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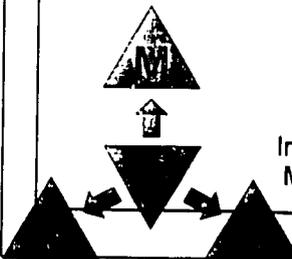
Management Training & Systems Strengthening  
for the  
General Organization For Greater  
Cairo Water Supply

Black & Veatch International

**Management Report**  
GOGCWS Management Survey

31 March 1994

Cairo Water II - Institutional Development Component  
USAID Project No. 263-0193



In Association with:  
Montgomery Watson - National Education International - Sabbour Associates

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## Executive Summary

### Introduction

A new national policy is now being implemented by the Egyptian government in which subsidies will be replaced by market principles and economic considerations. Economic organizations such as GOGCWS will be encouraged by the central government to operate in a business-like manner so that recurring expenditures are covered by water tariff revenues and future capital expansion is determined on economic principles. This condition is termed "financial viability".

To achieve and sustain financial viability and operate on a commercial basis, the Board of Directors and top management of GOGCWS will need the authority to act independently with respect to plans, budgets, personnel actions, financial affairs, equipment purchases and a host of other matters. This condition is termed "managerial autonomy".

To help it achieve these two interrelated conditions of financial viability and managerial autonomy, GOGCWS requested assistance from the United States Agency for International Development (USAID) which provided funds for an institutional support project entitled, "Management, Training & Systems Strengthening" (MTSS). The MTSS project is a vehicle to help GOGCWS operate as a managerially autonomous and financially viable organization, first in actual practice under its existing legal mandate and then under a new legal/institutional arrangement, if required.

The MTSS project is organized into five programs which are closely related to the internal organization of GOGCWS and geared to enable GOGCWS to achieve both the financial viability and managerial autonomy objectives. The five programs are:

- Financial Viability
- Management Development
- Technical Support for Operations & Maintenance
- Materials Management & Procurement
- Project Management & Administration

One of the basic tenets of the MTSS project is that the foundation for financial viability and managerial autonomy must be constructed by the GOGCWS management. The contractors advise, train and assist; GOGCWS managers develop, adopt and implement.

This report, GOGCWS Management Survey, a) describes the process and results of a management survey conducted by the GOGCWS with the advice and support of the Management Development program and b) recommends an action plan to capitalize on survey findings.

## MTSS Management Development Program

One of the objectives of the MTSS Management Development (MD) Program is to train GOGCWS senior and mid-level managers to operate GOGCWS using "best commercial practices" in order to achieve managerial autonomy and financial viability.

The MTSS Management Development Program was designed to help GOGCWS achieve managerial autonomy and financial viability goals. A systems orientation was taken to organize the various MTSS Management Development Program activities.

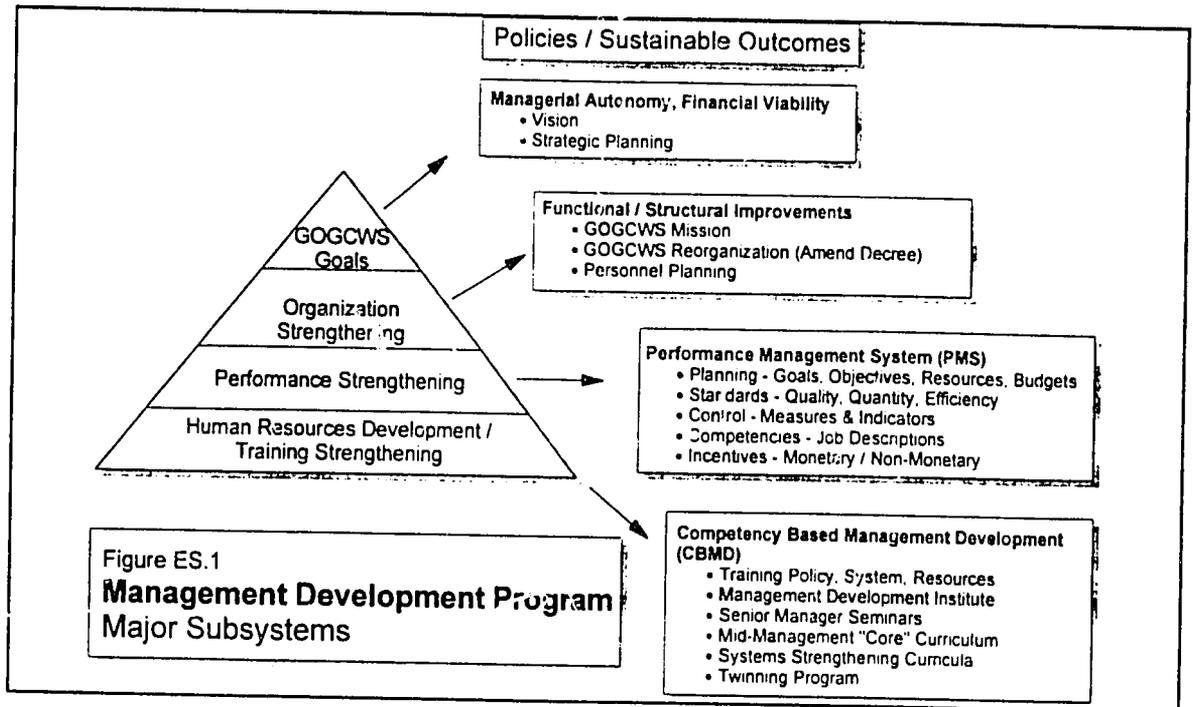


Figure ES.1 - Management Development Program shows the major subsystems to be designed, developed and implemented by GOGCWS.

Initial emphasis of the MTSS Management Development Program will be placed on the development of a GOGCWS Competency Based Management Development (CBMD) training capability which will develop specific knowledge, skills and attitudes of GOGCWS managers. MTSS Management Development Program activities will proceed from CBMD to Performance Management System (PMS) and Functional/Structural Improvements until the GOGCWS can reach the goals of managerial autonomy and financial viability.

The findings and recommendations of the Management Survey are organized and presented according to the four subsystems of the MTSS Management Development program model.

### **Management Survey Goal**

The goal of the Management Survey was to assess GOGCWS managers' knowledge, skills and attitudes in order to design a training program to meet GOGCWS management development needs.

A questionnaire format was used to collect knowledge, skill and attitudinal information on specific topics under consideration by GOGCWS for management training and development.

The results of the Management Survey will be used for three important purposes.

- To inform other MTSS programs and the GOGCWS of the current thinking among GOGCWS managers regarding a broad spectrum of management topics.
- As a baseline for measuring the effectiveness of future management training.
- As the foundation for design of the MTSS - Competency Based Management Development (CBMD) training modules.

### **Training by MTSS Management Development Program**

MTSS Management Development advisors and GOGCWS counterparts worked closely together during October and November 1993 to design and develop the three questionnaires (Knowledge & Skills, Attitudes, Performance Issues). The final questionnaires are the result of extensive training, discussions, reviews and revisions by counterparts concerning the content, length, question types, instructions and Arabic translation of the questionnaires.

MTSS Management Development advisors also coached their counterparts in interviewing and data collection techniques. The Management Survey contained the three separate questionnaires listed below:

Management Knowledge and Skills Survey  
Management Attitudes Survey  
Employee Performance Issues Survey

### **Implementation by GOGCWS Counterparts**

The management survey was totally implemented by the GOGCWS counterparts who efficiently handled all of the preparations, scheduling, logistics, interviewing and document control.

The following GOGCWS counterparts took an active role in the survey implementation:

Mohammed Soliman  
Emam Salem  
Adawi Labib  
Helal Salem  
Ali el Shougai  
Mostafa el Tabiey  
Sayed Abdel All  
Farid Abed el Magid  
Abdel Nabi Atteya

Figure ES.2 (following summary) - Management Survey Participants shows the GOGCWS senior managers who participated in the survey from 24 November to 9 December 1993.

### **General Application of Results**

The results of the GOGCWS Management Survey will be best applied in expanding the awareness of GOGCWS management and counterparts, MTSS advisors and USAID officials of the current, expressed and verified opinions, attitudes and needs of GOGCWS management as a whole regarding the achievement of the broad goals and specific objectives of the MTSS Project.

It is important to remember that these findings reflect GOGCWS managers' opinions of the current situation and are not a final prescription for the GOGCWS. As managers become more aware of issues such as managerial autonomy and financial viability and become involved in strategic planning, their opinions may change.

The following is a summary of the specific recommendations which emphasize the planned activities of the MTSS Management Development program. Chapter 3 contains the complete presentation of survey findings and recommendations. The Management Survey recommendations have been thoroughly reviewed with GOGCWS counterparts.

### **Competency Based Management Development (CBMD) Recommendations:**

**Training Policy** - Formulate, fully endorse and sustain a Human Resources Development (HRD) and training policy. The policy will commit the GOGCWS to developing the specific management, professional, administrative and technical competencies and on-job performance of GOGCWS employees. Development of GOGCWS employees is necessary to support the organization's mission, vision, performance goals and systems objectives.

**Training System Plan** - Implement an HRD/Training System which identifies training and development needs by periodic assessment of actual on-job performance in comparison with established job standards and measures training effectiveness against a specified set of performance benchmarks. GOGCWS will develop a plan which covers all forms of training, identify target populations and programs, and. Training Management Information System (TMIS) needs.

**Competency Based Management Development (CBMD) & Systems Training Programs** - MTSS advisors and GOGCWS training counterparts and staff will implement CBMD and systems training programs and curricula tailored to the specific Knowledge, Skill and Attitude (KSA) needed to develop GOGCWS management, administrative and technical systems. The GOGCWS training syllabus will include seminars for senior GOGCWS managers, a mid-management core curriculum of modules designed to facilitate policy implementation and highly focused training programs in coordination with MTSS programs to improve internal GOGCWS Systems (management, finance, O & M, and, supply & logistics).

**Management Development Institute** - Establish a Management Development Institute to hold training programs specifically geared to water management.

**Empowerment of Managers** - Empower managers through decentralization of responsibility and decision making authority.

**Cooperation & Team Building** - Implement a strategy which develops a team approach to management and service delivery through improved cooperation, communication, coordination and information sharing.

**Information Technology** - Support the MTSS Microcomputers for Management plan which will improve the abilities of managers in planning, decision making, control & follow-up and budgeting.

**Problem Solving & Decision Making** - Train GOGCWS managers on problem solving and decision making techniques.

#### **Performance Management System (PMS) Recommendations:**

**Performance Management System (PMS)** - Design and develop a PMS to promote productivity and efficiency for all major GOGCWS functions/processes and defines the roles and responsibilities of GOGCWS managers. The PMS will have the following features:

- Performance Planning (Work Unit Planning - Goals & Objectives)
- Performance Standards (Organization, Work Unit, Job)
- Performance Control & Follow-Up (Indicators, Measurement).

**Competencies & Job Descriptions** - Revise and/or develop job descriptions tailored to both GOGCWS functions/processes/new performance requirements and job competencies/standards.

**Performance Incentives** - Develop a fair and equitable performance incentives system which is tied to the PMS, and rewards performance with monetary and non-monetary incentives.

**Functional / Structural Improvements Recommendations:**

**GOGCWS Statutory Foundation** - GOGCWS managers will review the current GOGCWS decree, policy requirements, legal basis and the overall context for change fostered by the national government as they relate to managerial autonomy and financial viability.

**GOGCWS Mission** - GOGCWS managers will review and revise the current GOGCWS organization and department mission statements to insure that they clearly state the purpose of the organization/department, the services delivered and their economic basis.

**GOGCWS Functions & Structure** - GOGCWS managers will define, verify and justify the current GOGCWS organization both functionally and structurally and determine organizational modifications which support the current GOGCWS mission.

For example, the GOGCWS must institutionalize and sustain the training function by taking the necessary administrative steps to establish, staff and fund a fully operating HRD/Training Department.

**GOGCWS Decree for Reorganization** - Amend the existing GOGCWS decree for the reorganization of the GOGCWS based on the outcomes of the functional and structural analyses of the GOGCWS.

**Personnel Planning** - Implement a comprehensive personnel policy, planning and procedures function which enables the GOGCWS managers to establish optimal personnel levels and skill requirements.

**GOGCWS Goals (Managerial Autonomy, Financial Viability) Recommendations:**

**GOGCWS Vision** - Develop a vision of the GOGCWS which describes the future (5 - 10 years) operation of the organization and serves as a target which guides the development of the GOGCWS.

**Strategic Planning** - Develop a strategic plan which defines how to most efficiently pursue the GOGCWS vision. This will include long-term goals, annual targets for the next 10 years and evaluation criteria.

## **MTSS Management Development Program Action Plan Approach**

The MTSS Management Development program recommends an action plan, consistent with the overall MTSS project work plans, to fulfill the findings and recommendations of the Management Survey. It includes:

### **Senior Managers Seminars**

Management Survey Feedback Seminar

MTSS Policy Formulation Approach Seminar

### **Policy Formulation Sessions**

## **Organization of the Report**

The GOGCWS Management Survey Report is organized as follows:

### **Volume 1 - GOGCWS Management Survey Report**

Executive Summary

Chapter 1 - Introduction

Chapter 2 - Management Survey Methodology

Chapter 3 - Findings and Recommendations

Chapter 4 - Action Plan for Survey Implementation

### **Volume 2 - Appendices**

Appendix A - Management Survey Questionnaire

Appendix B - Management Knowledge & Skills Survey, Part 1, Aggregates

Appendix C - Management Knowledge & Skills Survey, Part 2, Factors

Appendix D - Management Attitudes Survey

Appendix E - Employee Performance Issues Survey

Appendix F - Bibliography

**Figure ES.2 - Management Survey Participants**  
24 November - 9 December 1993

No.	GOGCWS Senior Official Position Title*	GOGCWS Senior Official Name
1	V. C. - Technical Affairs	Adel El-Towery
2	V. C. - Admin. & Finance	Husam Shafik Own
3	C.D. - Administrative	Moh'd Soliman
4	C.D. - Network	Bahai Shenouda
5	C.D. - Projects	Magdy Morgan
6	Plants - North, East	Gamil Khallaf
7	Follow-Up	Ahmed El-Gabry
8	Mech & Elect Design & Perf.	Farah Kamel Farah
9	Plants - South, West	Moh'd Farag
10	Labs & Research	Moustafa El-Belshah
11	Projects - Civil & Network	Adel El-Bagdady
12	Admin. Services	Hosni Moh'd Hanafy
13	Plant Services	Ibrahim El-Desouki
14	Revenue (Finance)	Mahmoud Abdel Aziz
15	Network - South, West	Yousef El-Gamal
16	Network - North, East	Abdel Latif El-Oteify
17	Personnel Affairs	Imam Salem
18	Fostat Plant	Atef El-Ghannam
19	Mustorod Plant	Galal Heshmat
20	Imbaba Plant	Ahmed Soliman
21	Eltebbeen Plant	Abdel Rahman Moh'd Ahmed
22	Elamiria Plant	Ali Abdel Kerim
23	Rod El-Farag Plant	Mahmoud Abu El-Naga
24	Citizens/Public Services	Abd Rabbu Khalil
25	Network Services	Ali Abdel Maksoud
26	Expenses (Finance)	Moh'd Ali Nabet
27	Supply & Stores	Abded Aal Shahin
28	Network-Heliopolos	Moh'd Hassan Desouki
29	Security	Samir El-Bahnsawy
* Includes Acting Managers of major water treatment plants.		

## Chapter 1 - Introduction

### 1.0 GOGCWS Objectives and the MTSS Project

The General Organization for Greater Cairo Water Supply (GOGCWS) was established in 1968 as an economic organization authorized to provide potable water and other water services to residential, commercial, industrial and governmental consumers in the urban areas of the Governorates of Cairo, Giza and Qaloubiya. Over the past twenty five years the GOGCWS has improved the quality of services and extended the water treatment and transmission network to accommodate urban growth and development. The characteristics of physical system for water service in Greater Cairo reflects the technical accomplishments of the organization:

Treatment Plants	15
Pipelines	3500 km
Water Produced	1,250,000,000 cu.m/yr.
Population Served	9,300,000 (est.)

This concentration on service delivery and system expansion could only be accomplished through massive financial subsidies from the central government. Subsidies for both operating and maintaining urban water systems and constructing new facilities was the national policy and GOGCWS performed its role very well in that policy context.

A new national policy is now being implemented in which subsidies will be replaced by market principles and economic considerations. Economic organizations such as GOGCWS will be encouraged by the central government to operate in a business-like manner so that recurring expenditures are covered by water tariff revenues and future capital expansion is determined on economic principles. This condition is termed "financial viability".

To achieve and sustain financial viability and operate on a commercial basis, the Board of Directors and top management of GOGCWS will need the authority to act independently with respect to plans, budgets, personnel actions, financial affairs, equipment purchases and a host of other matters. This condition is termed "managerial autonomy".

To help it achieve these two interrelated conditions of financial viability and managerial autonomy, GOGCWS requested assistance from the United States Agency for International Development (USAID) which provided funds for an institutional support project entitled, "Management, Training & Systems Strengthening" (MTSS). The MTSS project is a vehicle to help GOGCWS operate as a managerially autonomous and financially viable organization, first in actual practice under its existing legal mandate and then under a new legal/institutional arrangement, if required.

The MTSS project will be implemented over a 45 month period (1 July 1993 - 31 March 1997) under a phased approach, as follows:

- Phase 1: Planning and Policy Formulation
- Phase 2: Performance Improvement and Policy Reform
- Phase 3: Institutionalization of Reforms
- Phase 4: Sustainability and Planning

The MTSS project is organized into five programs which are closely related to the internal organization of GOGCWS (in order to achieve the partnership relationship required for successful implementation) and which are each geared to enable GOGCWS to achieve both the financial viability and managerial autonomy objectives. The five programs are:

- Financial Viability
- Management Development
- Technical Support for Operations & Maintenance
- Materials Management & Procurement
- Project Management & Administration

One of the basic tenets of the MTSS project is that the foundation for financial viability and managerial autonomy must be constructed by the GOGCWS management. The contractors advise, train and assist; GOGCWS managers develop, adopt and implement.

This report, GOGCWS Management Survey, a) describes the process and results of a management survey conducted by the GOGCWS with the advice and support of the Management Development program and b) recommends an action plan to capitalize on survey findings.

### **1.1 GOGCWS Goals (Managerial Autonomy, Financial Viability)**

The MTSS operationally defines managerial autonomy as the ability of GOGCWS to prepare plans and budgets and then finance, monitor and manage their implementation.

Managerial autonomy will empower GOGCWS managers to independently operate GOGCWS in the most cost effective manner possible without undue government interference. In this context, GOGCWS managers will be delegated new authority and responsibility and trained to better control GOGCWS resources.

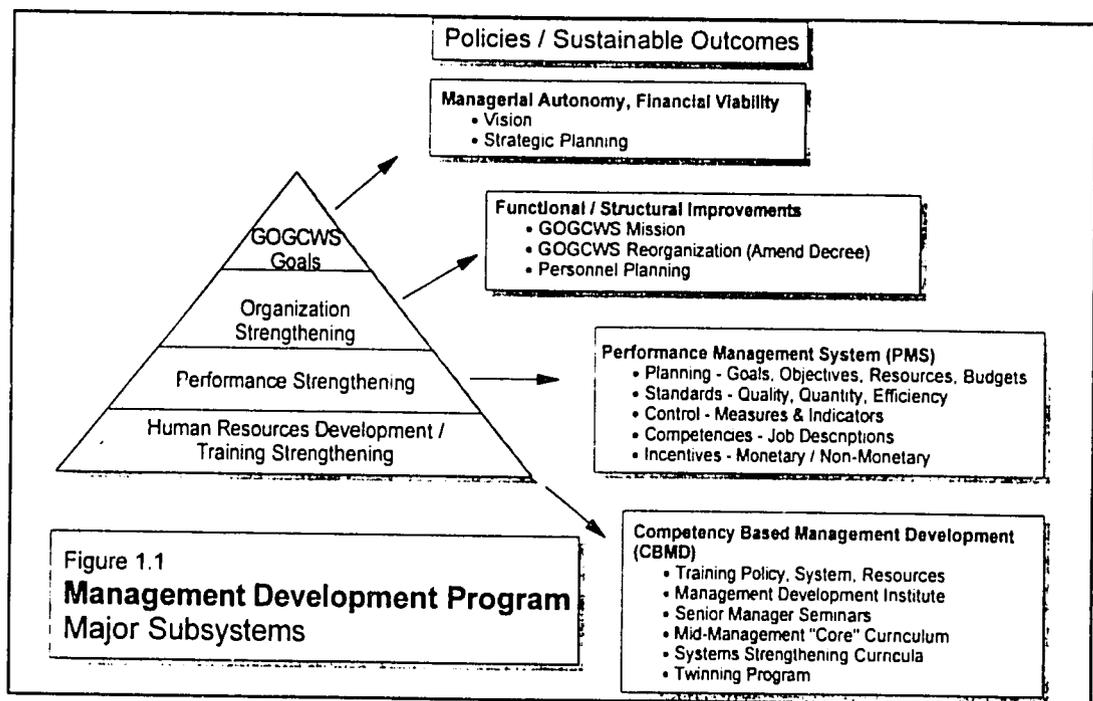
One of the responsibilities of the MTSS Management Development (MD) program is to identify the training needs of senior and mid level managers of GOGCWS and implement a training program to develop the competencies (Knowledge, Skills, and Attitudes) needed to manage the GOGCWS using "best commercial practices" similar to those used in the private sector.

One of the objectives of the MTSS Management Development program is to train GOGCWS managers to apply best commercial practices in order to achieve managerial autonomy.

## 1.2 MTSS Management Development Program

The MTSS Management Development program was designed to help GOGCWS achieve managerial autonomy and financial viability. A systems orientation was taken in order to assist GOGCWS management with this effort. In order to help GOGCWS achieve managerial autonomy, the MD program has organized the work plan into four sequential steps.

Figure 1.1 - Management Development Program shows these major components: Competency Based Management Development (CBMD), Performance Management System (PMS), Functional and Structural Improvements, and GOGCWS Goals (managerial autonomy and financial viability). Each component has specific outcomes that will be designed and developed by GOGCWS with the professional advice and assistance of the Management Development program staff.



Initial emphasis of the MTSS Management Development program will be placed on the development of a GOGCWS CBMD training capability. MTSS Management Development program effort is planned to start from the base of the pyramid (CBMD) and proceed through PMS and Functional/Structural Improvements until GOGCWS can reach the goals of managerial autonomy and financial viability.

### 1.3 Institutional Audit

Prerequisite to design, development and implementation of the four Management Development program components, an assessment of GOGCWS management competencies and attitudes was undertaken. This Management Survey of GOGCWS was conducted during the baseline data collection phase of the Management Development work effort.

The Management Survey is part of an overall Institutional Audit which will be presented at the end of Phase I. The Management Survey addressed two basic questions for GOGCWS managers:

What competencies do GOGCWS managers have now?

What competencies do GOGCWS managers need to improve performance?

In addition to the Management Survey, the Institutional Audit includes:

#### GOGCWS Organization Review

Legal /Institutional Framework of GOGCWS (Laiha)

Organization Structure (Tanzeem)

Staff Inventory

Human Resources Development/Training System

#### Current Personnel Practices Review

Manpower/Personnel Planning

Employee Relations

Employment

Employee Services

Salaries & Incentives

Appraisal & Career Development

Training & Development

Health & Safety

The completed Institutional Audit provides an up-to-date picture of the GOGCWS legal mandate, structure, and, personnel practices which will serve as a baseline for measuring future organizational change.

### 1.4 Management Survey

The remainder of this report is devoted to findings, recommendations and discussion related to the GOGCWS Management Survey. The GOGCWS Management Survey is a basis for developing the Competency Based Management Development training

curriculum. In future phases of the MTSS Management Development program, management competencies will be clustered into groups, formatted into training modules and taught to GOGCWS senior and mid level managers based on an approved training plan.

## **1.5 Organization of the Report**

The GOGCWS Management Survey Report is organized as follows:

### **Volume 1 - GOGCWS Management Survey Report**

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Appendix C - Management Knowledge and Skills Survey, Part 2 (Factors)

Appendix D - Management Attitudes Survey

Appendix E - Employee Performance Issues Survey

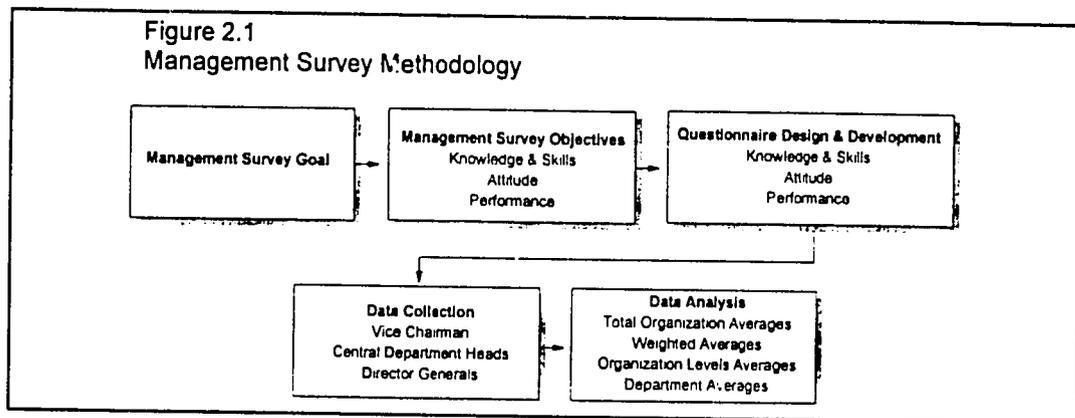
Appendix F - Bibliography

## Chapter 2 - Management Survey Methodology

### 2.0 Approach

The design, development and implementation of the MTSS Management Survey is described in this chapter.

Figure 2.1 - Management Survey Methodology presents the major activities accomplished by the Management Development/GOGCWS team in conducting the survey.



### 2.1 Management Survey Goal

The goal of Management Survey was to assess GOGCWS managers knowledge, skills and attitudes in order to design a Management Development training program to meet GOGCWS needs.

A questionnaire format was used to collect knowledge, skill and attitudinal information on specific topics under consideration by GOGCWS for management training and development.

The results of the Management Survey will be used for three important purposes.

- To inform other MTSS programs and the GOGCWS of the current thinking among GOGCWS managers regarding a broad spectrum of management topics.
- As a baseline for measuring the effectiveness of future management training.
- As the foundation for design of the MTSS - Competency Based Management Development (CBMD) modules.

The CBMD training modules will be designed to close the gap between the current competencies of GOGCWS managers and the required knowledge, skills and attitudes necessary to improve the effectiveness of the GOGCWS.

## **2.2 Training by MTSS Management Development Program**

MTSS Management Development advisors and GOGCWS counterparts worked closely together during October and November 1993 to design and develop the three Management Survey questionnaires (Knowledge & Skills, Attitudes, Performance Issues). The final questionnaires are the result of extensive training, discussions, reviews and revisions by counterparts concerning the content, length, question types, instructions and Arabic translation of the questionnaires. MTSS Management Development advisors also coached their counterparts in interviewing and data collection techniques.

## **2.3 Implementation by GOGCWS Counterparts**

The Management Survey was implemented by the GOGCWS counterparts who efficiently handled all survey preparations, scheduling, logistics, interviewing and document control. The counterparts demonstrated successful mastery and application of the Management Survey methodology and are capable of conducting additional surveys within GOGCWS in the future.

The following GOGCWS counterparts took an active role in the survey implementation: Mohammed Soliman, Emam Salem, Adawi Labib, Helal Salem, Ali el Shougai, Mostafa el Tabiey, Sayed Abdel All, Farid Abed el Magid and Abdel Nabi Atteya

## **2.4 Survey Components**

The Management Survey contains three separate questionnaires which will be described below:

### **2.4.1 Management Knowledge and Skills Survey**

#### **Objective:**

To determine GOGCWS managers' opinions concerning the current effectiveness of the organization within the following key managerial competencies:

#### Management Knowledge

- A. Perception & Awareness
- B. Knowledge of Information Technology

- C. Specialized Technical/Job-Related Knowledge
- D. Administrative Systems Knowledge

**Management Skills**

- A. Leadership & Interpersonal Relations
- B. Communication
- C. Strategic Planning & Organizing for Performance
- D. Performance Planning (Work Unit)
- E. Control & Follow-Up
- F. Employee Career Development & Training
- G. Problem Solving & Decision Making

**Description:**

This questionnaire supports the MTSS organization development initiatives and the Competency Based Management Development (CBMD) training approach which the MTSS Management Development program will use as one basis for review and development of GOGCWS policies and strategies. In the CBMD model, a manager is considered effective if he/she consistently applies the correct combination of three job-related behaviors: Knowledge, Skills and Attitudes (KSA).

The Management Knowledge & Skills survey focuses on WHAT managers do and HOW well it is done by the organization as a whole. The Management Knowledge and Skill survey contains 36 questions. Each manager rates each of the 36 management knowledge and skill factors in the questionnaire according to the following criteria: Importance, Frequency, and Difficulty. Managers also rate the GOGCWS' current level of actual proficiency and required proficiency.

**2.4.2 Management Attitudes Survey**

**Objective:**

To identify the current attitudes of GOGCWS managers regarding managerial autonomy, financial viability, organization development, human resources development and systems improvement.

**Description:**

This questionnaire supports the attitudes dimension of the CBMD approach. Each manager indicates his/her judgement of general GOGCWS agreement (yes/no) with 30 statements describing managerial autonomy, financial viability, organization development, human resources development and systems improvement.

Results of this questionnaire show current trends in GOGCWS managers' attitudes regarding their support of management and organization development issues.

**2.4.3 Employee Performance Issues Survey**

**Objective:**

To identify factors which GOGCWS managers believe would have the greatest positive effect and most immediate results in improving the current GOGCWS organization, work unit and individual employee performance and productivity.

**Description:**

In this questionnaire, managers select 6 factors from a total of 17 factors which they believe will have the greatest positive benefit and most immediate effect on improving current GOGCWS organization, work unit and employee performance.

**2.5 Data Collection**

Figure 2.2 (following chapter) - Management Survey Participants lists the GOGCWS senior managers who participated in the survey from 24 November - 9 December.

**2.5.1 Participants**

A total of 29 managers completed the questionnaire as listed below:

- Department of the Chairman: 3 Director Generals. Total: 3 managers.
- Financial and Administrative Affairs: 1 Vice Chairman, 1 Central Department Head, 5 Director Generals. Total: 7 managers.
- Technical Affairs Department: 1 Vice Chairman, 2 Central Department Heads, 16 Director Generals. Total: 19 managers

### **2.5.2 Schedule**

GOGCWS counterparts received extensive preparation in survey administration procedures and conducted all of the interviews in Arabic on a face-to-face basis. Data was collected from 24 November to 9 December 1993.

## **2.6 Data Analysis**

All raw data was entered into the MTSS computer system using Microsoft Excel spreadsheet software. Data for each questionnaire was extensively analyzed by the MTSS / GOGCWS team focusing on the following four variables.

### **2.6.1 Total Organization Averages**

All responses are averaged together on an equal basis.

### **2.6.2 Weighted Averages**

Scores from each organization level are given equal weight (33% Vice Chairman, 33% Central Department Head, 33% Director General). This average of averages approach gives 66% weight to the responses of senior managers (Vice Chairmen, Central Department Heads).

### **2.6.3 Organization Levels Averages**

Comparison of the responses of the three GOGCWS levels in the survey (Vice Chairmen, Central Department Heads, Director Generals).

### **2.6.4 Department Averages**

Comparison of the responses of the two major GOGCWS departments in the survey (Financial and Administrative Affairs, Technical Affairs).

**Figure 2.2 - Management Survey Participants**  
24 November - 9 December 1993

No.	GOGCWS Senior Official Position Title*	GOGCWS Senior Official Name
1	V. C. - Technical Affairs	Adel El-Towery
2	V. C. - Admin. & Finance	Husam Shafik Own
3	C.D. - Administrative	Moh'd Soliman
4	C.D. - Network	Bahai Shenouda
5	C.D. - Projects	Magdy Morgan
6	Plants - North, East	Gamil Khallaf
7	Follow-Up	Ahmed El-Gabry
8	Mech & Elect Design & Perf.	Farah Kamel Farah
9	Plants - South, West	Moh'd Farag
10	Labs & Research	Moustafa El-Belshah
11	Projects - Civil & Network	Adel El-Bagdady
12	Admin. Services	Hosni Moh'd Hanafy
13	Plant Services	Ibrahim El-Desouki
14	Revenue (Finance)	Mahmoud Abdel Aziz
15	Network - South, West	Yousef El-Gama!
16	Network - North, East	Abdel Latif El-Oteify
17	Personnel Affairs	Imam Salem
18	Fostat Plant	Atef El-Ghannam
19	Mustorod Plant	Galal Heshmat
20	Imbaba Plant	Ahmed Soliman
21	Eltebbeen Plant	Abdel Rahman Moh'd Ahmed
22	Elamiria Plant	Ali Abdel Kerim
23	Rod El-Farag Plant	Mahmoud Abu El-Naga
24	Citizens/Public Services	Abd Rabbu Khalil
25	Network Services	Ali Abdel Maksoud
26	Expenses (Finance)	Moh'd Ali Nabet
27	Supply & Stores	Abded Aal Shahin
28	Network-Heliopolos	Moh'd Hassan Desouki
29	Security	Samir El-Bahnsawy
* Includes Acting Managers of major water treatment plants.		

## Chapter 3 - Findings and Recommendations

### 3.0 General Application of Results

The results of the GOGCWS Management Survey will be best applied in expanding the awareness of GOGCWS management and counterparts, MTSS advisors and USAID officials of the current, expressed and verified opinions, attitudes and needs of GOGCWS management as a whole regarding the achievement of the broad goals and specific objectives of the MTSS Project.

It is important to remember that these findings reflect GOGCWS managers' opinions of the current situation. These findings and recommendations are not a final prescription for the GOGCWS. As managers become more aware of issues such as managerial autonomy and financial viability and become involved in strategic planning, their opinions regarding the needs of the organization may change. The MTSS Management Development program intends to conduct additional surveys periodically to monitor opinion and attitude changes.

General findings, especially those relevant to MTSS policy formulation, will be reviewed with GOGCWS top management. Specific findings will be presented and discussed with GOGCWS counterparts. The implications of these findings will be fully examined, understood and incorporated into the planning and implementation of each MTSS program as each phase of the work plan is undertaken.

The MTSS Management Development program will present the findings of the GOGCWS Management Survey at a seminar for senior managers for review and discussion.

The following specific recommendations emphasize findings related to the planned activities of the MTSS Management Development program. The Management Survey findings have been thoroughly reviewed with GOGCWS MTSS Management Development program counterparts and they have endorsed the approach described below. Recommended actions are organized into the four major subsystems of the Management Development program:

1. Competency Based Management Development (CBMD)
2. Performance Management System (PMS)
3. Functional / Structural Improvements
4. GOGCWS Goals (Managerial Autonomy, Financial Viability)

### 3.1 Competency Based Management Development (CBMD)

#### 3.1.1 Findings

**3.1.1.1 On-Job Performance Improvement** - GOGCWS managers indicated the need to improve GOGCWS employee performance, the need for training and the need to implement a training system which stresses improvement in on-job performance. The training system should support GOGCWS management development and systems training needs.

Each of the Management Survey instruments contained questions regarding training. The results are summarized below:

**Knowledge and Skills** - The *Employee Development & Training* aggregate ranked third of 11 aggregates according to total organization averages, second among Finance & Administration managers, and, fourth among Technical Affairs managers. The factor analysis placed *Training* fourth of thirty-six factors according to total organization, fourth as ranked by Finance and Administration managers, and, sixth as ranked by Technical Affairs managers.

**Attitudes** - The *Human Resources Development (HRD)* aggregate ranked second of seven according to total organization averages. The factor analysis shows 97% of total managers supporting a training system and 93% supporting the development of management competencies. The factor analysis also shows 100% of Finance and Administration managers and 95% of Technical Affairs managers support development of a training system.

**Performance Issues** - *Training* ranked second of seventeen factors according to total organization averages, sixth according to Finance and Administration managers, and, third according to Technical Affairs managers.

**3.1.1.2 Decentralize Authority & Responsibility** - Empowerment of managers is a key issue to GOGCWS managers who broadly expressed the need to decentralize responsibility and decision making within the organization.

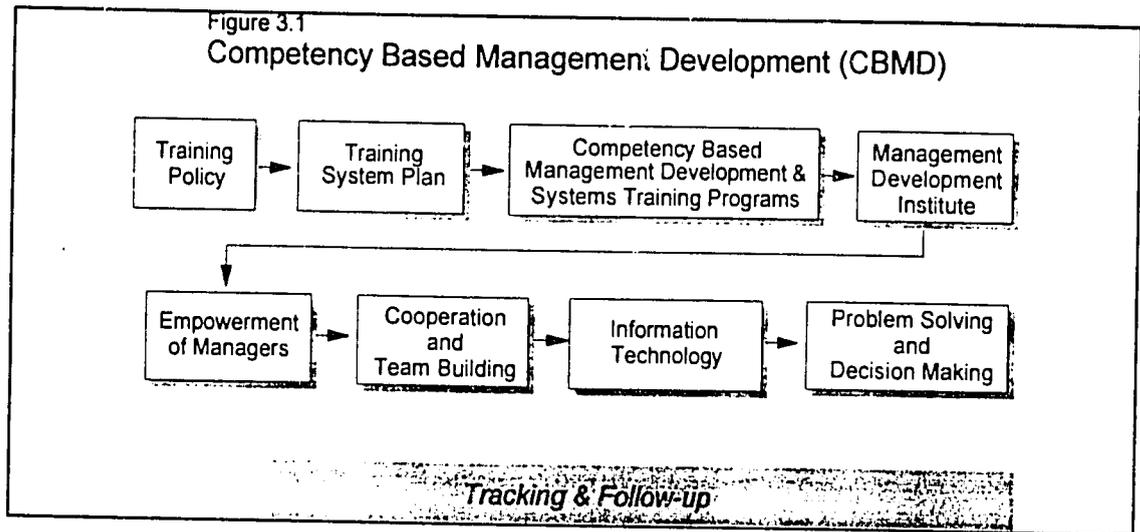
**3.1.1.3 Teamwork & Cooperation** - GOGCWS management in general is dissatisfied with the current lack of teamwork and cooperation throughout the organization.

**3.1.1.4 Information Technology** - GOGCWS managers have expressed a clear need to expand the use of *Information Technology* (computers, data, financial analysis) in the planning, problem solving and decision making, and financial processes. These results show that the planned MTSS Microcomputers for Managers initiative will receive strong GOGCWS support.

**3.1.1.5 Problem Solving & Decision Making** - The *Problem Solving & Decision Making* aggregate was the process which GOGCWS managers consider most critical to improvement of organizational performance.

**3.1.2 Recommendations:**

Figure 3.1 shows the sequence of Competency Based Management Development (CBMD).



**3.1.2.1 Training Policy** - The GOGCWS will formulate, fully endorse and sustain a Human Resources Development (HRD) and training policy. The policy will commit the GOGCWS to developing the specific management, professional, administrative and technical competencies and on-job performance of GOGCWS employees. Development of GOGCWS employees is necessary to support the organization's mission, vision, performance goals and systems objectives.

**3.1.2.2 Training System Plan** - Implement an HRD/Training System which identifies training and development needs by periodic assessment of actual on-job performance in comparison with established job standards and measures training effectiveness against a specified set of performance benchmarks. GOGCWS will develop a plan which covers all forms of training, identify target populations and programs, and, Training Management Information System (TMIS) needs.

**3.1.2.3 Competency Based Management Development (CBMD) & Systems Training Programs** - Implement CBMD and systems training programs and curricula tailored to the specific Knowledge, Skill and Attitude needs of GOGCWS management, administrative and technical systems.

MTSS advisors and GOGCWS training counterparts and staff will implement a series of seminars for senior GOGCWS managers which focus on key survey findings and GOGCWS policy formulation issues.

MTSS advisors and GOGCWS training counterparts and staff will develop and implement a mid-management core curriculum of modules designed to facilitate policy implementation and the specific CBMD initiatives listed below (3.1.2.5 - 8).

MTSS advisors and GOGCWS training counterparts and staff will implement support implementation of specific highly focused training programs in coordination with MTSS programs to improve internal **GOGCWS Systems** (management, finance, O & M, and, supply & logistics)

**3.1.2.4 Management Development Institute** - Establish a Management Development Institute to train GOGCWS managers.

**3.1.2.5 Empowerment of Managers** - Empower managers through decentralization of responsibility and decision making authority.

**3.1.2.6 Cooperation & Team Building** - Implement a strategy which develops a team approach to management and service delivery through improved cooperation, communication, coordination and information sharing throughout the GOGCWS.

**3.1.2.7 Information Technology** - Support the MTSS Microcomputers for Management plan which will improve the abilities of GOGCWS managers in planning, decision making, control & follow-up and budgeting.

**3.1.2.8 Problem Solving & Decision Making** - MTSS advisors and GOGCWS training counterparts and staff will design and implement a GOGCWS problem solving and decision making improvement strategy including CBMD modules.

**3.1.2.9 Tracking** - MTSS advisors and GOGCWS managers will track and follow-up the progress of the training strengthening approach.

## **3.2 Performance Management System (PMS)**

### **3.2.1 Findings:**

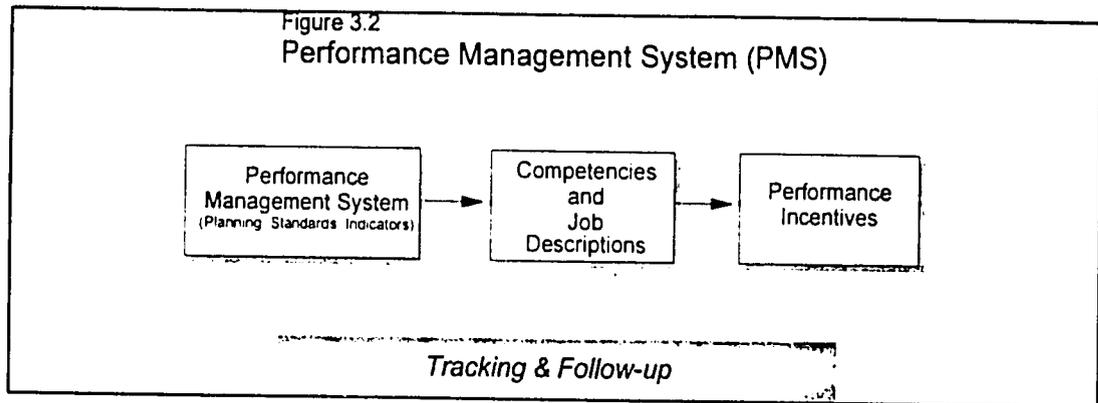
**3.2.1.1 Performance Standards & Measurement** - In general, managers demonstrated a high degree of support for establishment of a Performance Management System encompassing *Performance Planning, Performance Standards, Performance Measurement & Indicators* and *Performance Incentives*.

**3.2.1.2 Job Descriptions** - Review and revision of job descriptions was among the top factors in the Performance Issues Survey.

**3.2.1.3 Performance Incentives** - A broad consensus among GOGCWS managers exists for implementing a system of performance incentives. Managers want a fair and honest incentives system which objectively identifies and rewards the most productive and deserving work units and employees.

**3.2.2 Recommendations:**

Figure 3.2 shows the sequence of Performance Management System recommendations.



**3.2.2.1 Performance Management System (PMS)** - Design and develop a PMS to promote productivity and efficiency for all major GOGCWS functions/processes and defines the roles and responsibilities of GOGCWS managers. The PMS will have the following features:

- Performance Planning (Work Unit Planning - Goals & Objectives)
- Performance Standards (Organization, Work Unit, Job)
- Performance Control & Follow-Up (Indicators, Measurement).

**3.2.2.2 Competencies & Job Descriptions** - Revise and/or develop job descriptions tailored to both GOGCWS functions/processes/new performance requirements and job competencies/standards.

**3.2.2.3 Performance Incentives** - Develop a fair and equitable performance incentives system which is tied to the PMS and rewards performance with monetary and non-monetary incentives.

**3.2.2.4 Tracking** - MTSS advisors and GOGCWS managers will track and follow-up the progress of the performance strengthening approach.

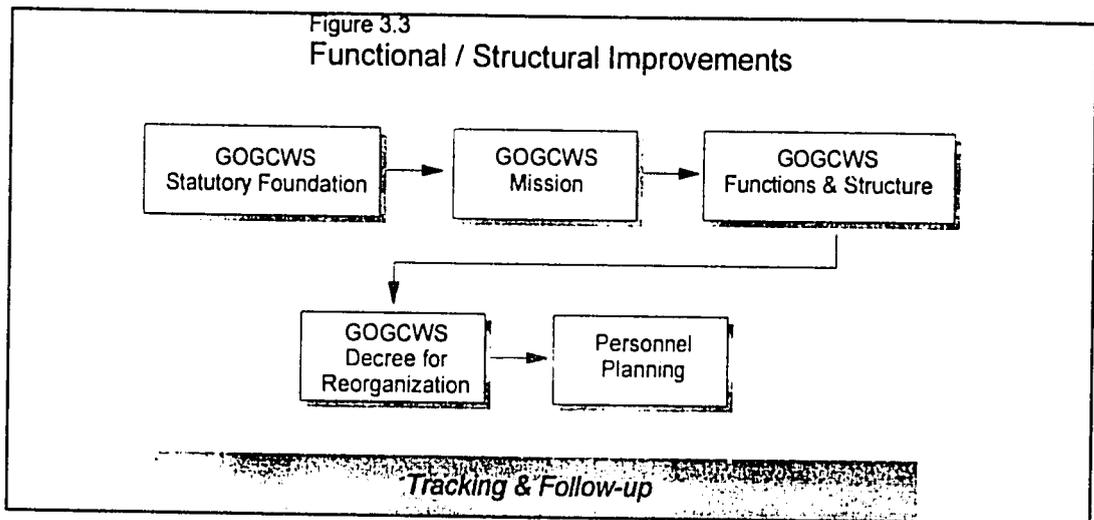
### 3.3 Functional / Structural Improvements

#### 3.3.1 Findings:

**3.3.1.1 GOGCWS Decree for Reorganization** - A majority of GOGCWS Managers support a review of the GOGCWS Decree. However, some believe that the current decree is adequate if fully implemented.

#### 3.3.2 Recommendations:

Figure 3.3 shows the sequence of Functional / Structural recommendations.



**3.3.2.1 GOGCWS Statutory Foundation** - MTSS advisors and GOGCWS managers will review the current GOGCWS decree, policy requirements, legal basis and the overall context for change fostered by the national government as they relate to managerial autonomy and financial viability.

**3.3.2.2 GOGCWS Mission** - MTSS advisors and GOGCWS managers will review and revise the current GOGCWS organization and department mission statements to insure that they clearly state the purpose of the organization/department, the services delivered and their economic basis.

**3.3.2.3 GOGCWS Functions & Structure** - MTSS advisors and GOGCWS managers will define, verify and justify the current GOGCWS organization both functionally and structurally and determine organizational modifications which support the current GOGCWS mission.

For example, the GOGCWS must institutionalize and sustain the training function by taking the necessary administrative steps to **establish, staff and fund a fully operating HRD/Training Department** which will anticipate and meet the evolving training, organization development and capacity building goals and needs of the entire GOGCWS.

GOGCWS should provide the HRD/Training Department with appropriate autonomy, resources, facilities and materials necessary to attract and motivate a highly qualified training staff and to expedite planning and implementation of flexible programs that are critical to the goals of the GOGCWS.

**3.3.2.4 GOGCWS Decree for Reorganization** - Amend the existing GOGCWS decree for the reorganization of the GOGCWS based on the outcomes of the functional and structural analyses of the GOGCWS.

**3.3.2.5 Personnel Planning** - Implement a comprehensive personnel policy, planning and procedures function which enables the GOGCWS to establish optimal personnel levels and skill requirements and includes the following components:

Current Staff Inventory  
Career Planning & Progression (Certification)  
Job Classification  
Manpower Projections.

**3.3.2.6 Tracking** - MTSS advisors and GOGCWS managers will track and follow-up the progress of the organization strengthening approach.

#### **3.4 GOGCWS Goals (Managerial Autonomy, Financial Viability)**

##### **3.4.1 Findings:**

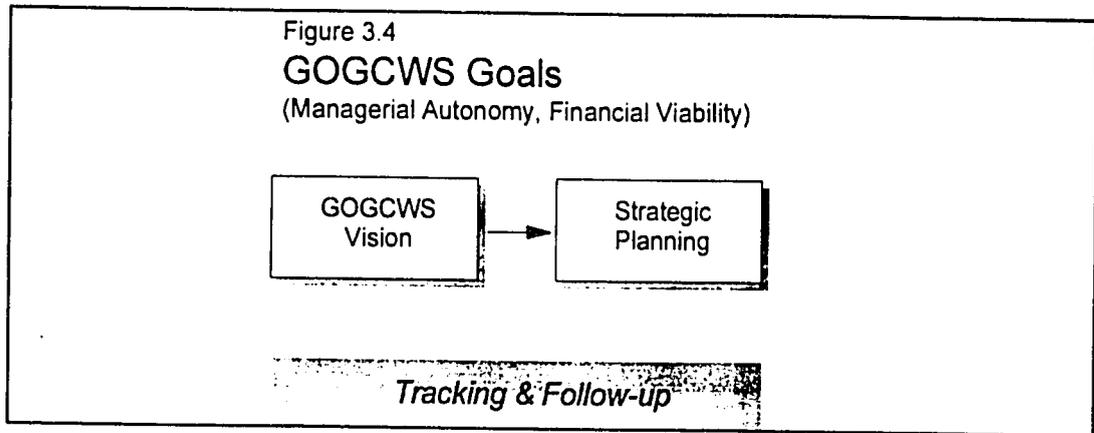
**3.4.1.1 Egyptian Public Sector Reform** - GOGCWS managers have demonstrated a broad consensus of positive support for the commercial orientation and goals of the MTSS project (managerial autonomy, financial viability).

**3.4.1.2 External Constraints and Internal Resistance** - Managers believe that if GOGCWS top management is committed to change, significant progress toward financial and managerial goals is possible, but external constraints and internal resistance may cause real change to come gradually.

**3.4.1.3 Strategic Planning** - The importance of *Strategic Planning (Vision, Long Range Goals)* and *Policy Formulation* in an autonomous and effective organization requires agreement among GOGCWS managers.

**3.4.2 Recommendations:**

Figure 3.4 shows the recommendations for attainment of GOGCWS goals.



**3.4.2.1 GOGCWS Vision** - Develop a vision of the GOGCWS which describes the future operation of the organization and serves as a target which guides the development of the GOGCWS.

**3.4.2.2 Strategic Planning** - Develop a strategic plan which defines how to most efficiently pursue the GOGCWS vision. GOGCWS should develop long-term goals, annual targets for the next 10 years and evaluation criteria.

**3.4.2.3 Tracking** - MTSS advisors and GOGCWS managers will track and follow-up the progress of the GOGCWS managerial autonomy approach.

## Chapter 4 - Action Plan for Survey Implementation

### 4.0 Introduction

The MTSS Management Development program recommends the following Action Plan, consistent with the overall MTSS Project work plan, to fulfill the findings and recommendations of the Management Survey.

### 4.1 Action Plan Approach

**4.1.1 Senior Managers Seminars** - The purpose of these two seminars is to provide GOGCWS managers with the results of the MTSS Management Survey and to present the Competency Based Management Development training goals and approach.

#### 4.1.1.1 Management Survey Feedback Seminar - Major Components

1. Competency Based Management Development (CBMD)
2. Performance Management System (PMS)
3. Functional / Structural Improvements
4. GOGCWS Goals (Managerial Autonomy, Financial Viability)

The feedback seminars will start at the base of the Management Development pyramid model. All seminars will provide GOGCWS managers with specific survey results and their relationship to policy formulation, planning and implementation.

#### 4.1.1.2 MTSS Policy Formulation Approach - Seminar

This seminar will focus on policy formulation and the need for top management commitment to the development, approval and implementation of policies directly related to the MTSS project goals.

**4.1.2 Policy Formulation Sessions** - Establish interdisciplinary focus groups of senior and mid-level GOGCWS managers representing key GOGCWS departments to develop specific policies for attainment of financial viability and managerial autonomy.

Groups will be facilitated by MTSS advisors. Each group will begin with a training component to familiarize GOGCWS participants with the topic and the policy formulation process.

The focus groups will meet on a periodic basis over a 4 to 6 week period and will produce a draft policy, for review by GOGCWS top management. In some cases, the MTSS Steering Committee itself may serve as the policy formulation Focus Group.

This policy formulation approach will include, but not limited to the following policy topics:

**Competency Based Management Development (CBMD)**

1. Training System
2. Cooperation, Communication & Team Building
3. Empowerment & Delegation

**Performance Management System**

1. Performance Management System  
Plans, Standards, Measures/Indicators
2. Performance Incentives

**Functional/Structural Improvement**

1. Personnel Planning

**GOGCWS Goals (Managerial Autonomy, Financial Viability)**

1. Strategic Planning

# برنامج التنمية الادارية

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الملخص التنفيذي

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## مقدمة :

تقوم الحكومة المصرية حاليا بتنفيذ سياسة قومية جديدة تحل فيها قواعد السوق و الاعتبارات الاقتصادية محل سياسة الدعم . فتشجع الحكومة المركزية الهيئات الاقتصادية مثل الهيئة العامة لمرفق مياه القاهرة الكبرى لتؤدى عملها بأسلوب اقتصادى . و يترتب على ذلك تغطية المصروفات الجارية بالهيئة من دخل تعريفه المياه كما يتم التوسع الرأسمالى مستقبلا على أسس اقتصادية . و يطلق على هذا الوضع "الحيوية المالية" بمعنى الاصلاح .  
المالى.

و لتحقيق الحيوية المالية و ضمان استمرارها و التشغيل على أساس تجارى سيحتاج مجلس إدارة الهيئة و أدارتها العليا الى السلطة للعمل بأستقلال فيما يتعلق بالخطط و الموازنات و عمل الافراد و الشئون المالية و شراء المعدات و غيرها من الموضوعات . و يطلق على هذا الوضع "الاستقلالية الادارية" .

و للمساعدة على تحقيق هذين الوضعين المرتبطين بالحيوية المالية و الاستقلالية الادارية طلبت الهيئة العامة لمرفق مياه القاهرة الكبرى المساعدة من وكالة التنمية الدولية الامريكية التى قامت بتوفير التمويل اللازم لمشروع دعم الادارة و التدريب و النظم بالهيئة . و يعتبر هذا المشروع أداة لمساعدة الهيئة فى أن تعمل كهيئة مستقلة اداريا و ذات حيوية مالية تأخذ أولا شكل الممارسة الواقعية بوضعها القانونى الحالى و بعد ذلك تعمل تحت نظام قانونى و ادارى جديد اذا لزم .

و قد تم تقسيم المشروع الى خمسة برامج لها علاقة وثيقة بالتنظيم الداخلى للهيئة كما تم أعدادها لتمكين الهيئة من تحقيق أهداف كل من الحيوية المالية و الاستقلالية الادارية .

هذه البرامج الخمسة هي :-

- الحيوية المالية
- التنمية الادارية
- الدعم الفنى للتشغيل و الصيانة
- المشتريات و المخازن
- إدارة المشروع

و يعتمد مشروع الدعم أساسا على أن بناء الحيوية المالية والاستقلالية الادارية يجب أن يتم بواسطة الادارة العليا للهيئة و على الاستشارى فقط مهمة إعطاء المشورة و المعاونة والتدريب .  
والتقرير المقدم خاص بالمسح الذى تم تنفيذه للتعرف على نشاط الهيئة الحالى فى مجالات الاستقلالية الادارية و يهدف الى :-

- أ - عرض خطوات و نتائج المسح على الادارة العليا .
- ب- التوصية بخطة عمل نابعة من نتائج هذا المسح .

#### هدف المسح :-

- يهدف المسح الى تقييم المعرفة والمهارة وأتجاهات السادة مديرى الهيئة حتى يمكن وضع برنامج للتدريب يفى بأحتياجات تنمية الادارة وذلك بنماذج صممت لهذا الغرض .

- هذا وتخدم نتائج المسح ثلاث أغراض :-

- 1- تعريف الهيئة وتعريف برامج المشروع بما يدور فى أفكار السادة مديرى الهيئة عن موضوعات الادارة العامة .
- 2- تعتبر أساسا لقياس مدى فاعلية تدريب الادارة فى المستقبل .
- 3- تعتبر أساسا لتصميم نماذج تنمية الادارة بالكفاية .

## أنشطة المسح :-

- روعى عند تصميم و تسلسل الأنشطة التي تضمنها المسح أنها ترمى الى تحقيق هدفى المشروع و هما الاستقلالية الادارية و الحيوية المالية و يوضح الشكل ES1 هذه الأنشطة و تسلسلها . أنظر الشكل رقم ES1 المرفق

- كما روعى عند تنفيذ هذه الأنشطة الاولويات الآتية :-

- ١- تنمية الكفاية الادارية والتدريب ( بغرض تنمية المعرفة والمهارات ومواقف مديرى الهيئة ).
- ٢- تحسين الاداء الادارى .
- ٣- مواعاة الهياكل التنظيمية للادارة للاعمال المطلوبة .

## خطوات المسح :-

- قام أستشاريو البرنامج بتدريب مجموعة نظرائهم تدريبا مكثفا خلال شهرى أكتوبر ونوفمبر ١٩٩٣ على كيفية تصميم أستمارات المسح لتحتوى على نوعية الاسئلة والتساؤلات التي تؤدي الى الحصول على بيانات عن المعرفة و المهارات و المواقف و الاداء لدى الادارة العليا بالهيئة . كما قام الاستشاريون ايضا بتدريب نظرائهم على فنون المقابلة وجمع المعلومات .

وقد أحتوى المسح الادارى على ثلاثة أستفتاءات منفصلة فيما يلى بيانها :-

- مسح أدارى للمعرفة و المهارات
- مسح أدارى للمواقف
- مسح لمجالات الاداء

تم المسح الادارى بالكامل بواسطة النظراء بالهيئة الذين شاركوا فى جميع أعمال الاعداد و البرمجة و الخدمات و المقابلات و حفظ المستندات بكفاءة عالية .

و قد قام النظراء الاتى بيانهم بدور فعال فى تنفيذ المسح :-

- السيد/ محمد سليمان
- السيد/ أمام سالم
- السيد/ عدوى لبيب
- السيد/ هلال سالم
- السيد/ على الشجاعى
- السيد/ مصطفى التابعى
- السيد/ سيد عبد العال
- السيد/ فريد عبد المجيد
- السيد/ عبد النبى عطيه

ويوضح الشكل ES2 أسماء السادة مديرى الهيئة الذين شملهم المسح فى الفترة من ٢٤ نوفمبر الى ٩ ديسمبر ١٩٩٣. أنظر الشكل رقم ES2 المرفق

#### نتائج المسح :-

تساعد نتائج هذا المسح على مزيد من الدراية - لدى مديرى الهيئة و النظراء وأستشاريى المشروع و موظفى وكالة التنمية الدولية الامريكىة - بالافكار الراهنة التى تم التعبير عنها و التأكد من صحتها و كذلك المواقف و احتياجات إدارة الهيئة ككل بشأن تحقيق الاهداف الطموحة المرجوة من مشروع دعم الادارة و التدريب و النظم . و من المهم أن نتذكر أن هذه النتائج تعكس أفكار مديرى الهيئة عن الوضع الراهن وأنها لاتمثل الحل النهائى للهيئة . فكلما أزداد المديرون أدراكا بقضايا مثل الاستقلالية الادارية و الحيوية المالية و أصبحوا مندمجين فى التخطيط الاستراتيجى فقد يودى ذلك الى أن تتغير أفكارهم .

#### توصيات برنامج التنمية الادارية

يحتوى الفصل الثالث من هذا التقرير على عرض كامل لنتائج المسح الادارى والتوصيات المقترحة و التى تم مراجعتها مع السادة نظراء البرنامج من الهيئة .

وفيما يلي ملخصاً للتوصيات المحددة والتي تؤكد انشطة المخططة لبرنامج التنمية الادارية بالمشروع .

### أولا - توصيات التنمية الادارية بالكفاية (CBMD)

#### ١- سياسة التدريب :

وهي صياغة و أقرار و دعم كامل لتنمية الموارد البشرية مع ألتزام الهيئة بتنمية كفاية العاملين بها أداريا وفنيا ووظيفا . حيث أن تنمية موظفي الهيئة فى هذه المجالات ضرورى للمساعدة فى تنفيذ رسالة الهيئة حاليا وفى المستقبل .

#### ٢- أسلوب التدريب :

يتم التدريب باتباع الاتى :

- أ - تنفيذ سياسة التدريب التى تبنى على تحديد مجالات التدريب ثم التقييم الدورى لمستوى الاداء الفعلى مقارنة بمستوى الاداء النموذجى وقياس كفاءة التدريب مقارنة بمجموعة معينة من الاداء النموذجى .
- ب - وضع خطة للتدريب تغطى جميع مجالات التدريب مع تحديد الاعداد المطلوب تدريبها وبرامج التدريب المناسبة لها هذا بالاضافة الى تحديد الاعداد المطلوب تدريبها على الحاسب الالى لجمع المعلومات التى تحتاجها الادارة (TMIS) .

#### ٣- برامج التدريب (للتنمية الادارية والنظم) :

سيقوم أستشاريو المشروع ونظراء التدريب بالهيئة بتطبيق برامج التدريب على التنمية الادارية وبرامج التدريب على النظم وذلك بمناهج معدة عن المعرفة و المهارات و الاداء التى تلزم لتنمية الادارة أو النظم الادارية والفنية بالهيئة . وستحتوى المناهج التدريبية على ندوات للادارة العليا وأمثلة لمناهج مصممة لتسهيل تنفيذ سياسة الهيئة وبرامج تخصصية حسب احتياجات البرامج الاخرى بالمشروع لتحسين النظم الداخلية للهيئة (أدارية ومالية وتشغيل وصيانة وأمداد ونقل) .

#### ٤- معهد تنمية الإدارة :

أنشاء معهد للتنمية الإدارية لعقد برامج تدريبية موجهة خصيصا لإدارة أعمال المياه .

#### ٥- تفويض المديرين :

يفوض المديرين من خلال لامركزية المسئولية وسلطة اتخاذ القرار .

#### ٦- التعاون وبناء الفريق :

تطوير تأدية العمل كفريق كمدخل لتحسين الإدارة وتقديم الخدمات وذلك بتأكيد التعاون والاتصال والتنسيق وتبادل المعلومات .

#### ٧- تكنولوجيا المعلومات :

التأكيد على توريد الآلات الحاسبة بمكاتب السادة المديرين لتمكينهم من وضع الخطط وأخذ القرار والرقابة والمتابعة ووضع الموازنات التقديرية .

#### ٨- اتخاذ القرار وحل المشاكل :

تدريب مديري الهيئة على فنون اتخاذ القرار وحل المشاكل .

#### ثانيا - توصيات نظام إدارة الاداء

##### ١- النظام ( اللاحقة )

تصميم ووضع نظام لإدارة الاداء لتحسين الانتاجية والكفاءة للوظائف والاجراءات ذات الاهمية مع تحديد دور ومسئولية السادة المديرين - وتتمثل الملامح الاساسية لهذه اللاحقة فى الآتى :-

- أ - تخطيط الاداء (بمعنى تخطيط الاداء فى الإدارة أو القسم ثم تحديد الهدف ثم وضع الاعمال التى تنودى الى هذه الاهداف .
- ب - معدلات الاداء النمطية ( للهيئة - للإدارة - للوظيفة ) .
- ج - رقابة الاداء والمتابعة ( المؤشرات وقياسها ) .

## ٢- وصف الوظيفة والكفاية لها

وضع أو مراجعة - إذا لزم - وصف الوظيفة التي تفي بحاجة كل من العمل والاجراءات وأحتياجات الاداء المقترح مع كفاية الوظيفة بمعدلاتها النمطية .

## ٣- حوافز الانتاج

وضع نظام للحوافز مناسب وعادل يكون مرتبطا بنظام إدارة الاداء (PMS) ويمكن أن تكون هذه الحوافز مادية أو عينية .

## ثالثا - توصيات تحسينات الهيكل الوظيفي

### ١- الوضع القانوني للهيئة

سيراجع السادة المديرين قرار إنشاء الهيئة والسياسة التي تنتهجها في تنفيذ نشاطها وكذا القوانين العامة الاخرى التي تتعارض مع تحقيق هدفى الاستقلالية الادارية والحيوية المالية .

### ٢- رسالة الهيئة

سيراجع السادة المديرين رسالة الهيئة عامة والادارة المختلفة خاصة مع دراسة تعديلها إذا أقتضى الامر للتأكد من تأدية رسالتها فى تقديم الخدمات وماهى الاسس الاقتصادية التي تعمل بها .

### ٣- الهيكل الوظيفي

يقوم السادة المديرين بمراجعة الهيكل الوظيفي الحالى وتعديله إذا أقتضى الامر ليدعم رسالة الهيئة .  
فمثلا على الهيئة أن تنظم وتدعم الادارة العامة للتدريب بأخذ الخطوات الادارية التي توفر قوة العاملين بها وتخصص لها الاعتمادات المالية لتؤدى دورها الذى تفرضه عليها رسالة الهيئة .

#### ٤- قرار تعديل الهيكل الوظيفي

يعدل الهيكل الوظيفي الحالي ليتمشى مع ما تم تحليله من وصف الوظائف ومسئوليتها.

#### ٥- التخطيط للعمالة

تتفقد سياسة شاملة للعمالة من ناحية التخطيط والجراءات التي تتبع والتي تمكن السادة المديرين من الحصول على أعلى مستوى من العمالة بالمهارات المطلوبة .

#### رابعاً - توصيات أهداف المشروع (الاستقلالية الادارية والحيوية المالية)

#### ١- النظرة لمستقبل الهيئة

وحتى يمكن تحقيق التنمية يجب أن توضع صورة لما يجب أن يكون عليه العمل بالادارات المختلفة بعد فترة تتراوح بين خمسة سنين إلى عشرة .

#### ٢- التخطيط بعيد المدى

يتم وضع خطة استراتيجية توضح صورة لإدارات الهيئة في المستقبل والتي يمكن بها تنمية الهيئة وتتضمن هذه الخطة معايير للأهداف بعيدة المدى والأهداف السنوية طوال العشرة سنين القادمة مثلا وأسلوب تقييم الاداء .

## الخطة التنفيذية لبرنامج تنمية الادارة

يوصى البرنامج بتنفيذ خطة تتواءم مع خطة العمل للمشروع وتحقق نتائج وتوصيات المسح الذى تم . وتتضمن هذه الخطة الآتى :-

أولا : ندوتين للادارة العليا

الندوة الاولى : عن مراجعة الاجراءات التى تمت لعمل المسح ثم النتائج التى

حصل عليها من كل ورقة أستفتاء والنتائج التى تم الحصول عليها بالحاسب الآلى لاجمالى وجهات نظر السادة المديرين بالهيئة .

الندوة الثانية : عن وضع سياسة لكل نشاط من نشاطات الهيئة المختلفة .

ثانيا : ورشة عمل لوضع سياسات الهيئة .

## محتويات التقرير

يشمل تقرير المسح الخاص ببرنامج الآتي :-

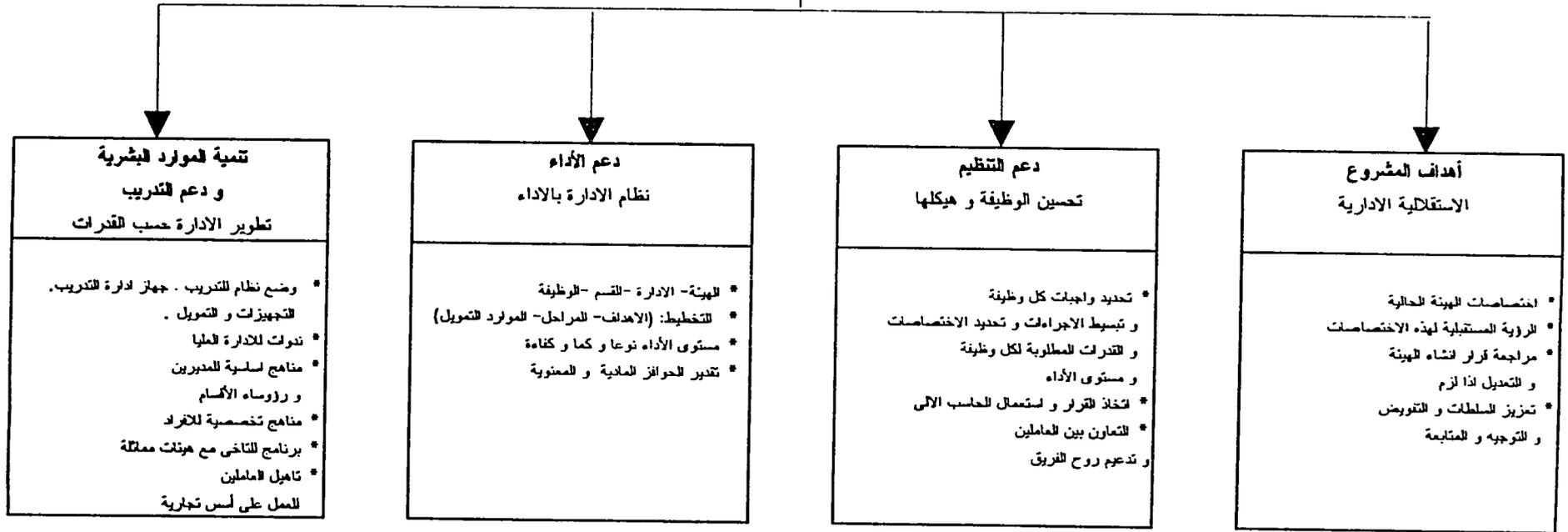
### الجزء الاول - تقرير المسح

- الملخص التنفيذي
- الفصل رقم ١ : مقدمة
- الفصل رقم ٢ : أسلوب المسح
- الفصل رقم ٣ : النتائج و التوصيات
- الفصل رقم ٤ : الخطة التنفيذية

### الجزء الثاني - الملحقات

- ملحق رقم A : أسئلة المسح
- ملحق رقم B : المسح الخاص بالمعرفة والمهارات (المجالات)
- ملحق رقم C : المسح الخاص بالمعرفة و المهارات (العوامل)
- ملحق رقم D : المسح الخاص بالمواقف
- ملحق رقم E : أداء العاملين
- ملحق رقم F : المراجع

أولا : مجالات العمل  
 ببرنامج تنمية الادارة



الشكل ES2 - المشتركون في المسح الإداري

٢٤ نوفمبر - ٩ ديسمبر ١٩٩٣

<u>الوظيفة بالهيئة</u>	<u>الاسم</u>	<u>رقم مسلسل</u>
نائب رئيس مجلس الإدارة للشئون الفنية	المهندس/عادل الطويرى	١
نائب رئيس مجلس الإدارة للشئون المالية والإدارية	المحاسب/حسام شفيق عون	٢
رئيس الإدارة المركزية للشئون الإدارية	الأستاذ/محمد على سليمان	٣
رئيس الإدارة المركزية للشبكات	المهندس/بهانى شنوده	٤
رئيس الإدارة المركزية للمشروعات	المهندس/مجدى مرجان	٥
المحطات - شمال و شرق	المهندس/جميل خلاف	٦
المتابعة	المهندس/أحمد الجابرى	٧
التصميم و التنفيذ الميكانيكى و الكهربائى	المهندس/فرح كامل فرح	٨
المحطات - جنوب و غرب	المهندس/محمد فرج	٩
المعامل و البحوث	الكيميائى/مصطفى البلشه	١٠
المشروعات المدنية و الشبكات	المهندس/عادل البغدادي	١١
الخدمات الإدارية	الأستاذ/حسنى محمد حنفى	١٢
خدمات المحطات	المهندس/أبراهيم الدسوقى	١٣
الشئون المالية (الإيرادات)	المحاسب/محمود عبد العزيز	١٤
الشبكات - جنوب و غرب	المهندس/يوسف الجمل	١٥
الشبكات - شمال و شرق	المهندس/عبد اللطيف العطيفى	١٦
شئون العاملين	الأستاذ/أمام سالم	١٧
محطة مياه الفسطاط	المهندس/عاطف الغنام	١٨
محطة مياه مسطرد	المهندس/جلال حشمت	١٩
محطة مياه أمبابه	المهندس/أحمد سليمان	٢٠
محطة مياه التبين	المهندس/عبد الرحمن أحمد	٢١

محطة مياه الاميرية	المهندس/على عبد الكريم	٢٢
محطة مياه روض الفرج	المهندس/محمود أبو النجا	٢٣
خدمة المواطنين	الاستاذ/عبد ربه خليل	٢٤
خدمات الشبكات	المهندس/على عبد المقصود	٢٥
الشنون المالية (المصرفيات)	المحاسب/محمد على نابت	٢٦
الامداد و التموين	المحاسب/عبد العال شاهين	٢٧
شبكات مصر الجديدة	المهندس/محمد حسن دسوقي	٢٨
الامن	الاستاذ/سمير البهنساوى	٢٩