and improve the Action Plan. Additionally, stronger communications links have been forged between the GOSD staff and their ISC counterparts. Finally, WASH's role has been clarified, its importance noted, and agreement made on its continued involvement in the form of a progress review workshop within the next six months.

The specific outcomes of the workshop have been (1) that the participants agree on a list of suggested improvements for the draft Action Plan and (2) that they have developed a list of target expectations for the status of the project in six months. The workshop met the participants' expectations.

The following conclusions and recommendations sum up the required actions and define the next steps that should be taken by GOSD, the ISC, USAID, and WASH:

- The ISC should, as soon as possible, revise the Action Plan based on the suggested improvements discussed and adopted during the workshop.
- The revised Action Plan must be checked for consistency between tasks. It should also ensure that procurement of computers and equipment, and systems development go hand in hand for all tasks, especially for the immediate-action items identified in the Action Plan.
- A full-scale review workshop should be held in six months, i.e., in January 1993.
- GOSD and the ISC should hold monthly, one-day informal review/problem-solving sessions. These sessions should involve only GOSD senior management and ISC selected staff, and should not involve more than 20 people.
- The ISC should provide as much of its material as possible in Arabic as well as English. This may be critical to implementing the Action Plan successfully. It may even require some revision to the contract budget, but that point will have to be addressed by the ISC, GOSD, and USAID.
- WASH consultants should be included on the distribution list for project management reports and quarterly reviews to stay abreast of developments before returning for the next workshop.

Chapter 1

INTRODUCTION

1.1 Background

Over the past 10 years, the city of Cairo, Egypt, with funding support from the U.S. Agency for International Development (USAID), the U.K. Overseas Development Administration (ODA), and other donors, has undertaken a massive wastewater project to meet the burgeoning sanitation needs of the capital area through the year 2010. The Egyptian government has five objectives for this work, officially called the Cairo Sewerage II Project: (1) to rehabilitate the existing collection system to minimize wastewater flooding; (2) to build a new collection and transport system to convey sewage away from the city; (3) to treat wastewater to contemporary standards; (4) to operate and maintain all facilities properly; and (5) to reuse treated wastewater beneficially and reclaim land with processed sludge.

The General Organization for Sewerage and Sanitary Drainage (GOSSD) was originally responsible for all sewerage facilities in Cairo. In 1981, GOSSD was reorganized and divided into two organizations to expedite construction activities. The Organization for the Execution of the Greater Cairo Wastewater Project (CWO) was formed to be responsible for all construction work related to the establishment of a new sewerage system to serve the greater Cairo area. The General Organization for Sanitary Drainage (GOSD) was established to operate the existing system. GOSD will also be responsible for operating and maintaining facilities created or rehabilitated through the Greater Cairo Wastewater Project (GCWP), and facilities created or rehabilitated through projects from other donors as they are commissioned. GOSD is the Government of Egypt (GOE) agency responsible for implementing the Institutional Support Project and is the signatory agency for the host country's contract with the institutional support contractor (ISC). The chairman of GOSD reports to the governor of Cairo.

USAID is assisting Egypt through CWO to develop wastewater systems for Cairo. Construction of new major sewerage facilities is nearing completion, and they will soon be ready for commissioning. USAID is also strengthening GOSD through the services of an ISC, CH2M HILL/OMI. The contract between GOSD and CH2M was signed February 11, 1992, and project mobilization completed March 27, 1992.

GOSD's domain in the greater Cairo area includes the city of Helwan, the governorate of Cairo, and portions of the governorates of Kalioubia and Giza. GOSD's service area covers 921 square kilometers. New, existing, and planned systems are designed to serve 13.5 million people and process 2.88 million cubic meters per day in six wastewater treatment plants by 1993. GOSD currently has 12,000 positions budgeted, more than half of which are designated for unskilled or semiskilled laborers.

GOSD has four major sectors: Finance and Administration, Operation and Maintenance, Projects, and Technical Research. Three separate and distinct service areas are separated by

watershed boundaries: the East Bank, the West Bank, and Helwan. The major portion of USAID's support for the GCWP is located in the West Bank service area, but institutional strengthening must be addressed throughout the organization.

Along with GOSD, CWO will also have an active role in commissioning the new facilities provided through the GCWP. The contractor for CWO is American British Consultants (AMBRIC), composed of two American engineering firms and two British engineering firms supported by two Egyptian firms. AMBRIC is assisting CWO in the design, construction, and commissioning activities, particularly in the areas of training and operation support (OS) services contracts. The ISC will be expected to stay informed about CWO and AMBRIC activities during the project.

AMBRIC, under contract to CWO and with USAID funding, prepared a System Management Plan (SMP), a System Operations Plan (SOP), a Comprehensive Training Plan (CTP), and an Action Plan for GOSD. The ISC will be expected to analyze these plans, suggest modifications as needed, and implement the key recommendations of the plans.

1.2 GOSD Institutional Support Contract Description

The overall purpose of the Institutional Support Contract is to strengthen the institutional capacities of GOSD to better operate and maintain its physical facilities. To fulfill this purpose, the project's objective is to provide a technical assistance package to improve the management systems of GOSD so that it can solve problems, operate facilities, and practice sound preventive maintenance programs. In essence, the aim is to make lasting changes in the management of GOSD that will serve to make the agency as strong and efficient as possible for many years.

The specific, action-oriented objectives the ISC is expected to achieve in a supportive and fully coordinated role with GOSD may be summarized and categorized as follows:

- Strengthen GOSD's management capability;
- Establish computerized data management systems;
- Establish financial control systems;
- Establish maintenance management procedures;
- Establish an effective stores program;
- Procure vital equipment and spare parts;
- Attain financial viability;
- Achieve organizational effectiveness;
- Establish internal policies and procedures;
- Upgrade the capability of GOSD personnel;

- Strengthen internal training capacity;
- Strengthen personnel management practices;
- Improve safety management practices and procedures;
- Strengthen the Sewer Cleaning Department's capabilities; and
- Implement a U.S. twinning relationship.

The ISC is expected to integrate all elements of the project activities throughout the term of the work. Each element and task will have a direct bearing on many other tasks. Therefore, it will be important to develop a project integration strategy so that procurement schedules coincide with planned implementation programs and training efforts culminate at the appropriate times for maximum effectiveness. Project elements are not intended to stand alone, but must be incorporated systematically and sequentially to achieve the project objectives.

It is expected that the contractor will work very closely with GOSD managers in all aspects of the project. GOSD staff must be able to sense that the systems developed and procedures implemented are the result of their efforts with support from others. The initial project strategy must be both to educate and inform GOSD managers about the need for change, stimulate their full support and enthusiasm, cooperatively develop systems and the programs to implement them, and train the managers regarding the use and full advantages of the new concepts.

1.3 WASH Terms of Reference

To provide management advisory assistance, USAID/Cairo requested WASH to give periodic technical assistance to the ISC. The Statement of Work for WASH assistance describes the following specific areas:

- Assist GOSD management and USAID in planning and directing the activities of the Institutional Development Contract (IDC) of the Cairo Sewerage II Project.
- Assist GOSD management and USAID in measuring the IDC's progress toward meeting its institutional goals.
- Assist GOSD top management with problems specific to the management team.

The project's first activity was a planning and direction workshop, which WASH has called a start-up workshop. Held June 28-30, 1992, it was the first of four activities set up to obtain a review of the Institutional Development Contract and provide independent technical assistance to GOSD.

The mission indicated that the initial workshop should accomplish the following:

- Review and evaluate the contract's action plans and project schedules for consistency with the project Scope of Work, GOSD's wishes, and USAID's requirements.
- Review and develop with GOSD, USAID, and the ISC the implementation alternatives, procedures, and priorities for the project deliverables.
- Establish clear communication channels and a schedule for future meetings between WASH, GOSD, the ISC, and USAID.
- Review GOSD's organizational goals and objectives and advise the agency of appropriate implementation schedules and priorities to achieve them.

Two WASH consultants conducted this assignment; their full Scope of Work is reproduced in Appendix A. In general, they were expected to prepare and conduct the workshop and write a report summarizing its results.

1.4 Organization of the Workshop Report

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

Chapter 2

WORKSHOP PREPARATION AND PLANNING

2.1 Information Collection and Planning

Prior to their departure for Cairo, the WASH consultants held a one-day team planning meeting at WASH headquarters on June 11, 1992. There they discussed the scope of the assignment and developed a work plan.

The first WASH consultant arrived in Cairo on June 15 to finalize arrangements with the Cairo Nile Hilton Hotel, the location for the workshop, and to set up meetings and information-collection interviews with GOSD management, USAID, and the ISC.

The second WASH consultant arrived in Cairo on June 20 to begin final planning for the workshop. From June 21 to 26, the consultants interviewed more than 30 GOSD managers, the USAID project officer, and all of the ISC contractor team members (expatriates and their Egyptian associates). Appendix B contains a complete list of the individuals interviewed during this preparation process.

On June 22, after meeting with GOSD's chairman, the WASH team met with the ISC team at the end of its weekly staff meeting. Subsequently, separate meetings were conducted with all expatriate team members, as well as their Egyptian associates.

Most of the GOSD managers were interviewed separately; the only group interview was held with the managers of the agency's Finance and Administration section. On June 25, a presentation was held at GOSD headquarters with all GOSD workshop participants to discuss the project and the workshop.

The two main findings from these interviews were that

- The ISC had just completed the first draft of its Action Plan and had submitted it to the project steering committee. The Action Plan was voluminous and was developed entirely in English, making its review by Egyptian readers rather difficult.
- Outside of the project steering committee, there was very little knowledge in GOSD of the institutional support contract, its scope, or the workshop.

The WASH consultants reviewed the draft Action Plan and were told by the USAID project officer that the ISC was preparing a brief summary of it for use during the workshop.

2.2 Workshop Themes and Issues

Given the findings from the information collection and planning phase of the project, it became evident that the workshop should focus on the two-year Action Plan the ISC developed, as this would best ensure that GOSD staff could become fully involved with the project.

The ISC's Action Plan summary, developed for the workshop, is attached as Appendix H. It delineates the steps required to implement each of the 15 tasks that make up the scope of the contract, together with an estimate of the time required for implementation.

To facilitate study of the tasks, the tasks were grouped in five related areas. Each area was addressed by a separate working group during the workshop. The five groups were as follows.

1. **Organization, Management Development, and Training.** This group examined the following tasks:
 - Task A—Management Capability;
 - Task J—Personnel Capability Improvement and Training;
 - Task K—Internal Training Capability; and
 - Task O—Twinning Program.
2. **Finance and Administration,** which reviewed the following tasks:
 - Task C—Financial Control System;
 - Task G—Financial Viability; and
 - Task L—Personnel Management.
3. **System Development and Computers,** which studied the following tasks:
 - Task B—Computerized Data Management Systems;
 - Task E—Warehouse/Inventory Control; and
 - Task F—Procurement of Equipment and Spare Parts.
4. **Field Operations and Maintenance.** This group looked at the following tasks:
 - Task D—Maintenance Management Program;
 - Task D.3—Emergency Response;
 - Task M—Safety Practices and Procedures; and
 - Task N—Collection System Department Operation.
5. **Project Management, Coordination, Policies, and Organization,** which addressed the following tasks:

- Task H—Organizational Effectiveness; and
- Task I—Policies and Procedures.

2.3 Workshop Goal and Objectives

The following were defined as the workshop goal and objectives.

2.3.1 Workshop Goal

The overall purpose of the workshop was to assist GOSD, the ISC, and USAID with the start-up of the Institutional Support Project in the most optimal manner. The intention was to enable them to reach full agreement on project objectives and tasks, to begin building an effective team with strong communication links between all parties, and to develop a mutually satisfactory Action Plan.

2.3.2 Workshop Objectives

The specific workshop objectives were as follows:

1. Achieve mutual understanding of the basis for and current status of the project;
2. Develop clarity of and commitment to the project objectives and tasks;
3. Refine and improve the project Action Plan so that, in its approved form, it will have the full support and commitment of all parties involved in the project;
4. Begin the process of building a project team, forging strong communication and cooperation links between the various GOSD staff members and their ISC counterparts; and
5. Establish an agreed-upon approach to monitoring project progress, and set a target date for the first progress review workshop, to take place within six months.

Chapter 3

WORKSHOP PROCESS

3.1 Workshop Participants

The workshop was attended by 54 people from GOSD, the ISC, and USAID (see Appendix B for a list of participants).

Representing GOSD were 33 participants from all departments of the organization except for managers of the main treatment plants and pumping stations. USAID was represented by the project officer, and the Urban Administration and Development (UAD) office's director, who attended part of the opening session. CH2M HILL/OMI's team comprised 18 participants, 7 of whom were expatriate specialists, and 11, Egyptian associates. In addition, the manager of the Post Construction Services Contract from AMBRIC attended part of the workshop.

3.2 Workshop Organization

The workshop design called for assigning the review and critique of each ISC Action Plan task to a working group, and asking each group to present and discuss its findings in a plenary session. The workshop was therefore organized into a series of working group sessions followed by plenary sessions.

Participants were divided into the five working groups described in Section 2.2, and each tackled the series of tasks assigned to it. In order to cover all 15 Action Plan tasks in any depth, the design for the working groups' assignments called for a relatively complex format to follow in their discussions, revisions, and presentation. The working groups and their assignments are listed in Appendix D.

Detailed instructions and the framework for the working groups' tasks were then presented and handed out to the participants; these are included in Appendix E. The instructions described what the working groups had to do and advised participants of their roles and the format of their presentation sessions.

Given the size and scope of the Action Plan, the final workshop design allowed two full days for reviewing it and discussing revisions, instead of the one day allotted in the original workshop agenda. While this change may have inhibited the discussion of linkage issues, it was necessary to ensure full understanding of all the tasks. The linkages will be understood by the project participants as implementation progresses.

One final assignment was added that required the participants to determine short-term project priorities and targets by identifying expectations for achieving the 15 tasks at the end of the first six months.

3.3 Actual Proceedings

3.3.1 Day 1

The workshop started with a plenary session in which opening remarks were delivered and workshop goals and objectives were discussed. After reviewing the workshop agenda, the group developed a list of its most important expectations for the workshop (the full workshop agenda is presented in Appendix C).

These were as follows:

- The agreed-upon Action Plan will become fully understood by all in order to implement it successfully.
- Full understanding of the project goal and objectives will be developed, as will full clarification of each party's role in the project.
- A consensus will be reached on priorities for the project tasks, along with an implementation schedule to facilitate GOSD's objectives.

After a coffee break, a brief history of the project was presented from GOSD's, USAID's, and the ISC's point of view. Action Plan summaries were then distributed to the plenary session. Working group assignments were handed out afterward.

During lunch, the workshop facilitators briefed the task leaders, who were ISC individuals responsible for drafting their section of the Action Plan for the working groups to discuss. After lunch, the working group task instructions were discussed (in both Arabic and English), and at 2:30 the groups began work. Discussions carried on until 5:25 when a five-minute wrap-up plenary session was conducted.

A lesser group might have balked at, struggled with, or even failed this assignment, but the GOSD/ISC people proved quite comfortable with it. The only two stumbling blocks that arose were comprehending the word "products," which translated into hard goods such as equipment, and participants' inability to define task outcomes as tightly and categorically as had been requested. Once "products" was redefined both as specific deliverables and as institutional and individual capacity building, the groups were able to carry on with their tasks.

The groups were able to define each task, state its purpose, objectives, and outcomes, and to specify in fairly detailed terms what needed to be done to accomplish the task.

3.3.2 Day 2

Day 2 started with a plenary session to listen to group presentations. Task J, Personnel Capability Improvement and Training, was presented, and the participants discussed the proposed improvements to its Action Plan. Afterward, presentation and discussion followed for Task D, Maintenance Management Program, Task H, Organizational Effectiveness, and Task L, Personnel Management.

During the presentations and discussions, the groups made cogent and useful suggestions for strengthening the Action Plan. What was most satisfying was the open-minded, low-conflict attitude the participants displayed.

After lunch, the five working groups returned to work on analyzing the remaining Action Plan tasks. Working Group 5, reviewing Project Management, Coordination, Policies, and Organizations, was asked to review the Action Plan in its entirety and come back with a list of actions they thought the project should achieve in the next six months.

The task groups continued their work, and no plenary session was held at the end of the day.

3.3.3 Day 3

A plenary session started off the day. The group was given instructions and time limits for the presentation of the remaining tasks. The groups were to present their tasks consecutively before discussion would be opened, and presentations were not to exceed 10 minutes for each task presented. The time limit was intended to compel the groups to concentrate on their suggestions for improvement rather than describe all the details of the Action Plan for each task.

The plenary session then discussed Task M, Safety Practices and Procedures, followed by Task N, Collection System Department Operation. Next the session reviewed Task A, Management Capability; Task K, Internal Training Capability; Task O, Twinning Program; Task E, Warehouse/Inventory Control; Task F, Procurement of Equipment and Spare Parts; Task B, Computerized Data Management Systems; Task C, Financial Control System; Task I, Policies and Procedures; and Task G, Financial Viability.

The groups were then asked to hang the flipcharts (158 in all) containing their suggestions in designated cluster locations in the adjoining ballroom.

After lunch, participants returned to the plenary session and discussed the work of Group 5 regarding expectations for the project in the next six months. Then, instructions were reviewed for coming up with suggestions for implementing the tasks successfully, as well as commitments each organization involved in the project would need to make to complete the tasks. At 3:15 the groups visited one another to contribute their input. At 3:50 the group as a whole reviewed each task cluster "commitment" chart.

After a brief break the plenary session resumed to evaluate the workshop. After a few closing remarks, the workshop concluded at 5:40.

Chapter 4

WORKSHOP RESULTS

4.1 General Outcome

GOSD, the ISC, and USAID have achieved mutual understanding of the basis of the project. There now exists clarity on and commitment to its objectives and tasks as well. Many suggestions for improvements to the Action Plan tasks have been discussed, and short-term targets for their completion have been identified. This will enable the ISC to refine and improve the project Action Plan further.

Additionally, stronger communications links have been forged between the GOSD staff and their ISC counterparts to begin the process of team building.

Finally, WASH's role has been clarified, its importance noted, and agreement made on its continued involvement in the form of a progress review workshop within the next six months.

4.2 Participant Evaluation

Workshop participants were asked to fill out a workshop assessment sheet that asked the following six questions.

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

In total, 47 answers were returned, 22 in Arabic and 25 in English.

In answer to the first two questions, every individual responded very positively. All comments concluded that the workshop met and even exceeded the expectations of the participants, and that it achieved its objectives.

In response to the third question, a sizable majority said the working group discussions were the most useful part of the workshop. The reasons they gave, however, varied. Some said the discussions enabled everyone to understand the project fully, while others said that discussions allowed a consensus to form. Still others said the discussions allowed them to get to know one another better.

Responding to question 4, several individuals refrained from identifying any part of the workshop they found the least useful. Of those who did note weaknesses in the workshop, about half pointed to the last exercise, the “inputs and commitments” assignment, which was not clearly understood by all participants. Several others identified discussion of one or more tasks of the Action Plan as being least useful. For example, some said that discussion of Task H, Organizational Effectiveness, was not very clear. Others said the same for Task I, Policies and Procedures. More than six individuals identified time constraints as a hindrance to the group discussions.

Regarding the fifth question, two main comments were advanced concerning time and workshop handouts. With respect to time, the chief suggestion was to allow more than three days. As for handouts, suggestions were made to distribute the materials for discussion ahead of time so that participants have enough time to digest them before the workshop begins.

In answer to the final question requesting feedback on the workshop, several individuals stressed the importance of continuing this workshop process every six months.

4.3 Suggested Improvements for the Action Plan

The specific outcomes of the workshop are summarized in this section. The transcription of the actual flipcharts developed by the participants is attached as Appendix F.

The suggestions for improving each Action Plan task are listed here as they were agreed to after the plenary session discussion of each task. It is important to note that some of the suggestions for improvements discussed and, in some cases, approved by the participants fall beyond the Scope of Work of the contractor as specified in the Terms of Reference. Those suggestions which are outside the scope of work should be discussed by the Project Steering Committee so that the ISC can revise its Action Plan and finalize the checklist of tasks to be completed within the next six months.

It is noteworthy that when discussing the status of each task, all workshop participants wanted to ensure that the revised Action Plan implements the subtasks on a schedule compatible with that for procuring equipment under the project. This schedule was especially important for acquiring computer hardware and software, a major component in the project’s success.

This latter point would have been very evident had the participants been able to address the “inputs and commitments” activity at the end of the third day. The workshop participants as a whole, however, as mentioned previously, were unable to translate these tasks into specific inputs required of GOSD, the ISC, and USAID. Some groups made the attempt, and their suggestions are noted in the “Inputs and Commitments” sections in Appendix F. Overall, there simply was not enough time in the three days to go beyond the understanding and discussions of the Action Plan tasks.

Below are the participants’ suggestions for improving the 15 Action Plan tasks and their recommendations for actions to take within six months of the project’s beginning (see

Appendix G for an abbreviated version of the latter). For a complete list of subtasks within tasks A through O, where applicable, see Appendix F.

Task A, Management Capability

1. The proposal for the training program budget should be prepared during November 1992.
2. Management experts for seconding should be chosen from successful companies (EgyptAir or the Suez Canal Authority, for example).
3. The number of managers in need of training should be proportional to the number of employees in the new organizational chart for GOSD.
4. After evaluation of appropriate master's programs, some employees may be nominated to attend them. GOSD should request additional funding from USAID to allow for such continuing education.

At the end of six months the following tasks should be completed:

1. Each manager/trainee will have enrolled in his or her first course.
2. Trainees from GOSD will have been selected.

Task B, Computerized Data Management Systems

1. AMBRIC's computerization report should be updated so as to include all of GOSD's computerization requirements.
2. The possibility of reducing the time required to implement subtasks B-1 and B-2 should be studied (updating the AMBRIC report and preparing detailed specifications of hardware and software requirements).
3. The time spent on training managers in Subtask B-8 should be increased.
4. The feasibility of starting all computer applications simultaneously should be considered.
5. The Computerization Requirement Study should be updated to cover more than five years' worth of GOSD needs.
6. Maintenance of the new computers should be addressed clearly in the Action Plan.

At the end of six months the following tasks should be completed:

1. The decision on a computerized data management system will have been reached, i.e., mainframe versus local area network (LAN).
2. Space will have been allocated for a computer center.

Task C, Financial Control System

1. In addition to the departments listed in Subtask C-1, the workshop participants suggest computerizing the following:
 - a. Customs Clearing Department
 - b. Foreign Exchange Department
 - c. Financing and Budgeting Department
2. Item F in Subtask C-1 should be changed to read “employees information” rather than “personnel administration.”
3. Linking the Financial and Planning departments by computer should be added as a goal.
4. Modern software packages should be procured for present and future use.
5. The GOSD Fixed Assets System should be able to identify all equipment and machines, parts, stock model, year, values, depreciation, and present value to arrive at a true value of the assets.
6. The computer system should be able to calculate regular and variable salaries.
7. There is a concern about information confidentiality with the computerization of personnel files. This issue will have to be resolved by the system’s designers if implementation is to proceed smoothly.
8. The proposed Utility Accounting System should be enabled to use the same expressions (existing names) as the current accounting system.

At the end of six months the following tasks should be completed:

1. A system will have been designed for the Payroll and Personnel Administration departments.
2. Equipment for the Financial Department will have been ordered.
3. Study of the accounting system will have begun.
4. Training shall have been identified and launched.

Task D, Maintenance Management Program

1. The Maintenance Management Program should include the workshop’s equipment and building in addition to treatment plants and pumping stations.
2. The maintenance card should include clear instructions for use, and training as to its use should be extensive.

3. The maintenance program eventually should be computerized and a copy sent to the Inventory and Stores Department.
4. Maintenance management should start in the three watershed zones (Zennin, Berka, and Helwan) and be followed up and evaluated.

At the end of six months the following tasks should be completed.

1. Equipment will be coded, serialized, and fed to computers (perhaps using a card system).
2. A demonstration project will be established at Zennin and Berka, with priorities set.
3. A work group for maintenance emergency responses will be formed—and perhaps equipment provided for it.

Task E, Warehouse/Inventory Control

1. The Action Plan should address the issue of incentives for GOSD staff involved in implementing the new warehouse/inventory control system.
2. When discussing stores organization and arrangement, the ISC should provide cleaning equipment for stores.
3. The new system should make it possible to use both manual and computer systems for stores management and should utilize the main computer at the Stores Department.

At the end of six months the following tasks should be completed:

1. Reorganization of the stores will have been presented.
2. Materials management policies will have been presented.
3. An information system will have been designed.

Task F, Procurement of Equipment and Spare Parts

1. The Action Plan should address the spare parts policy for new and old equipment. GOSD's standard is to procure five years' worth of parts.
2. Procurement of equipment should happen as early as possible to allow for enough time for training in the use of the new machines.
3. The Action Plan should ensure the availability of dealers in Egypt for the equipment purchased.
4. The Action Plan should define priorities for procuring supplies and equipment for the project.

At the end of six months the following tasks should be completed:

1. Procurement procedures will have been completed.
2. Procurement of ISC equipment will have been completed and ISC support (training, etc.) equipment delivered.

Task G, Financial Viability

1. The Action Plan calls for the preparation of a zero-based budget for each major unit, covering mostly operation and maintenance (O&M) for five years. A large commitment of time will be required of GOSD and the ISC for this purpose. Units include 18 major facilities, consisting of 6 treatment plants and 12 pumping stations; 9 collection zones (including substations); and major departments, such as Support and Administration.
2. The following financial sources should be identified:
 - a. Cash (general funds from the treasury)
 - b. Revenue generated, such as that from
 - sludge sales
 - crop sales
 - building connections
 - percentage on project design
 - surcharge on water supply
 - equipment rental
 - provision for depreciation
 - c. Sales of scrap and stagnant inventory
3. The Action Plan should investigate financial sources for capital expenses, possibly from public investments, such as bonds, and/or corporate contributions.
4. Revenues should be compared with expenditures. The project should look for expertise on the following:
 - a. Rates and tariffs (affordability, on which special studies could be done).
 - b. A public awareness program to concentrate on the proper use of water and the goals of system improvements. This program should have its own specific budget.
5. Regarding the acquisition of assets and retention of revenue, GOSD needs a new 20-year facilities plan to project expenditures of system needs beyond the current plan.

At the end of six months the following tasks should be completed:

1. The zero-based budget will have been completed.

Task H, Organizational Effectiveness

1. The lower economic position of the West Bank should be considered when studying privatization.
2. It should be determined whether all three sectors can be improved in parallel, or whether the East Bank and Helwan must wait. How will this affect their performance?
3. Since the first step in privatization is to change the overall rules affecting O&M, changes made for the West Bank should be considered for the East Bank and Helwan as soon as practical.
4. Changing O&M rules will make O&M management easier. The specific rules to be changed should be determined.
5. Beginning in January 1993, ISC and GOSD counterparts should become involved in the development of the 1993-94 budgets for all 15 major tasks. The ISC should learn GOSD's budget process.
6. The Action Plan needs to analyze the proposed reorganization, i.e., lines of authority, communication, span of control, job description, and so on, for existing and proposed organizational structures. A white paper should be prepared on this analysis.
7. The financial approval of the Central Agency for Organization and Administration (CAOA) requires that GOSD generate revenues sufficient to finance a three-sector organization.
8. CAO A requires that a mechanism to pay for the new costs required by the new three-sector GOSD organization be in place before issuing a decree. Negotiations should be conducted with CAO A for this purpose.
9. Tasks H and G should be studied and coordinated.
10. GOSD has a study on calculating tariffs that contains an estimate for GOSD's O&M costs. The ISC should review this as soon as possible.
11. All plans by AMBRIC and other organizations that can contribute to ideas for privatization should be reviewed.
12. Combining water and wastewater is probably unnecessary now, there being good cooperation with the water agency in meter reading and bill collection. A white paper should be prepared on this topic, however.

13. A formal presentation should be made of the World Bank study regarding autonomous organizations of water/wastewater sectors in Egypt before the end of July 1992. A meeting should be set up to do so.

At the end of six months the following tasks should be completed:

1. Knowledge about current issues will have been acquired.
2. The influence of outside agencies will be understood.
3. An investigation of private companies will have been completed.
4. CAO's request will have been developed (see steps 5 and 6 above).
5. A paper on combining water and wastewater will have been produced.

Task I, Policies and Procedures

1. A policy board should be established to assist the ISC in policy areas. The steering committee may be a good choice to serve in this capacity.
2. A hierarchy of policy distribution from top management to workers is allowed. Policies may be written differently for the top management and worker levels.
3. The internal GOSD policy manual for the last 10 years should be reviewed.
4. Policy priorities have been set as follows for the ISC to review and amend:
 - a. Stores (the minister of finance sets laws and GOSD's departmental committees execute them)
 - b. Training incentives
 - c. Safety
 - d. Computers
5. A policy for evaluating the operation and maintenance of GOSD should be developed.
6. The Action Plan should consider the following two strategic concepts:
 - a. Providing medical care for GOSD's employees
 - b. Providing house connections as a source of revenue

At the end of six months the following tasks should be completed:

1. Policy subjects and priorities will have been developed.
2. Preparation of policy statements should have begun.
3. Criteria for the policy statements will have been developed.

Task J, Personnel Capability Improvement and Training

1. The Action Plan should define the ISC's role at any new facilities run by other contractors with respect to training GOSD's staff during this period.
2. There is a great demand to prepare enough training specialists. To help meet demand, it is suggested that the training specialist at each department be the coordinator for training.
3. The training budget for the sectors (each department) should be operated by the training center.
4. The number of trainers should be proportional to the number of employees at the sectors.
5. All employees should have a training opportunity, including support staff.
6. The Action Plan shall ensure the role of managers in training their subordinates.
7. The Training Department should prepare lists of the staff required to operate new projects and prepare suitable training courses for these staff.
8. GOSD's training plan should reflect the long-term objective of selling training activities outside of the agency.
9. External instructors should be able to participate in GOSD's staff training, a point that has budget implications.

At the end of six months the following tasks should be completed:

1. AMBRIC reports will have been reviewed.
2. The plan for assuming AMBRIC's training will have been prepared.
3. Trainers for the East Bank and Helwan will have been trained.
4. Equipment needs will have been identified.
5. Procurement of training equipment and aids will have started.
6. The training schedule will have been prepared.
7. All GOSD training activities will have been coordinated.
8. The AMBRIC program for the East Bank and Helwan will have been modified.
9. Actual training will have begun.
10. References for training will have been procured.

Task K, Internal Training Capability

1. The Action Plan should identify the improvement that should be applied at the Zennin Training Center and transferred to other centers.
2. The Action Plan should provide details of the subtasks needed to strengthen the Zennin Center during the contract.

At the end of six months the following tasks should be completed:

1. Zennin Center operations will have been reviewed.
2. Improvements will have been initiated.
3. Assistance with management of the center will be in progress.

Task L, Personnel Management

For each of the four subtasks the following should be addressed in the Action Plan.

1. New personnel policy for GOSD. The ISC shall study the following:
 - a. Use of computers and microfilm for recordkeeping;
 - b. Easy flow of information between GOSD and other operating units;
 - c. Establishment of a training center for apprentices to encourage them to work for GOSD;
 - d. Establishment of training programs to retrain GOSD employees in new skills;
 - e. Raising of the minimum employment requirement to include an elementary education certificate; and
 - f. Development of a personnel-needs plan to meet the new stations' requirements.
2. Incentive program:
 - a. The new system of monetary incentives shall be tied to productivity and performance. It is recommended that incentives be increased to rates that would motivate employees.
 - b. Nonmonetary incentives should consider the following:
 - regular health exams for sewer-cleaning laborers
 - family health insurance

- free transportation, including trains and buses
 - establishing a social club
3. Operator Certification Plan. The plan should address at least the following issues:
 - a. New regulations for promotion;
 - b. Review of the objectivity of performance evaluations;
 - c. Consideration for productivity and performance;
 - d. Special consideration for education and experience;
 - e. The necessity of going through training and passing exams; and
 - f. Leadership qualifications.
 4. Employees handbook. Handbook activities should include the following:
 - a. The creation of a handbook listing job responsibilities for illiterate employees;
 - b. Ensuring that each employee will receive job description documents, and
 - c. Explaining to each employee how to fill out employment forms and understand his or her rights.

At the end of six months the following tasks should be completed:

1. Current personnel review will have been finished.
2. Development of the incentives program will have begun.

Task M, Safety Practices and Procedures

1. A date should be set for a meeting between AMBRIC, the ISC, and GOSD to review the Safety Draft Report and Policy and the procedures for implementation.
2. The Action Plan should first develop rules and regulations for safety and then implement this policy.
3. GOSD should determine when CWO will approve the safety equipment recommended by AMBRIC for delivery to GOSD.
4. The ISC should supply all safety equipment early so that it can start practical training of GOSD employees.
5. The ISC should study and provide a certain training method to protect laborers who perform dangerous activities, especially sewer divers.
6. Changes should be implemented to address unsafe working practices.

At the end of six months the following tasks should be completed:

1. AMBRIC's GOSD safety plan and policy will have been reviewed.
2. Procedures for implementing safety measures will have been developed.
3. Staffing recommendations for GOSD's safety departments will have been made.
4. Development of safety rules will have begun.
5. Staff training will have begun.

Task N, Collection System Department Operation

1. This task should take into account all sizes of pipes as well as collectors.
2. A place should be secured for observing people who clean the network.
3. Enough new equipment for cleaning the collectors and the new facilities should be provided.
4. A public awareness policy should be developed, especially for informing the public about what they should and should not dispose of in sewers.
5. Methods should be identified for cleaning and maintaining the new sewers that recently entered the service, such as PVC sewers and sewers with clay pipes. Suitable equipment for maintaining pipes should be procured rapidly.
6. A method should be studied for maintaining the main tunnels and the new facilities in the general project.
7. A safe method should be devised to access manholes that have no fixed ladders.
8. Methods should be studied to leave existing grit traps in the network and extend their life rather than eliminate them as AMBRIC had planned.
9. A method should be studied to overcome any damage that could suddenly occur to the main tunnel of the general project.

At the end of six months the following tasks should be completed:

1. Evaluation of the existing Sewer Cleaning Department will have been located.
2. Cleaning and maintenance equipment will have been located.
3. A program for manhole location will have been developed.
4. Training will have begun.
5. Five years' worth of spare parts for the equipment will have been procured.

Task O, Twinning Program

1. The GOSD staff sent to the U.S. should represent a broad spectrum of disciplines.
2. A program should be established to monitor posttraining performance.
3. The first group of participants should be referred to as a basis for preparing subsequent groups.
4. Total training needs should be identified as early as possible.
5. Before the first group departs, GOSD should invite a representative from the U.S. facility(s) to visit Cairo.

At the end of six months the following tasks should be completed:

1. The 15 managers for twinning will have been selected.
2. The city that will act as a twinning partner will have been selected.
3. The twinning program will have been developed.
4. Exchange agreements will have been completed.
5. Trip details will have been finalized.
6. The first group of GOSD trainees should be off in September 1993.

Chapter 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Overall Perceptions of the Workshop

5.1.1 Positive Comments

GOSD participation exceeded all expectations. The organization, individuals, and senior management all showed enthusiasm, energy, willingness to accept change, and a cooperative attitude throughout the workshop, despite their unfamiliarity with the workshop process, time pressures, and the controversial nature of the issues under discussion.

The ISC's project manager was comfortable with the client and conveyed a quiet, low-key leadership style. The whole ISC team appeared quietly competent and strong. There was evidence, however, that pointed to the team members' need to spend more time linking with their counterparts in GOSD.

A remarkably good working relationship exists between USAID's project officer and GOSD's chairman. The project officer exhibited overt support for the project, the workshop, and the idea of additional tasks and activities.

The WASH team was supported and accepted by all parties. Despite the unfamiliarity with the workshop process, the trust showed toward the WASH team and its ability to deliver a good product was rewarding and refreshing.

The bilingual nature of the workshop throughout the presentations and discussions was a major factor in its success. The use of bilingual facilitators and dual-language flipcharts throughout the proceedings was critical to the effectiveness of that approach.

The workshop benefitted from a good location as well. The overall space, the break-out rooms, and sufficient wall space on which to hang charts were critical, as was the backup support from hotel staff.

5.1.2 Constraints

The following few constraints limited the effect of the workshop's results:

- The large size of the group made discussions somewhat cumbersome.
- Three days for the entire workshop was not enough to do anything other than go through the Action Plan tasks, which, with 15 of them, was too much to cover.
- Information from the ISC to GOSD was disseminated too close to the workshop date (72 hours). GOSD's internal distribution of both the original project Terms of Reference (TORs) and the ISC Action Plan was too close to the workshop date as

well. Everyone would have benefitted from a few more days to prepare for the workshop.

- The final workshop activity, in which inputs and suggestions for commitments the project organizations should make to ensure the project's success were made, suffered from being held so late in the program. While the charts covering every wall were impressive, the task itself was too much to handle on the last afternoon of the workshop. Nonetheless, the results of this activity were worthwhile, and engendered some additional useful discussion.

5.2 Conclusions and Recommendations

5.2.1 Action Plan Review

- The ISC should, as soon as possible, revise the Action Plan based on the suggested improvements discussed and adopted during the workshop. For those actions that fall outside the scope of the present contract, the ISC should seek immediate decisions from the Steering Committee and those decisions should be recorded.
- The revised Action Plan should be checked for consistency between tasks. It should also ensure that procurement of computers and equipment, and systems development go hand in hand for all tasks, especially for the immediate-action items identified in the Action Plan.

5.2.2 WASH's Role in the Project

As a facilitator/catalyst, WASH should continue to intervene throughout the life of the project and provide periodic assistance to all sides.

- The WASH team should return to Cairo in January 1993 to conduct a review workshop.
- WASH should be included on the distribution list for project management reports and quarterly reviews to stay abreast of developments before returning for the next workshop.

5.2.3 Communications

The main communication link between GOSD and the ISC is provided by the ISC task leaders through their expected daily interactions with their GOSD counterparts. It is assumed, therefore, that before any action is taken or any document produced, a commitment of all concerned will have been reached at the implementation level. To ensure that commitments are shared by all levels of GOSD's management, the following vehicles are suggested in

addition to the now scheduled monthly steering committee meetings and the all important Quarterly Progress Reports to be developed by the ISC.

- A weekly chairman and team leader meeting. The GOSD chairman and the ISC team leader should institute this meeting throughout the life of the project. It should last no more than one-half hour and be held on any mutually convenient day, preferably toward the beginning of the week. The two leaders should discuss at least the following:
 - Overall progress of the project,
 - New developments as they occur,
 - The highlights of the week's implementation plan, and
 - Any implementation problems that may have arisen during the week.
- Informal monthly meetings staggered between the officially scheduled steering committee meetings. Participants at these meetings should aim to review the project's progress and discuss implementation problems. These meetings should preferably take the format of a three- to four-hour working meeting on GOSD's premises, the main conference room at headquarters, or the Zennin Training Center. The meetings should be facilitated by the ISC team leader and either the steering committee chairman or his representative, both of whom shall be responsible for setting the meetings' agenda and attendance. Attendance should be limited to 15 total, 5 from the ISC team and 10 from GOSD. The individual participants may vary from month to month depending on the main topic of discussion. For example, when reviewing consistency between Action Plan tasks, the ISC could be represented by the training coordinator and the team leader only, while GOSD might be represented by the steering committee members. Every meeting would be monitored by the GOSD project coordinator, who would be responsible for documenting the results.
- While the ISC team will be focusing its work on performing actions within GOSD rather than producing reports, the team will nevertheless produce many reports, plans, and other written submittals. In this regard it is recommended that the ISC provide as much of its material as possible in Arabic as well as English. This is an issue that may be critical to the success of the Action Plan's implementation. It may even require some revision to the contract budget, but that has to be addressed by the ISC, GOSD, and USAID.

5.2.4 Progress Review and Monitoring

The ideal situation for a successful monitoring system is that it be based on an agreed-upon target and measurable steps. It would be best to develop a project implementation checklist from the commitments and obligations agreed to by all parties. During the workshop the consultants did not have enough time to develop a full list of commitments for the whole

Action Plan. This activity therefore might be addressed during the second WASH-facilitated workshop scheduled for January 1993.

For the immediate future, it is recommended that monitoring progress for the first six months of the project concentrate on tracking the actions that were identified during the workshop as targets to be completed or started within six months. (A checklist of same is provided as Appendix G.)

It is suggested that as part of every formal or informal meeting, a task-by-task review take place as the first order of business (i.e., How far along are we in implementing each subtask? Why are we late? What can we do about it?). Before such review can take place, the steering committee should review more closely the list of actions developed during the workshop to ensure that it corresponds with the suggested and adopted improvements to the Action Plan.

The function of documenting the status of the project should be assigned to an individual, preferably from GOSD's Project Implementation Unit. That individual should, on a monthly basis, spend time with each ISC task leader and every GOSD department head and get a progress statement from each. These statements should then be compiled in a monthly status report.

The status report can be either a graphic report or a short, written report for review at the informal meetings and presentation to the steering committee. Its content should cover at least the following:

- Date of report;
- List of actions that should have been completed, by task;
- List of actions actually completed;
- Reasons for noncompletion and suggestions for completing unfinished actions; and
- Resources expended during the period, especially staffing from both GOSD and the ISC.

The actual compilation of the status reports should be done by the Project Implementation Unit together with the ISC team leader. After their discussion at the steering committee meetings, the reports should form the basis for the ISC's quarterly progress reports.

Appendix A

SCOPE OF WORK

EGYPT: START-UP WORKSHOP CAIRO SEWERAGE II INSTITUTIONAL SUPPORT CONTRACT

A.1 Introduction

A.1.1 Background

The Cairo General Organization for Sanitary Drainage (GOSD) is responsible for the operation and maintenance of the wastewater system of greater Cairo, which includes the city of Helwan, the Governorate of Cairo, and portions of the Governorate of Kalubia and Giza. The new existing and planned systems have a design sewered population of 13,5 million people, and will have a treatment capacity of 2,880,000 CMD with 6 plants by 1993. At present, GOSD has 11,000 positions plus 2,910 auxiliary laborers. All of the 13,910 positions filled are financed from the Government of Egypt (GOE) budget, with more than half of them being unskilled, or semi-skilled.

In May 1989, WASH provided two consultants to USAID/Cairo to facilitate a workshop for top and middle management of the GOSD along with a similar workshop for the General Organization for Greater Cairo Water Supply (GOGCWS), under TAS 048. After consulting with GOSD officials, it was decided that a workshop was not necessary. Rather than drafting the TOR and RFP, as was done for GOGCWS, the consultants instead made recommendations on the design of the Cairo Sewerage II Project to USAID/Cairo.

The major works being funded by USAID/Egypt under the Cairo Sewerage II Project, and implemented by the Cairo Wastewater Organization (CWO), will be turned over to GOSD for operation and maintenance. This infrastructure represents a significant change in technology and requires institutional upgrading of GOSD.

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

The Mission has indicated that the initial workshop should accomplish the following:

- Review and evaluate Institutional Support Contract (ISC) action plans and project schedules for consistency with the project Scope of Work, the wishes of GOSD, and the requirements of USAID.
- Review and develop with GOSD, USAID, and the ISC, the implementation alternatives, procedures and priorities for the project deliverables.
- Establish clear communication channels and a schedule for future meetings between WASH, GOSD, the ISC, and USAID.
- Review GOSD operational goals and objectives and advise regarding appropriate implementation schedules and priorities to achieve them.

A.1.2 Tasks

1. Prior to departing for Egypt, read background material provided by the Mission on the GOSD and the Institutional Support Contract.
2. Participate in a team planning meeting to prepare for the start-up workshop.
3. Interview staff from USAID, GOSD, and the Contractor prior to the workshop to determine what the workshop should focus on.
4. Analyze the interview data and design a three-day workshop.
5. Conduct a three-day workshop. The workshop is likely to focus on developing a work plan for the first year, building a project team, and reaching agreement on how the project will be managed.
6. Conduct on-site follow-up.
7. Write a report summarizing the workshop results.
8. Plan the second visit including the purpose and timing.
9. Conduct a debriefing for interested USAID and WASH personnel at the WASH Operations Center.

A.2 Level of Effort

Two consultants will participate in the workshop. It is anticipated that a total of 20 days per consultant will be needed to carry out this activity. This includes time for background reading, the TPM, travel time each way, field work, and a debriefing.

A.3 Staffing

The workshop will require two consultants. One should be a management training specialist. The other should be familiar with urban wastewater facilities. At least one should have prior experience in Egypt, and preferably one should speak Arabic.

A.4 End Product

The final product of this task will be a WASH workshop report which delineates the results of the workshop, and indicates future follow-on activities to be undertaken under the GOSD buy-in.

A.5 Timing

Team Planning Meeting	TBD
Travel to Cairo	June 19, 1992
Planning and Preparation (in-country)	June 21-26, 1992
Workshop	June 28-30, 1992
Follow-up and Report Writing	July 1-4, 1992
De-Brief at WASH	TBD

Appendix B

WORKSHOP PARTICIPANTS AND PERSONS INTERVIEWED

GOSD

Eng. Ahmed Abdel Maksoud Elsaid	Chairman of GOSD
Eng. Said Abou El Ela Hassan	Project Manager
Eng. Mohamed Ahmed Abd El Rahman	Dep. Chief O & M Sector
Eng. Saleh Soliman Wannis	Gen. Dir. South and Helwan
Eng. Samir Abd El Moneim	General Director for West Nile
Eng. Mansour Badawi Abdel Moneim	Dir. Sewer Cleaning Department
Eng. Abdel Gawad Abou Zeid	Chief of Projects Sector
Eng. Mohamed Abdel Fattah Zaid	Gen. Director Elect. Mech.
Eng. Saoudi Abdel Ghafour	Project Coordination Committee
Eng. Magdi Mabrouk Ali	Project Coordination Committee
Eng. Khairy Moursy	Chief Research Sector.
Mr. Abdallah Kaoud	Gen. Dir. Farms & Research
Eng. Mohamed A. Khattab	Chairman's Asst. General Proj.
Eng. Mohamed Said Khalil	General Project Office
Mr. Yousri El Mossalami	Gen. Dir. Organization & Admn.
Eng. Seham Balatis	Director of Planning Dept.
Mrs. Loulou Salama	Director of Information Dept.
Eng. Mohamed Sami Khafagi	Director of Training Dept.
Eng. Nabil Youssef Guirgis	Dep. Dir. Training Dept.
Mr. Mohamed Tawfik	Training Dept.- Computer Eqp.
Eng. Magdi El Dahan	Industrial Safety Dept.
Mr. Sobhi El Shazli	Gen. Dir. Admin. Dept.
Mr. Hussein Helmi	Director Personnel Dept.

Mr. Mohamed Nasr Kassem	Dir. Contracts & Purchasing
Mrs. Fatma Turki	Dir. Budgets Dept.
Mr. Tolbah M. Said Ahmed	Member Proj. Coord. Committee
Mr. Mohamed Abbas Gomma	Accounting Dept.
Mr. Mohamed Bayoumi Shaaban	Dir. Stores Dept.
Mr. Nabih Rizkallah	Chief Legal Sector
Mr. Mamdouh El Sakka	Council of State
Mr. Moustafa Ahmed	Legal Department
Eng. Moshref Khalifa	O&M Sector
Eng. Ahmed Mahmoud	O&M Sector
Eng. Ebeid Guirguis	Projects Department

ISC

Don Benson	Project Manager
Mokhtar Eid	Deputy Project Manager
Mohamed Ibrahim	Financial Manager
Colin Jones	Personnel Specialist
Abdel Rahman Farid	Associate Personnel Specialist
J. (Bud) Miller	Organization Specialist
Robert Rider	Maintenance Manager
Abdel Salam Hassan	Associate Maintenance Manager
Gary Shreve	O&M Specialist
Emad Farag	Associate O&M Specialist
Omar Afify	Associate Collection
J. (Ron) Crosby	Warehouse/Inventory
Abdel Moniem El Khawaga	Associate/Inventory
Joe Cutschall	Training Center Manager
M. Noureldin	Associate Training Manager

Adel A. Osman

R. (Dick) Rossiter

Bahgat Osman

Associate Training Specialist

Computer Manager

Associate Computer Manager

USAID

Charles McElroy

Aboul Maaty Omar

Project Officer

Program Specialist

Day 3—Tuesday, June 30

- 8:30-10:30 a.m.** **Session 11: Presentations by Task Linkage Working Groups**
Groups present and discuss for 40 minutes each, as on day 2.
- 10:30-10:50 a.m.** **Tea/Coffee Break**
- 10:50 a.m.-12:30 p.m.** **Session 12: Complete Presentations by Task Linkage Working Groups**
Groups present and discuss for 40 minutes each, as on day 2.
- 12:30-2:00 p.m.** **Lunch**
- 2:00-3:30 p.m.** **Session 13: Develop a Task Matrix**
The task matrix is designed to clarify and document commitments and obligations of the three parties (the ISC contractor, GOSD, and USAID) to the Action Plan.
- 3:30-3:50 p.m.** **Tea/Coffee Break**
- 3:50-5:00 p.m.** **Session 14: Workshop Assessment and Next Steps**
- 5:00-5:30 p.m.** **Session 15: Closing Remarks and Farewell**

Appendix D

WORKING GROUP ASSIGNMENTS

Working Group 1

Organization and Management Development and Training

(Task Assignments: A, J, K, and O)

Abdallah Kaoud

Adel Osman

Bud Miller

Joe Cutschall

John Reese

Mohamed Abdel Fattah Zayed

Mokhtar Nouredin

Nabil Guirguis

Sami Khafagi

Saudi Abd El Ghafar

Yousri El Mossalami

Working Group 2

Finance and Administration

(Task Assignments: C, G, and L)

Abdel Rahman Farid

Collin Jones

Ebeid Fahim Guirguis

Fatma Torki

Hussein Helmi

Loulou Salama

Mohamed Abbas

Mohamed Ibrahim

Seham Balatis

Sobhi El Shazli

Working Group 3
System Development and Computers
(Task Assignments: B, E, and F)

Abdel Moneim El Khawaga

Bahgat Osman

Dick Rossiter

Gary Shreve

Mohamed Nasr

Mohamed Tawfik

Mohamed Bayoumi

Mohamed Khalil

Saleh Wanis

Tolbah Ahmed

Working Group 4
Field Operations and Maintenance
(Task Assignments: D, M, and N)

Abdel Salam Hassan

Ahmed Mahmoud

Bob Rider

Emad Farag

Magdi Mabrouk

Magdi El Dahan

Mansour Ibrahim

Mesharaf Khalifa

Omar Afifi

Samir Abdel Moneim

Working Group 5
Project Management, Coordination, Policies, and Organization
(Task Assignments: H and I)

Ahmed Abdel Maksoud

Sayed Abou El Ella

Abdel Gawad Abou Zeid

Moustafa Ahmed

Chuck McElroy

Don Benson

Khairy Morsy

Mohamed Hadidi

Mohamed Abdel Rahman

Mohamed Khattab

Mokhtar Eid

Appendix E

WORKING GROUP TASK INSTRUCTIONS

E.1 Instructions for the Action Plan Working Group Assignment

1. From among your group members, elect the following:
 - A chairman (from the GOSD staff)
 - Arabic recorder
 - English recorder
 - Translator
2. Each group will go through the following process for each task:
 - a. The ISC task leader will briefly explain each task summary, covering the following elements:
 - Task objectives
 - Scope of task
 - Proposed outcomes
 - Proposed implementation plan, including
 - Subtasks and action steps
 - time and level of effort proposed
 - b. The group chairman will then lead a step-by-step discussion of the elements of each task, to develop ideas on possible improvements to the proposed implementation plan and outcomes. Step 1 is to have your group generate ideas for improvements to the Action Plan. After listing these ideas, you are to discuss them and come to agreement on the proposed improvements. (Recorders capture ideas generated in the discussion in *both* languages, on two separate boards).
 - c. Next, your group should prepare its presentation on proposed improvements to the Action Plan for each of its tasks (following the format outlined below). This should be done in both English and Arabic, on two separate boards.
3. Choose a presenter to present your group's proposal to the plenary group. (Presentation in either language is fine, since any nonspeaker of either language will be able to follow the presentation on his or her own language board.)

E.1.1 Presentation Format

You should use the following format for your presentations and write them on two easels (one in Arabic and one in English).

1. Task name
2. Objectives and scope of task
3. Action planned
 - a. Desired outcomes in terms of
 - Products (systems, reports, equipment, and materials)
 - Skills and capabilities developed
 - b. Proposed improvements to the implementation plan (including time frames and level of effort)
 - Step 1
 - Step 2
 - etc.
 - c. Input required from the ISC, GOSD, and USAID, in the form of:
 - Approvals/actions
 - Documentation
 - Personnel
 - Materials
 - Funds

E.1.2 Role Instructions

Chairman

Your job is to direct the discussion toward generating ideas for possible improvements to the Action Plan. You should make sure of the following:

1. The group follows the workshop norms in its discussions.
2. All elements of the task are being addressed.
3. The group is progressing within the time allotted for the session.
4. You mediate disagreements and break logjams to keep the work flowing.

5. You are not letting your own views and ideas interfere with your management of the group's process.
6. There is regular opportunity for the translator to intervene for translation and ensure mutual understanding.

Recorders

Your job is as follows:

1. Note on the flipchart the ideas the group generates, whether or not full accord is reached.
2. Note all points of agreement on proposed improvements to the task implementation plan.
3. Work with the group chairman, the ISC task leader, and the other recorder to develop the presentation for the plenary session.
4. Write up the presentation in your language on the flipchart.

Translators

Your job is as follows:

1. Interrupt the discussion on a regular basis and translate the essence of what is being said in the other language.
2. Intervene periodically to ask the non-Arabic/non-English speakers about their degree of comfort and understanding.
3. Keep an eye on the readers to make sure that each is capturing the same concepts and points, and that they are recording accurately what has been discussed and agreed upon.

E.2 “Inputs and Commitments” Activity Instructions

Worksheets from each of the task clusters are posted on the walls around the room next door. Included are the suggestions from the working groups, as well as their six-month implementation expectations. The ISC task leaders will stand with their task cluster charts.

Your job is to walk around the room, stopping at any task cluster that interests you, and suggest what inputs and commitments each organization (GOSD, the ISC, USAID) should make in order that each task in that cluster can be successfully implemented.

After discussion, the task leader will enter your suggestions on a matrix sheet posted on the wall.

We will move from cluster to cluster and hear each task leader summarize the suggestions he or she has received, and make any other necessary comments.

Appendix F

ACTION PLAN TASKS: DISCUSSIONS/RESULTS

Task A, Management Capability

1. Task name: Management Capability.
2. Objective: Improve GOSD management capability to take increased responsibility in case that GOSD shall be public sector.
3. Action Plan:
 - Desired Outcomes: Train 50 managers.
 - Proposed Improvement: Training programs.
 - Inputs Required:
 - Nominate 50 managers by GOSD
 - Nominate 5 managers to be management instructors
 - Design training programs for the nominated managers.
 - External instructor can be seconded.
 - Funding included in ISC contract.

Inputs and Commitments

- *ISC*

Arrange for English language training. Provide training in management techniques and supervision procedures.

Budget proposal to be started in September.

- *GOSD*

Training in English language. Apply training to work program.

Master program be deleted.

- *USAID*

Pay for English language training.

1. Proposal of training program budget should be prepared during November.

2. Management experts for secondment must be chosen from successful companies (EgyptAir, Suez Canal Authority, ...)
3. Number of managers, need training must be proportional to the new chart of the organization.
4. After evaluation of masters programs, some employees can be nominated to attend these programs and request additional funding from USAID.

Task B, Computerized Data Management Systems

Objectives

1. Help GOSD to improve its services.
2. Optimize GOSD resources / assets / personnel.
3. Provide continuous control follow-up and data on various operations.
4. Make use of modern tools using automated systems.
5. Provide an integrated MIS for upper and middle management.

Proposed Steps for Implementation

1. Update AMBRIC reports, (GOSD acquire life cycle systems evaluations).
2. Prepare specification (H/W & S/W).
3. GOSD / USAID approvals.
4. Procurement cycle.
5. Establish computer center.
6. Prepare job descriptions for computer center staff.
7. Develop computer center procedures and train staff.
8. Training program for upper and middle management. (Check dates and periods).
9. Install computer modules:
 - Personnel
 - Payroll

Suggestions

1. Update computerization report to include all GOSD requirements.

2. Study possibility to reduce time required for sub-task 1 & 2.
3. To increase time spent to train managers.
4. Study feasibility to start all computer applications at once.
5. Increase (5 years) requirement study to cover more than 5 years.
6. Maintenance concern.

Inputs and Commitments

- *ISC*

Identify computer needs with GOSD (hardware and software).

- *GOSD*

Provide GOSD requirements for all applications.

- *USAID*

Provide funds for hardware and software.

Task C, Financial Control System

1. Computerization of Function:
 - a. Payroll
 - b. Auditing
 - c. Purchasing
 - d. Inventory management
 - e. Billing
 - f. Personnel administration
 - g. Cost accounting
2. Equipment needs.
3. Systems implementation strategy.
4. Production of management reports.
5. Centralized payroll system.
6. Chart of accounts.

7. Central accounting responsibility.
8. Full utility accounting system.
9. Fixed assets system.
10. "Needs" based training.

Action Plan and Recommendations

1. Computerization of:
 - Customs clearing
 - Foreign exchange
 - Financing and budgeting
2. Change article F to read employees information rather than employees administration.
3. Provide a goal. Link financial department and planning department by computers.
4. Procure modern software packages for present and future use.
5. Identify all equipments and machines, parts and stock model, year, values, depreciation and present value to arrive to a true value of the assets.
6. The computer system should be able to calculate regular and variable salaries.
7. There is concern for information confidentiality.
8. Study of personnel receiving.
9. Utility acc. system should have the same expression (existing names).

Task D, Maintenance Management Program

1. Task name: Maintenance Management Program.
2. Objectives and scope of task: To establish systematic maintenance program for all GOSD facilities to prolong equipment life and minimize rehabilitation costs.
3. Action Plan:
 - a. Desired outcomes:
 - Products (new systems for maintenance by cards and computers).
 - I control the system of maintenance and save more materials and tools for maintenance operation.
 - How much maintenance cost?

- Skills people in maintenance.
 - Minimize the sudden problems. (Emergency situations).
 - Step 1: Discussion to improve Action Plan.
 - Small team to follow-up and implement the maintenance program. (From the site itself).
 - To include workshop equipments (corages and workshop sewerage pumps) and all buildings.
 - Record for fault date and repair.
 - Make a higher training for the maintenance cards.
 - The card must include how to use it clearly.
 - If it is possible to put the maintenance program in the computer and the maintenance by date and a copy of this program to the inventory or stores.
 - We must make this experiment in three zones. (Zennin, Berka and Helwan) and follow-up and evaluate this experiment.
- b. Approvals: from GOSD.
- c. Documentation: from ISC, GOSD, USAID and AMBRIC and the previous contractors and manufacturing companies.
- d. Persons: from GOSD.
- e. Materials: from ISC (computers, cards) everything.
- f. Funds: from USAID firstly and then GOSD depends on itself.

Inputs and Commitments

- *ISC*
Identify needed changes.
- *GOSD*
Accurate / up to date map or WW system for greater Cairo. Implement changes.
- *USAID*

Task E, Warehouse/Inventory Control

1. Develop and implement organizational plan.
2. Develop and assist implementation of materials management policies and procedures.
3. Investigate possible locally manufactured substitutes for improved materials.
4. Develop and install a computerized system.
5. Devise program to dispose of obsolete and/or unusable inventory.
6. Prepare, prioritize and procure needed storage equipment.
7. Incorporate budgetary requirements of task E into budgeting progress.

Suggestions

1. Incentives for GOSD counterpart.
2. Provide cleaning equipment for stores.
3. Using both manual and computer system for storage (stores) using main computer at stores department.

Inputs and Commitments

- *ISC*
- *GOSD*
- *USAID*

Task F, Procurement of Equipment and Spare Parts

Tasks are as follows:

1. Preparation of procurement procedures.
2. Procurement of contractor equipment.
3. Procurement of critical spare parts.
 - Sewer clearing equipment
 - Collection system equipment
 - Pumps and motors
 - Diesel

4. Procurement of safety equipment.
5. Procurement of equipment for ISC support tasks.
6. Procurement of local manufacturing capability.

Suggestions

1. Spare parts policy (5 years) for equipment (new and old).
2. Procurement of equipment early as possible to help for training.
3. Availability of dealer in Egypt for the equipment purchased.
4. Determine priorities for the procurement of supplies and equipment for the project.

Task G, Financial Viability

1. Prepare a zero based budget for each major unit mostly O&M for five year duration. Major units having been identified, e.g., collection system zones, large m. m. effort is required from GOSD and ISC. Right now, we could talk of eighteen major facilities, six treatment, 18 pumping stations, nine collect. zones (including sub-stations) plus major departments (support) (administration +)

E. B.

W.B.

Helwan

Adm.

2. Identify financial sources:
 - Cash (gen. funds treasury min)
 - Revenue generated
 - Sales of sludge
 - Crop sales
 - Building connections
 - Percentage on project design
 - Surcharge on water supply
 - Equipment rentage
 - Provision for depreciation

? Insurance

- Sales of scrap and stagnant inventory

3. Capital expenses:

- Possibly from popular investment, (bonds ...) corporate contributions

Revenue V.S. Expenditure

Expertise on:

- Rates and tariffs (affordability). Special studies.

Public Awareness Program:

Include use of water improvements system goals.

Special budget item

4. Acquisition of assets and retention of revenue.

Revenue -----Expenditure

Planning:

5 year span

i.e. Resource allocation

Need new 20-year facilities plan for project expenditures of system needs.

Inputs and Commitments

- *ISC*

Subtask (if necessary).

- *GOSD*

- *USAID*

Task H, Organizational Effectiveness

1. Consider the lower economic position of the W. Bank in privatization.
2. Can three sectors be improved in parallel? or must E. Bank, Helwan wait? How will this affect their performance?
3. **Recommendation:** Since first step is for change of rules affecting O&M, changes made for W. Bank should be considered for E. Bank and Helwan as soon as practical.

4. The first step in privatization would not change budgets, but change rules to make O&M management easier. Determine rules to be changed.
5. **Recommendation:** ISC and GOSD counterparts are to become involved in the development of budgets as part of tasks for all 15 major tasks starting in January 1993 for 1993/1999 budget. Learn budget process of GOSD.
6. Action Plan needs to analyze the proposed reorganization, i.e., lines of authority-communication, span of control, job description, etc., for existing and proposed organizations. White paper.
7. Coordinate G and G. The financial approval of CAO A requires that GOSD generate revenues sufficient to finance three sector organization. See task 6.
8. CAO A requires that mechanism to pay for new costs required by new three sector GOSD organization be in place before issuing decree. Negotiate with CAO A.
9. Study and coordinate task H and G. Work with regular task.
10. GOSD has study for calculation of tariff registered for GOSD O&M. Review.
11. Review of all plans by AMBRIC and other organizations that can contribute to ideas for privatization (autonomous organization).
12. Combining water and waste-water probably not necessary now with good cooperation with water agency in meter reading and bill collection. White paper.
13. Make a formal presentation of the World Bank study regarding autonomous organizations of water/waste-water sector in Egypt before end of July. Meeting.

Action Plan Review

1. Review organization studies
 - AMBRIC
 - Provincial cities
 - Learn CAO A requirements
 - Review GOSD submittal to CAO A
2. Review GOSD structure
 - World Bank report
 - Other studies
 - Combine water and waste-water study
3. Special USAID assignment for an early task to show GOE commitment.

- West bank privatization O&M
- 4. Survey administrative need of GOSD for office space including relocation. Coordinate with computer, training.

Task I, Policies and Procedures

1. Establish policy board (steering committee?) to assist ISC in policy areas.
2. There may be a hierarchy of policy distribution from top management to the workers. The policies may be written differently for top management to the worker level.
3. Review internal GOSD policy manual of + 10 years.
4. Policy priority:
 - Stores Minister of Finance
 Sets laws
 GOSD dept committee
 - Training incentives
 - Safety
 - Computers
5. Policy for evaluating the operation and maintenance.
6. Strategic concept.
 - Medical care
 - House connections

Task J, Personnel Capability Improvement and Training

1. Task name: Personnel Capability Improvement and Training.
2. Objective: Develop GOSD training system.
3. Action Plan:
 - Desired outcomes:
 - Establish training centers.
 - Guarantee the continuity of training in future.
 - Ensure continuation of training in future.

- Ensure funding in future.
- 4. What is the role of ISC at any new facilities run by other contractors to train GOSD's people during this period.
- 5. There is a great demand to prepare sufficient number of training specialist.
Suggestion: to have training specialist at most departments as (coordinator).
- 6. It is required to have training budget for sectors (each department) run by training center.
- 7. Trainers number must be proportional to the number of employees at the three projects.
- 8. All employees have training opportunity (telephonist, tea boy, ...).
- 9. Ensure the role of managers in the training process for employees.
- 10. Prepare lists of staff required to operate new projects and prepare suitable training courses.
- 11. An objective is to sell training activities outside of GOSD.
- 12. To have external instructor.

Task K, Internal Training Capability

1. It is required to identify the improvement that should be applied at Zennin Center and transfer to other centers.
2. Provide details schedule of sub-tasks to strength Zennin Center during the contract.

First group—very important.

mix—all disciplines—feed-back.

Monitor—post training performance.

Use in group to prepare subsequent & w/in department—groups.

Identify total training needs for total group—time e.g. English language.

Exchange 1 or 2 from U.S. city before 1* group.

Management -- Zennin Training Center

■ ISC

Provide detailed management plan includes org.-training sch. etc. Equip centers on E. B. and Helwan.

Organize and manage the center on E. B. an Helwan.

■ **GOSD**

Schedule--supervise and coordinate all training.

Locate training site on E. B. and Helwan.

■ **USAID**

Follow-up to see that cooperation is being implemented.

Task L, Personnel Management

Objectives and Scope of Task

1. Review current personnel practices.
2. Incentives.
3. Operator certification.
4. Employee Handbook.

Work Plan

1. New personnel policy for GOSD.
2. Using computers and microfilm for record keeping.
3. Easy flow of information between GOSD and other operating units.
4. Establish a training center for apprentices to encourage them to work for GOSD.
5. Establish training program to retrain GOSD employees on new skills.
6. Raise employment requirement to be holder of elementary education on certificate.
7. Personnel needs plan to face new stations.

Incentive Program

■ **Monetary Incentives:**

- New system of incentives tied to productivity and performance.
- Increase incentives to rates encourage employees.

■ **Nonmonetary Incentives:**

- Regular health exam for cleaning labors.

- Family health insurance.
- Free transportation. Train, buses.
- Establish a social club.

Operation Certification Plan

- New regulations for promotion.
- Review of performance evaluation objectivity.
- Consideration for productivity and performance.
- Special consideration for education and experience.
- Passing training and exams.
- Having leadership qualification.

Employee Handbook

1. Create a handbook for job responsibilities for illiterate.
2. Each employee will receive job description document.
3. Explain to each employee how to fill employment forms to understand his rights.

- *ISC*

Study:

- Nursery (creche)
- Inoculation / treatment
(Sanitary workers related diseases)

Study:

- GOSD basic salary
structure such as (petroleum sector—suez canal organization ...etc) for this special work.

- *GOSD*

- Supplementary insurance for work related accidents deaths.
External insurance organization.

- Enforce responsibilities of the job description, i.e., acceptance of delegated authority.
 - **USAID**
- Continue WASH supported activities.

Task M, Safety Practices and Procedures

Specific tasks are to develop and implement the next program:

1. To protect building from damage.
2. To decrease injuring for labors.
3. To prevent pollution.

The program includes:

1. Review the GOSD safety report prepared by AMBRIC for GOSD.
2. Review the draft safety policy prepared by AMBRIC and updating it if necessary.
3. Develop procedures for implementation of the safety policy.
4. Train GOSD safety department personnel.
5. Recommend staffing for GOSD safety department.
6. Assist GOSD in development at safety rules and regulations.
7. Develop an accident reporting system.
8. Develop and implement site safety committees.
9. Provide safety training to GOSD staff.
10. Provide safety equipment to GOSD staff.

Proposed improvements:

1. Make a meeting between AMBRIC, ISC and GOSD to review safety draft report and policy and the procedures of application.
2. Develop rules and regulations for safety and then implement this policy.
3. We must determine when C.W.O. will approve the safety equipments recommended by AMBRIC.
4. ISC must supply all safety equipment early so that they can start the training practically.
5. ISC must study and provide a certain training method to protect the labor (diving).

6. Changes must happened with unsafe working practices.

Inputs and Commitments

■ *ISC*

1. Studying the previous accidents and their purposes to know the best methods to avoid them in future.
2. Studying if it is possible to secure the mech. sewer cleaning equipment and portable pumps in different sites in roads.
3. Studying if it is possible to put a mutual USAID agreement between GOSD and concerning authorities (ex. policy depart.) to avoid GOSD staff from questions and equipments when some body from public population falls in M. H. as a result of steeling man hole cover.

■ *GOSD*

■ *USAID*

Task N, Collection System Development Operation

Objective

To support and strength the collection system department and all sewer systems for all GOSD.

Subtasks

1. Evaluate the existing department and develop programs to improve performance.
2. Repair and rehabilitate collection system cleaning and maintenance.
3. Develop a program or locating and repairing collection system manholes.
4. Upgrade the skills of collection system personnel by providing management, technical and safety training.
5. Procure a five year supply of approved critical spare parts.
6. Assist GOSD in the design of manholes, covers, that can locally manufactured.

Suggestions for Improvement

1. To be sure that this task take into account all size of pipes beside collectors.
2. Develop and improve or save a new or old places for the observing people who clean the network.

3. Provide new and enough equipment for cleaning the collector and the new facilities.
4. Make a big propaganda and advertizing in T.V. to aware the people against different kind of dirts in sewers. (Make public awareness a policy).
5. We must hurry in finding a certain method for cleaning and maintain the new sewers which enter the service recently and not used in GOSD before like:
 - PVC sewers.
 - Clay pipes.
 and to hurry in delivering these suitable equipment for maintenance.
6. Study the method of making a maintenance for tunnels and new facilities through ISC.
7. Finding a safe method to go on the manholes which haven't fixed ladders.
8. Study a certain method to leave the grid trap as it is to give a longer life.
9. Studying a method to overcome any damage partially or which happened suddenly for the main tunnel of the general project.

Inputs and Commitments

- *ISC*
Discuss performance improvement method as mentioned in A. P.
- *GOSD*
- *USAID*

Task O, Twinning Program

1. All groups must contain a broad spectrum of disciplines.
2. Establish a program to monitor post training performance.
3. Use the first group participants to prepare the subsequent groups.
4. Identify total training needs as early as possible.
5. Before first group departs invite one representative from the U.S. facility(s) to Cairo.
 - *ISC*
Arrange for training with U.S. utility.
 - *GOSD*

Apply what is learned to work situation.

- USAID

Supply funding.

Goals for the 15 Tasks in the Next 6 Months

A. MGT capability:

1. Each manager/trainee will have enrolled in his/her first course.
2. Trainers from GOSD selected.

B. Comp. Data MGT Systems:

1. Decision on system reached:
 - Mainframe V.S.
 - Local area network (LAN)
2. Space allocated

C. Financial Control System:

- System designed for payroll and personnel adm.
- Equipment ordered
.../calculators, etc.
- Study accounting system
- Training identified and launched

D. Maint. MGT

- Equipment coded/serialized and fed to computer? card system?
- Demonstration of project established at Zennin and Berka. (Priorities set).
- Work group for maint emerg2ncy resp. formed - Eq2 provided?

E. Warehouse and Inv. Control

- Reorganization presented
- Material Mgt policies presented
- Infor syst designed.

F. Eq2 Proc (spare parts)

- Proc procedures done
- Proc. ISC Eqt completed and ISC support (training, etc.) Eqt delivered

G. Fin viability

Zero based budget completed.

H. Org Eff

1. Knowledgeable about current issues
2. Influence of outside agencies
3. Investigate private computers
4. Develop CAO request
5. Paper on W/WW combine

I. Policy & procedures

1. Develop policy subjects and prioritize.
2. Begin prep of policy statements.
3. Statement criteria.

J. 1 thru 12

1. Review AMBRIC
2. Prepare assumption plan
- 3&4 Train trainers E. Bank/Helwan
5. Identify equipment
6. Procure
7. Prepare schedule
8. Coordinate all GOSD training
9. Modify AMBRIC prog for E. Bank Helwan
10. Begin all training
11. Procure references

K. As scheduled

1. Review Zennin center opns
2. Initiate improvements

- 3. Assist w mgt
- L. 1 finished, 2 and 3 started
 - 1. Review current personnel
 - 2. Develop and present incentive plan
- M. 1, 2, 3, 4 done
 - 5 to 10 started
 - 1. Review AMBRIC , GOSD plan and policy
 - 2. Develop procedure for implementation of safety ...
 - 3. Recommend GOSD staffing
 - 4. Developing rules
 - 5. Begin training staff
- N. 1, 3, 5 completed
 - 2, 4, 6 started
 - 1. Evaluate existing sewer
 - 2. Clear dept
 - 3. Develop program for MH location
 - 4. Begin training
 - 5. Procure 5 years of spares
- O. 1 to 10 completed
 - 1. Select 15 managers for twinning
 - 2. Select one city for twinning partner
 - 3. Develop program
 - 4. Complete exchange agreements
 - 5. Trip details
 - 6. First group off in September

Appendix G

TASKS TO BE COMPLETED WITHIN 6 MONTHS

This appendix shows, in checklist form, the tasks the workshop participants recommended be completed within six months of the project's beginning. A column marked "yes, no" allows the user to indicate whether the task listed has been completed within that time frame. These suggestions are explained in more detail in Section 4.3 of this report.

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Task	Completed		Comments
	Yes	No	
<i>Task A—Management Capability</i>			
1. Each manager/trainee will have enrolled in his or her first course.			
2. Trainees from GOSD will have been selected.			
<i>Task B—Computerized Data Management Systems</i>			
3. The decision on a computerized data management system will have been reached, i.e., mainframe versus local area network (LAN).			
4. Space will have been allocated for a computer center.			
<i>Task C—Financial Control System</i>			
5. A system will have been designed for the Payroll and Personnel Administration departments.			
6. Equipment for the Financial Department will have been ordered.			
7. Study of the accounting system will have begun.			
8. Training shall have been identified and launched.			
<i>Task D—Maintenance Management Program</i>			
9. Equipment will be coded, serialized, and fed to computers (perhaps using a card system).			
10. A demonstration project will be established at Zennin and Berka with priorities set.			

Task	Completed		Comments
	Yes	No	
<i>Task D continued</i>			
11. A work group for maintenance emergency responses will be formed and perhaps equipment provided for it.			
<i>Task E, Warehouse/Inventory Control</i>			
12. Reorganization of the stores will have been presented.			
13. Materials management policies will have been presented.			
14. An information system will have been designed.			
<i>Task F, Procurement of Equipment and Spare Parts</i>			
15. Procurement procedures will have been completed.			
16. Procurement of ISC equipment will have been completed and ISC support (training, etc.) equipment delivered.			
<i>Task G—Financial Viability</i>			
17. The zero-based budget will have been completed.			
<i>Task H—Organizational Effectiveness</i>			
18. Knowledge about current issues will have been acquired.			
19. The influence of outside agencies will be understood.			
20. An investigation of private companies will have been completed.			
21. CAO's request will have been developed.			
22. A paper on combining water and wastewater will have been produced.			

Task	Completed		Comments
	Yes	No	
<i>Task I—Policies and Procedures</i>			
23. Policy subjects and priorities should be developed.			
24. Preparation of policy statements should have begun.			
25. Criteria for the policy statements will have been developed.			
<i>Task J—Personnel Capability Improvement and Training</i>			
26. AMBRIC reports will have been reviewed.			
27. The plan for assuming AMBRIC's training will have been prepared.			
28. Trainers for the East Bank and Helwan will have been trained.			
29. Equipment needs will have been identified.			
30. Procurement of training equipment and aids will have started.			
31. The training schedule will have been prepared.			
32. All GOSD training activities will have been coordinated.			
33. The AMBRIC program for the East Bank and Helwan will have been modified.			
34. Actual training will have begun.			
35. References for training will be procured.			

	Task	Completed		Comments
		Yes	No	
	<i>Task K—Internal Training Capability</i>			
	36. Zennin Center operations will have been reviewed.			
	37. Improvements will have been initiated.			
	38. Assistance with management of the center will be in progress.			
	<i>Task L—Personnel Management</i>			
	39. Current personnel review will have been finished.			
	40. Development of the incentives program will have begun.			
	<i>Task M—Safety Practices and Procedures</i>			
75	41. AMBRIC's GOSD safety plan and policy will have been reviewed.			
	42. Procedures for implementing safety measures will have been developed.			
	43. Staffing recommendations for GOSD's safety departments will have been made.			
	44. Development of safety rules will have begun.			
	45. Staff training will have begun.			

Task	Completed		Comments
	Yes	No	
<i>Task N—Collection System Department Operation</i>			
46. Evaluation of the existing Sewer Cleaning Department will have been complete.			
47. Cleaning and maintenance equipment will have been located.			
48. A program for manhole location will have been developed.			
49. Training will have begun.			
50. Five years' worth of spares parts for the equipment will have been procured.			
<i>Task O, Twinning Program</i>			
51. The 15 managers for twinning will have been selected.			
52. The city that will act as a twinning partner will have been selected.			
53. The twinning program will have been developed.			
54. Exchange agreements will have been completed.			
55. Trip details will have been finalized.			
56. The first group of GOSD trainees should be off in September 1993.			

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Appendix H

ISC ACTION PLAN SUMMARY

SUMMARY

TASK A - MANAGEMENT CAPABILITY

Management training courses will be conducted for 50 of GOSD Middle Management Staff. The courses will be conducted by Senior GOSD Managers and ISC associate staff with assistance from the ISC expatriates. Each of the 50 participants will attend a minimum of 3 courses. The course subjects will be selected based on participant interviews and needs assessments.

GOSD STAFF REQUIREMENTS FOR TASK A

<u>ACTIVITY</u>	<u>NO. Required</u>	<u>Disciplines</u>	<u>M/Month</u>	<u>Start Date</u>
1. Attend training courses	50	Middle Managers	2	Oct. 92
2. Attend Training of trainers courses	5	Senior Managers	1	Aug. 92
3. Conduct Management Training courses		Senior Managers		Part time Oct. 92

TASK A - MANAGEMENT CAPABILITY

تطوير الادارة

SUBTASK	COMPLETION DATES												
	1992						1993						PLANNED
	M	A	M	J	A	S	J	F	M	A	M	J	
A-1 Identification of 50 Managers انتقاء خمسين مديرا													
A-2 Interviews with 50 Managers مقابلة الخمسين مديرا													
A-3 Course Identification & Curriculum Development تحديد مواد الدراسة واعداد البرنامج													
A-4 Conduct Training of Trainers course and select 5 Management Trainers القيام بدورة لتدريب المدربين وانتقاء خمسة مدربين للادارة													
A-5 Schedule Training جدول التدريب													
A-6 Schedule Training جدول التدريب													
A-7 Develop Training Program Budget اعداد ميزانية لبرنامج التدريب													
A-8 Evaluation of Secondment from Public Sector امكانية انتداب اشخاص من القطاع الخاص													
A-9 Evaluation of Masters Program تقييم برنامج الدراسات العليا													

SUMMARY:

This work plan schedule will provide GOSD with an operating computer center for computerized data management systems, complete with the required hardware, software, communications and trained staff by the end of the 2 year ISC contract. Some application modules will be in place and used, and a plan and method for installing the remaining modules will be well defined and developed. The affected staff in GOSD will have received training and permanent references for using the system will be in place.

<u>Subtask</u>	<u>Deliverable</u>
B-1 Update AMBRIC Computerization Report	Updated Computerization Report
B-2 Prepare Hardware and Software Specifications	Specifications for Hardware Software
B-3 Obtain GOSD and USAID Approvals	Final Approval of Hardware and Software Specifications
B-4 Procure, Install and Test Computers	Operable Computer System
B-5 Construct Computer Center	Computer Center Room Ready for Installing Computers
B-6 Prepare Job Descriptions	Job Specifications for Computer Center Staff

Task B

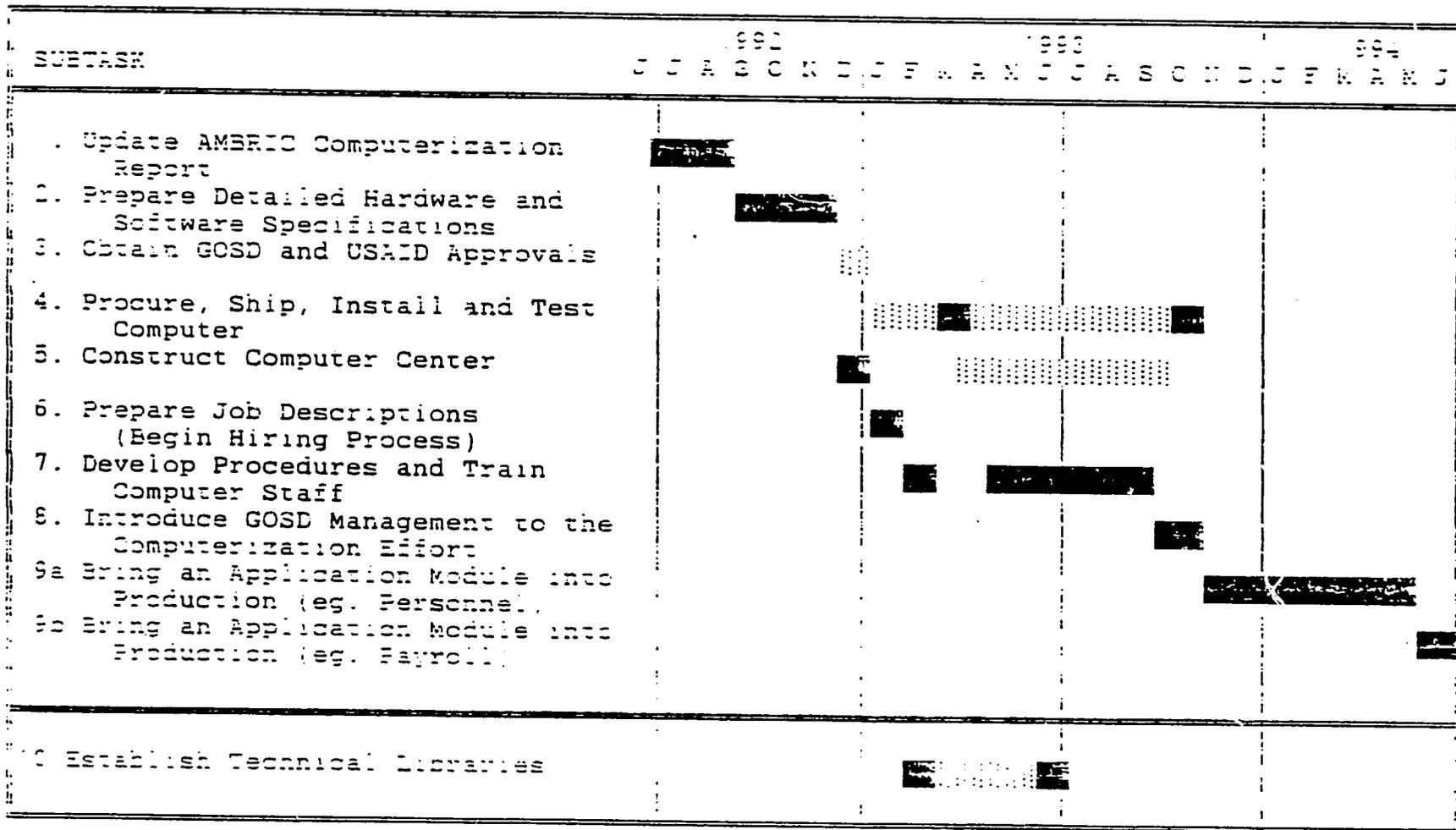
27 of 27

6/17/92

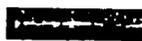
- | | | |
|------|---|--|
| B-7 | Develop Computer Center Procedures and train its staff | Trained Computer Staff & Operational Procedures. |
| B-8 | Introduce GOSD Management to the computerization Effort | Basic Management Level Training Courses |
| B-9 | Bring Application Modules into Production | Operational Application Modules |
| B-10 | Establish Technical Libraries | Functional Technical Reference Libraries. |

E. COMPUTERIZED DATA MANAGEMENT SYSTEMS

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Legend:



Computer Staff Activities



Other Activities

مراحل إنشاء نظام الحاسب الآلي

ليته الصرف الصحي

1996	1997	1998	1999	النشاط
٧٦٥٤٧٤١٤١١٠٩٨٧٦٥٤٧٤١٤١١٠٩٨٧٦				
				١ - مراجعة و تطوير التقرير البياني للمكتب (AMBRIC).
				٢ - اعداد المواصفات الفنية التطبيقية لمعدات الحواسب و البرامج.
				٣ - الحصول على الموافقة النهائية من USAID & GOSD.
				٤ - توفير المعدات / و البرامج و التركيب و الاختبارات.
				٥ - انشاءات مبنى الحاسب الآلي.
				٦ - توصيف الوظائف الفنية بمركز الحاسب الآلي و البدء فى توفير الاتراد الفنية.
				٧ - اعداد و تطوير اجراءات تشغيل الحاسب و تدريب الفنيين.
				٨ - تدريب المديرين و مستخدمي التطبيقات.
				٩ - البدء فى تنفيذ التطبيقات (على مراحل جزئية) نظام الأيراد نظام المالية
				١٠ - انشاء المكتب الفني.

SUMMARY OF GOSD COUNTERPART NEEDS

We expect that approximately 80 persons within GOSD will need to be trained for data entry on the mini computer and / or microcomputers. These persons would most likely be current employees that will be retrained in their jobs. Training of these persons will be over a period of probably three years beginning about March 1993. In addition we will need to fill 11 positions (see chart below) to operate, maintain and manage the computer operations for GOSD. Most of these 11 positions will probably have to be filled by hiring additional GOSD staff and not retraining current staff.

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<u>Subtask / Counterpart</u>	<u>Task Description</u>	<u>#Req</u>	<u>Discipline/Job Title</u>	<u>MM</u>	<u>Begin</u>
B-7	Operation of mini computer and system software.	2	Computer Systems Administrators	*	05/93
B-7	Maintain mini computer and microcomputers, make minor repairs and adjust peripherals.	2	Computer Maintenance Specialists	*	05/93
B-7	Coordinate use and provide user assistance and training on accounting systems.	2	System Accountants	*	05/93
B-7	Provide user assistance for use of microcomputer hardware and software.	2	Microcomputer Specialists	*	05/93
B-7	Manage the computer center.	1	Computer Center Manager	*	01/94
B-7	Develop and oversee application revisions and additions.	1	Computer Application Specialist	*	02/94
B-7	Supervise microcomputer maintenance and setups.	1	Microcomputer Manager	*	03/94

* denotes permanent full time positions.

SUMMARY

By the end of this project it is anticipated that the following steps have been met :

All GOSD financial systems such as payroll, auditing, billing, purchasing, cost accounting, personnel and inventory are computerized. The financial department computerization needs are all met, hardware is in place and Arabic software programs are running. The financial staff have been trained on the new system and the computerized management information system has been institutionalized. The detailed Chart of Accounts and the utility Accounting System with Fixed Asset Accounting are in place. GOSD financial department staff have been provided calculators, adding machines, typewriters and copiers to improve their performance. Maintenance and security systems for the equipment are in place.

A strategy has been developed to insure the continuation of implementation of the financial management system. The detailed Chart of Accounts has been implemented and a centralized computerized cash based payroll system is in operation. The Utility Accounting System has been implemented and a program to produce management oriented reports is in operation.

TASK C - FINANCIAL CONTROL SYSTEM

نظام الرقابة المالية

SUBTASK	COMPLETION DATES																					
	1993						1994															
	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
C-1 Computerization of Financial Management Function تحويل نظم الإدارة المالية الحاسب الآلي																						
a Payroll المرتبات																						
b Auditing المراجعة																						
c Purchasing المشتريات																						
d Inventory Management مراقبة المخزون																						
e Billing الفواتير																						
f Personnel Administration إدارة شؤون العاملين																						
g Cost Accounting التكاليف																						
C-2 Develop Financial Department Equipment need list اعداد قائمة باحتياجات إدارة الشؤون المالية من المعدات المكتبية																						
C-3 Develop implement Strategy for System اعداد تطبيق خطة لضمان تطبيق نظام الرقابة المالية بصفة دائمة																						
C-4 Develop Program to produce management reports اعداد برنامج لامدار التقارير للإدارة العليا دوريا																						
C-5 Develop and implelment a centralized Cash Payroll System تصميم وتطبيق برنامج المرتبات باستخدام الحاسب الآلي																						
C-6 Develop and implement a detailed chart of accounts تصميم وتطبيق دليل حسابات مراكز التكلفة																						
C-7 Develop and implement a responsibility center accounting system تصميم وتطبيق نظام حسابات مراكز التكلفة																						
C-8 Develop, implement a full Utility accounting system تصميم وتطبيق نظام كامل لحسابات المرافق																						
C-9 Develop and Implemen: a fixed asset system رفع وتطبيق نظام حسابات للامول الثابتة																						
C-10 Provide need based training to GOSD financial staff رفع نظام لتدريب العاملين بالإدارة العليا																						

Work Required by accounting
 أعمال تتطلب تعاون مع الإدارة المالية
 Work Required by Others
 أعمال تتطلب تعاون مع الآخرين

TASK C - SCHEDULE OF GOSD COUNTERPART NEED

Activity	Description of Activity	No. Reg'd	Discipline	Man/Month	Start Date
C-1-a	Payroll	1	Manager	3 Part Time	6/92
C-1-b	Auditing	1	Accountant	1 " "	9/93
C-1-c	Purchasing	1	Accountant	1 " "	1/94
C-1-d	Inventory Management	4	Clerks	3-4 Full Time	6/93
C-1-e	Billing	1	Accountant	1 Part Time	1/94
C-1-f	Personnel Administration				
C-1-g	Cost Accounting	1	Accoun/Eng.	1 Part Time	12/93
C-2	Develop Financial Department Equipment Needs List	2	Manager	1 Part Time	7/92
C-3	Develop Strategy to insure System Sustainability				
C-4	Develop a Computer based Program to produce Management Oriented Reports	1	Manager	1 Part Time	9/93
C-5	Develop a Centralized Computerized Payroll System	5	Clerks		
		2	Accountants	6-8 Full	8/93
C-6	Develop a Chart of Accountants	2	Accountants	6 Part Time	9/92
C-7	Develop a Computerized Responsibility Center Accounting System	2	Accountants	4 Part Time	1/94
C-8	Develop full Utility Accounting System	2	Accountants	2 Part Time	10/93
C-9	Develop Fixed Asset Accounting System	2	Engineers	8 Months	
		4	Store Clerks	Full Time	10/92
		2	Accountants		
		8	Laborers		
C-10	Provide need based training to GOSD Financial Staff	3	Accountants	Continuous	

SUMMARY

TASK D - MAINTENANCE MANAGEMENT PROGRAM

ACTION PLAN

A comprehensive maintenance management program is needed to protect and safeguard GOSD's pumping stations and treatment plants. Under the terms of the Request for Proposal and Technical Proposal the maintenance management program will consist of a manual card file system and the computerized Total Utility Maintenance Management System (TUMMS).

Both the card file system and TUMMS will provide a management information system consisting of the following:

- Equipment Data.
- Preventive Maintenance Scheduling and Tracking.
- Corrective (Repair) Maintenance Scheduling and Tracking.
- Equipment Maintenance History.

The card file system and TUMMS will be complimentary and mutually redundant.

Development of the Maintenance Management Program will involve a number of tasks. These tasks are:

- Specify and procure microcomputer systems.
- Specify and procure card-file systems.

- Develop systematic equipment identification.
- Prepare standardized maintenance procedures (SMPs).
- Prepare maintenance inventory.
- Assign equipment identification codes.
- Collect and record equipment nameplate data.
- Assign and schedule preventive maintenance procedures.
- Assign maintenance inventory.
- Produce work order request form.

Implementation of the program will be through demonstration projects in the East Bank, West Bank, and Helwan districts. These demonstration projects will be at a major facility in each district. They will also be training centers for GOSD staff during the phased implementation of the program throughout GOSD' treatment plants and pumping station facilities.

TASK D - MANPOWER REQUIREMENT

Activity	No. Required	Discipline	Total Man/Mon. (Per Person)	Start Date
West Bank Demonstration Project (Zenein WWTP)	1	Facility Manager	1	Sept. 1992
	1	Maint. "	2	
	1	Mechanic Eng.	2	
	1	Electrical Eng.	2	
	2	Mechanic	4	
	2	Electrical	4	
	1	Computer Oper.	2	
Implement West Bank Program Ibu Rawash	1	Facility Manager	1	Nov. 1992
	1	Maint. Manager	2	
	1	Mechanic Eng.	2	
	1	Electrical Eng.	2	
	2	Mechanic	4	
	2	Electrician	4	
	1	Computer Oper.	2	
Giza P.S.	Same	Complement as	Above	Jan. 1993
Boulac P.S.	"	Complement as	Above	
Pyramids P.S.	"	" "	"	
East Bank				May 1993
East Bank Demonstration Project (Baraka KWTP)	1	Facility Manager	1	
	1	Maint. Manager	2	Nov. 1992
	1	Mechanic Eng.	2	
	2	Electrical Eng.	4	
	2	Mechanic	4	
	1	Electrician	4	
	1	Computer Oper.	2	

TASK D - MANPOWER REQUIREMENT

Activity	No. Required	Discipline	Total Man/Mon. (Per Person)	Start Date
Implement East Bank Program Gabal El Asfar WWTP	1	Facility Manager	1	TBD
	1	Maint. "	2	
	1	Mechanic Eng.	2	
	1	Electrical Eng.	2	
	2	Mechanic	4	
	2	Electrical	4	
	1	Computer Oper.	2	
Shoubra El Khema WWTP	Same	Complement as above		Jan. 1993
Ameria P.S.	Same	Complement as above		Mar. 1993
Ein Shams P.S.	Same	Complement as above		May 1993
Embaba P.S.	Same	Complement as above		July 1993
Abou El Ela P.S.	Same	Complement as above		Sep. 1993
Khossous P.S.	Same	Complement as above		Nov. 1993
Khalag P.S.	Same	" " "		Nov. 1993
South Cairo/Helwan So. Cairo/Helwan (Helwan WWTP);	1	Facility Manager	1	Jan. 1993
	1	Maint. Manager	2	
	1	Mechanic Eng.	2	
	1	Electrical Eng.	2	
	2	Mechanic	4	
	2	Electrician	4	
	1	Computer Oper.	2	
Implement So. Cairo/Helwan Program South Muheit P.S.	Same	Complement as	above	

SUMMARY

TASK D-3 EMERGENCY RESPONSE

From time to time, emergency situations that require quick, decisive action to prevent personal injury and property damage, examples of these situations include flooding, chlorine leakage, chemical spill, etc. GOSD will be prepared to deal with these situations.

Currently GOSD responds to emergency situations with its maintenance and operations staff. Faced with emergency situations these personnel are inadequately prepared and equipped. Interviews with GOSD personnel indicate that they:

- Lack an adequate supply at hand tools.
- Lack an adequate supply of spare parts.
- Lack adequate training in emergency response procedures.

Under the terms of the Institutional Support Contract, the ISC staff is obligated to strengthen GOSD capability to respond to emergency situations. The ISC staff plans to fulfill this obligation by:

- Establishing emergency response teams.
- Developing emergency response procedures.
- Training GOSD personnel in emergency response.
- Providing emergency response equipment.
- Assisting GOSD in the development of mutual AID agreement.

TASK-D.3 - GOSD MANAGEMENT COMMITMENT

Activity	# Reorg.	Discipline	MM	Month Required
Establish West Bank Emergency Response Team	1	Sector Chief	0.5	Sep. 92
	3	Facility Managers	1.5	
Provide Emergency Response Equipment	2	GOSD Safety Dept.	6	Oct. 92
Develop Emergency Response Procedures	4	Team Leader	12	Jan. 93
Train West Bank Emergency Response Team	4	Team Mechanic	12	
	4	Team Electrician	12	
	4	Communication/Opera	4	
	1	Trainer	3	
Establish East Bank Emergency Response Team	1	Sector Chief	0.5	Mar. 93
	8	Facility Managers	4	
Train East Bank Emergency Response Team	4	Teams Leader	12	Apr. 93
	4	Team Mechanic	12	
	4	Team Electrician	12	
	4	Communication/Opera	4	
	1	Trainer	3	
Establish So. Cairo/Helwan Emergency Response Team	1	Sector Chief	0.5	June 93
	2	Facility Managers	1.0	
Train So. Cairo/Helwan Emergency Response Team	4	Team Leader	12	July 93
	4	Team Mechanic	12	
	4	Team Electrician	12	
	4	Comm. Operator	4	
	1	Trainer	3	
Develop West Bank Mutual Aid Agreements	1	Sector Chief	0.5	Sep. 93
	3	Facility Managers	3	
Develop East Bank Mutual Aid Agreements	1	Sector Chief	0.5	Sep. 93
	8	Facility Managers	8	
Develop So. Cairo/Helwan Mutual Aid Agreements	1	Sector Chief	0.5	Sep. 93
	2	Facility Managers	8	

TASK E, WAREHOUSE/INVENTORY CONTROL

ACTION PLAN

BY RON CROSBY

This task has seven action items associated with it; all of which require at least some coordinations with other tasks. Chief among these items are: 1) a reorganization of the Stores Department to increase its effectiveness and make it more responsive to O&M requirements; 2) to develop and assist in the implementation of a complete system of materials management policies and procedures; and 3) to devise and install a centralized, computer-based, inventory control system. Other, ancillary, actions are: 1) to inaugurate a program which investigates opportunities for local procurement of items which are presently imported; 2) to set up an on-going program to dispose of obsolete or enviable inventory; 3) to do an assessment, gain approval of and procure from a prioritized list, material handling equipment and supplies for the Stores Department to incorporate the budgetary requirements and changes pertaining to Task E into their budgeting process for the 1993 and Future Fiscal Years.

TASK E - SUMMARY OF GOSD COUNTERPART NEEDS (a)

Activity #	Description of Activity	No. Reorg	Discipline	Total Man/Mon. (Per Person)	Start Date MM/YY
E-1, 2 & 4-a	Investigate the present material: management system.	1	Management	3	07/92
E-1 & 6-a	Investigate Stores Bldg. and Storage Equi. needs	1	"	2	"
E-6-a	Investigate Mat'l handling needs of reorganized Stores Dept.	1	"	2	12/92
E-1-b	Clean & reorganize Stores, establish a locator sys.	2	Supervisory	12	08/92
		1	"	8	
		4	laborers	8	
		8	Laborers	12	"
E-1-c & e	Identify desired reorg. changes & design reorg. plan	1	Management	1	09/92
E-2-b & d	Identify desired policies and procedures - develop some.	2			
E-3-a	Develop a list of imported items for which a local substitute may exist.	1	"	3	09/92 & 09/93
E-3-b	Research Vendors/contact vendors	1	"		
E-3-c	Investigate/test vendor's submittals	1	"	3	01/93
E-3-d	Set up program	1	"	4	04/93

TASK E - SUMMARY OF GOSD COUNTERPART NEEDS

(b)

Activity #	Description of Activity	No. Req'd	Discipline	Total Man/Mon. (Per Person)	Start Date MM/YY
E-4-b	Identify desired charges in record-keeping system.	1	Management	3	09/92
E-4-d	Determine computer system requirements.	1	"	1	02/93
E-4-f	Install computer system & train personnel.	1 4	" Clerical	8 8	06/93 06/93
E-4-g	Retire superceded manual system.	1	Management	1	02/94
E-5 a & b	Investigate present inv. status and devise sys. to dispose of obsolete or unusable items.	1	"	3	02/93
E-5-d	Initiate disposal system.	1	Management	1	01/94
E-6-b	Devise list of needed equipment.	1	Management	1	08/92
E-6-e	Train Personnel	1	Management	2	01/93
E-7-a	Incorporate Task E into GOSD Budget.	1	Management	3	08/92

SUMMARY

TASK F - PROCUREMENT OF EQUIPMENT

AND SPARE PARTS

The procurement of equipment and spare parts is identified as one of the primary tasks under the Institutional Support Contractor. This task consists of six major subtasks. The Subtasks are:

- Preparation of Procurement Procedures.
- Procurement of Contractor equipment.
- Procurement of Critical spare parts.
- Procurement of Safety equipment.
- Procurement of Equipment for ISC support tasks.
- Procurement of Local Manufacturing Capability.

The procurement of equipment and spare parts is inter-related with all other ISC tasks. It supports other ISC tasks by providing the materials and supplies needed for their successful completion. Likewise the procurement of equipment and spare parts is dependent upon information gathered in the performance other ISC tasks to identify the material and supplies to be procured.

All procurement under this task is regulated by the terms and conditions of the Host Country and USAID Handbook II Chapter 3.

GOSD MANPOWER COMMITMENT

With the exception of GOSD Approvals for procurement there will be very little need for GOSD manpower in this task. However, Varying levels of GOSD commitment will be necessary to gather information in Support of the other ISC tasks that will drive procurement activity, GOSD manpower commitments in support of the other ISC tasks are identified under Headings.

SUMMARY

TASK G - FINANCIAL VIABILITY ACTION PLAN

PREPARED BY DON BENSON

The objectives of the financial viability task are as follows:

- Preparation of a Zero based operations and maintenance budget for each major operating unit and department in GOSD for a 5 year period including new construction (cooperate with Task D Maintenance Management).
- Preparation of a 5 year financial plan to support the budget including capital depreciation, capital reserve and employee bonus - (consider employee pension also).
- Conduct a comprehensive revenue study considering all potential sources including a sewer rate analysis, user fee study, and ability to pay analysis.
- In coordination with the Organizational Structure Task H, develop a program to increase revenue retention within GOSD.
- Develop a five year financial plan implementation schedule and obtain GOSD agreement.

TASK G

GOSD COUNTER PART PERSONNEL REQUIREMENTS

TASK, ACTIVITY # PERSONNEL DISCIPLINE MM BEGIN MONTH

G-2-a	1	Management	1	July 92
G-2-a	1	Organization	1	July 92
G-2-b	1	Finance	4	July 92
G-2, G-3	1	O & M	20	July 92
G-2, G-3	1	Budget	20	July 92

TASK G - FINANCIAL VIABILITY ACTION PLAN SCHEDULE

وضع نظام مالي قابل للتطبيق

Subtask	Activity	1992												1993												1994			
		M	A	M	J	J	A	S	O	N	D	J	F	M	A	J	J	A	S	O	N	D	J	F	M	A			
G-1	ORGANIZATION & PERSONNEL a Identify GOSD Staff b Identify Int. Staff	_____																											
G-2	PREPARE ZERO BASE BUDGET a Scope of Major FAC b Ident Budget Elemts c Determine O & M costs d Define Budgets	_____												_____															
G-3	PREPARE 5 YEAR FINANCIAL PLAN a Estimate O & M - 5 yrs. b Determine Capital. c Revenue/Rate Study d 5 Yr. Revenue e Prepare 5 Yr. Plan f Implementation Plan	_____												_____												_____			

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- الدائرة والادارة
١- مهمة فريقه ج-٢

٢- التعرف على موظفي الهيئة
٣- التعرف على النظراء
٤- الميزانيزاينه متوازنة
٥- الميزانيزاينه الحالية
٦- التعرف على بنود الميزانية
٧- تحديد تكاليف التشغيل والصيانة
٨- تحديد الزايجات

١- اعداد الخطة الخمسية
٢- تقدير تكاليف لصيانه وبنشغيل
٣- تقديرات سنوات
٤- تقدير استثمارات
٥- دراسة الارادات
٦- تقدير ايرادات الخمس سنوات
٧- اعداد الخطة الخمسية
٨- خطة التنفيذ

TASK H. ORGANIZATIONAL EFFECTIVENESS

Prepared by Bud Miller

Summary:

To achieve a positive and effective contribution to the current efforts to transfer GOSD into an autonomous utility we shall engaged in the following: Become thoroughly knowledgeable regarding the issues facing, GOSD. The influence of outside agencies on GOSD conduct of business, learn from private Egyptian firms and apply as appropriate, investigate the benefits from combining wastewater and water companies. Conduct administrative and staffing needs assessments. To support the change process develop momentum, we shall endeavor to construct a performance linkage concept, (Golden Fleece) to more closely link GOSD performance with USAID support.

ORGANIZATIONAL EFFECTIVENESS

GOSD COUNTERPART

SUMMARY:

(We shall identify and select from within the top 50 GOSD managers individuals with the desire, experience and education to assist in analysis and implementation of the re-organization. The goal is to leave in place a trained group of capable and motivated individuals to provide on-going organizational development, expertise with GOSD.

QUALIFICATIONS:

Graduates with some management training or experience who GOSD plan to develop as a future managers.

NUMBERS:

We shall require one person from each field i.e. Finance, Operation, Maintenance etc. and from each location East Bank, West Bank, Helwan.

DURATION OF ASSIGNMENTS:

Assignments will be between two and twelve weeks. The person will be expected to be available for future re-organizational work as required by GOSD.

ACTIVITY:

To conduct organizational reviews and assist in restructuring the unit in question.

TASK H - ORGANIZATIONAL EFFECTIVENESS

الدعم التنظيمي

SUBTASK	COMPLETION DATES																				
	1991						1992														
	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
1. Become thoroughly knowledgeable regarding the current issues facing GOSD as it reorganizes itself التعرف على الموضوعات الجارية التي تواجهها هيئة الصرف الصحي عند إعادة تنظيمها																					
2. Influences of outside agencies and CAO A application تأثير التعامل مع الجهات الخارجية وهيئة التنظيم والإدارة																					
3. Investigate private companies دراسة شركات القطاع الخاص																					
4. Develop a "Golden Fleece" Concept to be Utilized by USAID as a Stimulus to GOSD Organizational Changes ارساء المبادئ الأساسية لاستخدامها بواسطة هيئة المعونة الأمريكية كدليل للتغييرات في تنظيم هيئة الصرف الصحي																					
5. Combining Water and Wastewater Companies دمج شركتي المياه والصرف الصحي																					
6. Administrative Needs Assessment تقدير الاحتياجات الادارية																					
7. Organizational Staffing شغل الوظائف الادارية																					

SUMMARY OF POLICIES AND PROCEDURES TASK

A review of the suggested policy statements will be performed and a priority listing produced for GOSD approval. As draft policies are prepared for the major areas they will be submitted for approval by the Chairman. For every approved policy a corresponding procedure to implement, monitor and enforce the policies will also be developed.

To facilitate the dissemination of the approved policies and corresponding procedures, an employee manual is to be distributed to all GOSD offices, treatment plants and pump stations. This will be designed to serve as a reference document for employees who need information on policy matters. It is expected that during the project, GOSD will assume increasing responsibility for the development of policy and procedures.

PERSONNEL MGT

ACTIVITY	# REQ'D	DISCIPLINE	MAIN MONTH	COMMENCES
Current Practices/	1	Personnel	36 (30%)	July 92
	1	Legal	3 (20%)	
Incentive Plan	1	Personnel	4 (25%)	October 92
	1	legal	2 (15%)	
Operator Certification	1	Training	12 (15%)	October 92
Employee Handbook	1	Administration	3 (30%)	January 92

TASK I - POLICIES AND PROCEDURES

وضع السياسات الداخلية

SUBTASK	1992												1993												1994		
	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M		
1. DEVELOP POLICY SUBJECTS اعداد مكونات الخطة																											
2. PREPARATION OF POLICY STATEMENTS اعداد سياسات الخطة																											
3. STATEMENT CRITERIA الامس التي تبني عليها السياسات																											
4. PERSONNEL HANDBOOK اعداد دليل للموظفين																											

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SUMMARY

TASK J - PERSONNEL CAPABILITY IMPROVEMENT AND TRAINING

The ISC is assigned to work with the GOSD Training Department to develop that department into an organization capable of carrying out all training requirements for GOSD on the East Bank, West Bank, and South Cairo-Helwan. This will require that GOSD assign adequate staff to the department to carry out comprehensive training programs in the three zones and for the management training.

ISC staff will train the GOSD trainers, identify the training needed, schedule the training, prepare the training documents and assist with the training. Training equipment will be purchased as required to complete the Zenein Training Center and for smaller centers on the East Bank and in Helwan.

GOSD STAFF REQUIREMENTS FOR TASK I

<u>ACTIVITY</u>	<u>NO. REOD.</u>	<u>DISCIPLINES</u>	<u>MM</u>	<u>START DATE</u>
1. Attend training of trainers course	20	Engineers	1	Aug. 92
2. Conduct Training Programs	15	Engineers	Full Time	Sep. 92
3. Training Department	3	Engineers Administrators	Full Time	Aug. 92

TASK J - PERSONNEL CAPABILITY IMPROVEMENT AND TRAINING

الارتقاء بكفاءة العاملين وتدريبهم

SUBTASK	COMPLETION DATES																		
	1992						1993												
	M	A	M	J	A	S	O	N	D	J	F	M	A	M	J	A	S	O	N
J-1 Review and Evaluate AMBRIC Training مراجعة وتقييم البرنامج التدريبي المعد بمعرفة الامبريك																			
J-2 Prepare Plan to assume AMBRIC Training اعداد خطة لتنفيذ برنامج تدريب الامبريك																			
J-3 Conduct Training of Trainers-East Bank Select Training Staff تأدية تدريب المدربين والمنتقلين من المنطقة الشرقية																			
J-4 Conduct Training of Trainers-Helwan Select Training Staff تأدية تدريب المدربين المنتقلين من منطقة حلوان																			
J-5 Identify Training Equipment needs دراسة احتياجات المهتمات المطلوبة للتدريب																			
J-6 Procure Training Equipment شراء معدات التدريب																			
J-7 Prepare Training Schedule for GOSD اعداد برنامج التدريب للهيئة																			
J-8 Coordinate all GOSD Training التنسيق بين جميع برامج تدريب الهيئة																			
J-9 Modify AMBRIC Programs for E.B & Helwan تعديل برامج الامبريك لكل من الضفة الشرقية وحلوان																			
J-10 Conduct Training with GOSD ابتداء تدريب افراد الهيئة																			
J-11 Procure Training References شراء مراجع التدريب																			
J-12 Assist with FY 92/93 Training Budget المساهمة في اعداد ميزانية التدريب لعام ٩٣/٩٢																			

SUMMARY

TASK K - INTERNAL TRAINING CAPABILITY

The ISC will assist with management of the Zenein Training Center. This will include both administrative assistance and assistance with training activities. A review will be made of all activities at the center and recommendation will be made for modifications and improvements. The organization of the Center will be reviewed and staff recommendations made. The Zenein center will concentrate on training programs needed for the West Bank Staff.

SUMMARY OF PERSONNEL MANAGEMENT TASK

Review the personnel management practices of GOSD and recommend changes to the present practices that will lead to a system of rewards based on performance and promotion on a merit basis. Development of an incentive plan that includes pay adjustment for exceptional performance and an implementation strategy.

Development and implementation of an operator certification program (in cooperation with NWPASD) which incorporates salary adjustments as a reward for attainment of each grade level.

As policies and procedures are approved (see Task I), prepare a Personnel Issues Handbook to be issued to all GOSD locations.

POLICY & PROCEDURES

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<u>ACTIVITY</u>	<u># REQ'D</u>	<u>DISCIPLINE</u>	<u>MAIN MONTH</u>	<u>COMMENCES</u>
Policy Subjects 92	2	Project Mgt	3 (10%)	July
Policy Statements	2	Project Mgt	5 (15%)	August 92
	1	Legal Mgt	1 (10%)	October 92
Statement Criteria	2	Project Mgt	2 (5%)	July 92

SUMMARY

TASK M. SAFETY PRACTICES AND PROCEDURES

ACTIVE PLAN

The implementation of a strong Safety program is essential to protect employees. The ICC is charged with strengthening the existing. The GOAD Safety Department and developing and implementing a GOAD Safety program. Specific tasks to be included in the development and implementation of the program are the following:

- Review the GOSD Safety Report.
- Reveiw the Draft Safety Policy.
- Develop procedures for implementation of the Safety Policy.
- Train GOSD Safety Department Personnel.
- Recommend Staffing for GOSD Safety Department.
- Assist GOSD in the development at Safety Rules and Regulations.
- Develop an accident reporting system.
- Develop and implement Site Safety Committees.
- Provide Safety Training to GOSD Staff.
- Provide Safety Equipment to GOSD Staff.

السيرة
 الأعمال الفنية وحالات الإعمال

Task M - Safety Practices and Procedures Action Plan Implementation Schedule

Activity	1992					1993					1994														
	F	M	A	M	J	J	A	S	O	N	D	F	M	A	M	J	A	S	O	N	D	F	M	A	M
Review GOSD Safety Report مراجعة تقارير السلامة نظم الأمان				X																					
Review the Draft Safety Policy مراجعة مسودة نظم السلامة / الأمان				X																					
Develop procedures to implement Safety Policy تطوير إجراءات تنفيذ نظم الأمان									XX																
Recommend GOSD Safety Department Staffing التوصية لخصم أفراد النطاقات الأمان									X																
Train GOSD Safety Department personnel تدريب النطاقات مجالس الأمان											X	X	X	X	X										
Assist in development of Safety Rules المساعدة لتطوير نظم مجالس الأمان											X	X	X	X	X										
Develop an accident reporting system تطوير نظام التقارير على الحوادث															XX										
Develop & implement Site Safety Committees تطوير وتنفيذ استخدام مجالس الأمان بالمواقع															XX										
Provide Safety Training to GOSD Staff تدريب النطاقات بالرؤية لبرنامج مجالس الأمان											X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Safety Equipment to GOSD Staff توريد معدات نظم مجالس الأمان لخصم النطاقات											X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Activity	# Req	Discipline	HM	Month Begin
Review GOSD Safety Report				
Review the Draft Safety Policy				
Develop procedures to implement Policy	4	GOSD Safety Dept.	4	Aug. 1992
Recommend GOSD Safety Dept. Staffing	4	GOSD Safety Dept.	0.5	Sept. 1992
Train GOSD Safety Dept Personnel	4	GOSD Safety Dept	2.0	Dec. 1992
	1	Trainer	1.0	
Assist in development of Safety Rules	4	GOSD Safety Dept.	2.0	Dec. 1992
Develop an accident reporting system	4	GOSD Safety Dept	1.0	Apr. 1993
Develop & Implement Site Safety Comm.	4	GOSD Safety Dept	6.0	May 1993
	3	Sector Leaders	1.0	
	16	Facility Managers	6.0	
Provide Safety Training to GOSD Staff	4	GOSD Safety Dept.	24	Sept. 1992
Provide Safety Equipment to GOSD Staff				Aug. 1992

Objectives TASK N

Under the terms of Cairo Sewerage II - Institutional Support Contract, GOSD's Collection System Department operation will be institutionalized to the extent that GOSD will be able to perform collection system maintenance independent of foreign, e.g USAID, funded support programs. The ISC staff will use a multi-faceted approach to achieve this goal. This multi-faceted approach will include institutional strengthening of GOSD's general organization and abilities to function as a self-sufficient body, and specific institutional strengthening of the Collection System Department. Specific ISC activities to strengthen the Collection System Department will include :

- o Evaluate the existing department and develop programs to improve performance.
- o Repair and rehabilitate existing Collection System cleaning and maintenance equipment.
- o Develop a program for locating and repairing Collection System manholes.
- o Upgrade the skills of Collection system personnel by providing management, technical and safety training.
- o Procure a five year supply of approved critical spare parts.
- o Assist GOSD in the design of manholes and manhole covers that can be locally manufactured.

SUMMARY OF TWINNING TASK

Twinning relationships are a proven method of supporting and training personnel who are involved in sewerage systems that are in the process of development. Candidate cities will possess a government structure and a coordinated decision process that involves all levels of Government as well as private sector entities, and a technologically advanced municipal sanitary infrastructure system. A relationship is to be established with one or more US sewerage agencies that solicit expressions of interest and conform to the selection criteria.

A total of fifteen persons, divided into three groups, will be sent to the US for six weeks of training during the course of the ISC contract. At the conclusion of the project a close working relationship will have been established with the selected US agency (s), for the exchange of technical and management personnel, training programs, attendance at technical conferences and periodic consultations.

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TWINNING - GOSD STAFF

<u>ACTIVITY</u>	<u>#</u> <u>REQ'D</u>	<u>DISCIPLINE</u>	<u>MAIN</u> <u>MONTH</u>	<u>COMMENCES</u>
Selection Criteria/ City Selection	2	Project Mgt	6 (15%)	July 92
Program Development	21	Training	5 (20%) 3 (10%)	September 92 September 92
Participant Selection/ Exchange Agreement	1	Project Mgt		
Trip Preparation/ Trip Evaluation	1	Training	2 (70%)	November 92

