



**USAID** | **EGYPT**  
FROM THE AMERICAN PEOPLE

# INFORMATION TECHNOLOGY DUE DILIGENCE AND NEEDS ASSESSMENT REPORT – VOLUME 1

**EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROJECT**  
Funded by United States Agency for International Development (USAID)

February, 2011

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

# INFORMATION TECHNOLOGY DUE DILIGENCE AND NEEDS ASSESSMENT REPORT – VOLUME 1

**EGYPT WATER AND WASTEWATER SECTOR SUPPORT PROJECT**  
Funded by United States Agency for International Development (USAID)

**Contract No. EPP-I-00-04-00020-00, Order No. 3**

**R-2011.02.87**

## TABLE OF CONTENTS

<b>Section 1: Executive Summary</b>	<b>2</b>
<b>Section 2: The methodology used in the Preparation of the report</b>	<b>8</b>
<b>Section 3: Analysis of the strengths and weaknesses of the companies</b>	<b>9</b>
<b>Section 4: Recommendations for developing the strategic plan of the project</b>	<b>13</b>
<b>Appendix 1 - Evaluation Criteria</b>	<b>17</b>
<b>Appendix 2 - Detailed evaluation of the companies</b>	<b>21</b>
<b>Appendix 3 - Gap Analysis</b>	<b>48</b>
<b>Appendix 4 – HCWW Detailed Evaluation</b>	<b>68</b>

## SECTION 1: EXECUTIVE SUMMARY

The Holding Company for Water and Wastewater (HCWW) assigned the "Water and Wastewater Sector Support Project" in Egypt, funded by the U.S. Agency for International Development, to prepare a master plan for information technology for the Holding Company and its subsidiaries. This report, the Due Diligence and Needs Assessment Report, is the product of the first stage in the preparation of the information technology master plan (ITMP).

This report will be followed by the information technology strategic planning phase, which ends by issuing an information technology master plan, followed by the implementation plan.

We would like to take this opportunity to extend our thanks to the officials and personnel in departments of information technology in the Holding Company for Water and Wastewater and its subsidiary companies for their help and their participation in the preparation of this report.

We would also like to draw the reader's attention to the fact that the implementation of information technology in the water and wastewater sector is evolving very quickly, thus the inventory of hardware, software, application systems and networks represents the situation at the date of filling the data forms for each company. The plans anticipated in the near future for developing the infrastructure of the Holding Company and its subsidiaries have been mentioned, whenever applicable.

The report determined the strengths and weaknesses of the implementation of information technology in the Holding Company for Water and Wastewater and its subsidiaries. It also identified the gaps between the required and existing components. The report also provided recommendations for the preparation of the information technology master plan.

Strengths are summarized as follows:

- Good level of automation at the level of the Holding Company and its subsidiaries
- Modern equipment and networks
- Staff with appropriate education
- In-house development of applications
- Data connectivity between the companies and the Holding Company

Weaknesses are summarized as follows:

- Lack of integration between applications
- Weakness in the implementation of some basic applications in the companies
- Lack of resources or plans to deal with disasters and to ensure business continuity during a disastrous situation
- Weakness of the level of documentation in general
- Lengthy testing of automated applications before fully relying on them

- Inactive organization structures of information technology departments in many companies
- The absence of an independent budget for the operation, maintenance, replacement and renewal of information technology
- Lack of specialized training in the field of information technology
- Lack of practical experiences of some of the staff working in the field of information technology particularly in new subsidiary companies
- Lack of an exchange of experiences between the different companies in the field of information technology
- Networks in some cases do not live up to the required quality standards
- Weakness in security measures in the sites
- Data Quality
- Timeliness of data collection

The assessment team analyzed the causes of weaknesses and made recommendations regarding their resolution.

The assessment team also evaluated companies based on the current automation status against what is expected to be achieved during the next five years and took into account the differences between water companies, wastewater companies and combined water / wastewater companies. The following table shows the weights of the elements of evaluation:

Evaluation Criteria	Weight (Water and Wastewater)		Weight (Water )		Weight (Wastewater)	
	Points	Percentage of total	Points	Percentage of total	Points	Percentage of total
Equipment and Networks	45	16.1%	45	16.4%	35	14.8%
Application Systems	123	43.9%	118	42.9%	98	41.4%
System Integration	32	11.4%	32	11.6%	24	10.1%
SCADA	10	3.6%	10	3.6%	10	4.2%
Web Site	10	3.6%	10	3.6%	10	4.2%
IT Personnel	15	5.4%	15	5.5%	15	6.3%
Procedures and Documentation	30	10.7%	30	10.9%	30	12.7%
Support and Maintenance Contracts	15	5.4%	15	5.5%	15	6.3%
Total	280	100%	275	100%	237	100%

The relative weight was taken as the evaluation basis, taking into account:

- Importance to the company
- Cost of implementation
- Complexity of implementation

The following table represents the summary evaluation of the holding company versus the five-year planned accomplishments:

Evaluation Criteria	Weight	Percentage of Total	Points	Completion Percentage (From Planned)
Equipment and Networks	35	10.20%	28.50	81.40%
HCWW Back-Office Components	63	18.40%	33.00	52.40%
HCWW - Subsidiaries Consolidation and Reporting Components	100	29.20%	45.00	45.00%
Web Site	40	11.70%	24.00	60.00%
IT Personnel	60	17.50%	40.00	66.70%
Procedures and Documentation	30	8.70%	10.00	33.30%
Support and Maintenance Contracts	15	4.40%	10.00	66.70%
<b>Total</b>	<b>343</b>	<b>100%</b>	<b>190.50</b>	<b>55.50%</b>

The following table represents the summary evaluation of the subsidiary companies:

Rank	Subsidiary Company	Percentage from Planned	Percentage from Highest Grade
1	Behira Water and Wastewater Company	69.1	100.0
2	Beni Sweif Water and Wastewater Company	62.0	89.7
3	Alexandria Water Company	58.6	84.8
4	Daquahlia Water and Wastewater Company	58.4	84.5
5	Greater Cairo Water Company	56.0	81.0
6	Fayoum Water and Wastewater Company	55.2	79.9
7	Giza Water and Wastewater Company	54.8	79.3
8	Kafr El Sheikh Water and Wastewater Company	53.8	77.9
9	Gharbeiah Water and Wastewater Company	53.0	76.7
9	Alexandria Waste Water Company	53.0	76.7
11	Menofeyah Water and Wastewater Company	51.2	74.1
12	Greater Cairo Waste Water Company	50.0	72.4
13	Matrouh Water and Wastewater Company	48.3	69.9
14	Luxor Water and Wastewater Company	47.7	69.0
15	Sharqiah Water and Wastewater Company	47.1	68.2
15	Qena Water and Wastewater Company	47.1	68.2
17	Menya Water and Wastewater Company	46.8	67.7
18	Aswan Water and Wastewater Company	45.2	65.4
19	Sohag Water and Wastewater Company	44.8	64.8
20	Dameita Water and Wastewater Company	37.4	54.1
21	Asiout Water and Wastewater Company	37.0	53.5
22	Red Sea Water and Wastewater Company	35.4	51.2
23	North and South Sinai Water and Wastewater Company	30.7	44.4

The following is a summary of recommendations for the preparation of the master plan:

- Preparing a unified automation structure for the companies.
- Determining the overall priorities and levels of application of information technology.
- Raising the level of automation for all companies to a higher level.
- Identifying and unifying the consolidation reports collected at the level of the Holding Company and automating the means of data collection.
- Maximizing the use of existing investments and building on what has been achieved.
- Developing a master plan for the information technology over the next five years.
- Integrated design and phased implementation.
- Emphasising the importance of documentation in the system development process and of standard operating procedures, to guarantee business continuity and protection of investments.
- Emphasising the importance of the development and training of human resources and the importance of certifying a number of information technology specialists working in subsidiaries and the Holding Company in various areas of information technology.
- Describing the needs of connectivity and integration between applications when acquiring new systems.

Following are the recommended components for the IT Master Plan of the holding company:

#### **I. HCWW Back-office Components**

- Financial and Administrative Systems:
- Human Resources Systems:
- Electronic Document Management System and Workflow System:
- Web Portal and E-Government Readiness:
- Office Automation
- Management Reports and Decision Support Systems
- System Integration
- IT Infrastructure
- IT human resources development
- Procedures and Documentation

#### **II. HCWW – Subsidiaries Consolidation and Reporting Components:**

- Management Reports and Decision Support Systems
- System Integration
- IT Infrastructure
- Procedures and Documentation
- Business Intelligence Readiness

The following are the proposed components of the master plan for information technology for the subsidiary companies:

- Financial management systems
- Human resources (HR) systems
- Customer service systems
- Asset management, operation, and maintenance
- Document management systems (Electronic Archiving) and workflow systems
- Web portal and the preparation for the e-government program
- Office automation
- Management reporting and decision support systems
- Application integration
- The infrastructure for information technology
- Human resources capacity building
- Documentation and procedures

This report explains the details of the topics mentioned above. The second volume of this report contains the full inventory of hardware, software, systems and networks currently available in the Holding Company and its subsidiaries. It also contains a collection of the data of the staff working in the information technology departments in the companies.

## **SECTION 2: THE METHODOLOGY USED IN THE PREPARATION OF THE REPORT**

The objective of the needs assessment and due diligence phase are:

- Giving the information technology master plan development team a good idea about the implementation of information technology in the Holding Company and its subsidiaries
- Determining the needs of the sector and the available resources
- Determining the gap between the needs and the existing situation (Gap Analysis)
- Evaluating the current position of information technology against what is required to be achieved over five years

Method of implementation

- Reviewing the current assessment reports of the information technology in the water and wastewater sector
- Preparing a questionnaire to collect data regarding the status of implementing information technology in the sector in terms of hardware / networking / application systems
- Conducting field visits and holding meetings with specialists in different areas of work
- Filling out the questionnaire by the project managers / coordinators from the subsidiaries
- Preparing a preliminary report and discussing it with senior management
- Preparing a conceptual design for the master plan including the required components and determining a relative weight for each component based on importance, cost and complexity of implementation
- Assessing companies according to the specific elements of evaluation
- Preparing the final report

## **SECTION 3: ANALYSIS OF THE STRENGTHS AND WEAKNESSES OF THE COMPANIES**

### **Strengths**

#### **Good level of automation:**

There is a good level of automation in most companies, particularly in the areas of billing and collection, personnel, payroll, general accounting, and cost accounting, which are considered the most successful applications.

#### **Modern equipment and networks:**

With the exception of a limited group of companies, the rest of the companies have very modern equipment and networks.

#### **Staff with appropriate education:**

The study showed that a large number of personnel in the departments of information technology are professionals in the field, whether in information systems, system development or networks. The study also found that the majority of the staff is ambitious when it comes to performing their work and developing their capabilities even at their own expense.

#### **In-house development of applications:**

Many companies develop applications internally, even with limited resources. The most notable in-house development is in the automation of major systems such as billing and collection, personnel and call centers. Internal development provides the staff of information technology departments with hands-on experience in the business of water and wastewater companies. This gives them later the ability to assist in identifying the application requirements carefully and to support these applications properly, which leads to ensuring business continuity.

#### **Data connectivity between the companies and the Holding Company:**

All the companies are connected to the Holding Company by VPN lines, which allows easy collecting and consolidating of the data and reports on the level of the Holding Company. This is a basic requirement for successful implementation of information technology.

## **Weaknesses**

### **Lack of integration between applications:**

The lack of integration between all applications regardless of the duration of operation of these applications in the companies was observed during the assessment. Integration between applications is an essential requirement because it leads to accurate data and reports, regardless of the source of the information.

The major causes leading to the lack of integration between applications are :

- Manual systems are not integrated in most cases and are not reconciled except at the end of the fiscal year
- Multiple sources of automated systems and multiple developers
- Not taking the concept of integration into consideration when specifying the requirements for the systems
- Different types of databases used in various applications in the same company
- Integration between applications requires a lot of coordination between different departments

### **Weakness in the implementation of some basic applications in the companies:**

Weakness in the implementation of some important and basic systems, such as the inventory and purchasing systems, was observed in the majority of companies in spite of the high return on investment of these applications, as they help significantly to reduce operation and maintenance expenses and significantly minimize stagnant items and identify inventory needs accurately and timely.

### **Lack of resources or plans to deal with disasters and to ensure business continuity:**

It was observed during the assessment that there are no plans to deal with disasters or plans to ensure business continuity during periods of crisis that may occur at the company. The lack of backup devices was also noted in the main operation sites and the backup sites.

The reason for this as stated in discussions with officials of the information technology departments is the lack of financial resources. It is possible to achieve business continuity during disasters to an acceptable degree and with limited cost, if business continuity was planned putting into consideration defining logical targets for acceptable operating levels during the period of disaster or crisis, so that the hardware and software in the backup sites need not be fully replicated. Backup equipment could also be used to process less important data in the absence of crises or disasters.

Given that, after several years of operation using automated systems, the collected data becomes more important and more costly than hardware and software, copies of data must be kept in locations far from the main site on a regular basis so as not to lose the data in case of a disaster.

### **Weakness of the level of documentation in general:**

It was observed that the current systems documentation and operating instructions are weak to a large extent, leading to heavy reliance on current staff. Having good documentation allows easy transfer of experience from generation to generation.

### **Lengthy testing of automated applications before fully relying on them:**

It was observed that the duration of the test period of automated applications is lengthy to a large extent; in some cases it reaches five years or more. Manual systems continue to function alongside automated systems for long periods and often are never completely replaced.

**Inactive organization structures of information technology departments in many companies:**

It was found during the meetings held with companies that the organization structures of the information technology departments are not activated in many companies. The staff working in the department are being divided into work groups and not assigned to sub-departments.

Dividing general departments into sub-departments and sections leads to:

- Building a second generation of managers
- The possibility of compensating distinguished employees as a result of them occupying managerial positions
- Opportunities for promotion motivate workers to master and excel the work in order to receive promotions
- Facilitate the task of the director general of the information technology department, where the administrative and management burdens are distributed between managers of sub-departments, which allows the director general to spend more time with planning activities, rather than daily management

**The absence of an independent budget for the operation, maintenance, replacement and renewal of information technology:**

There is no separate budget for operation, maintenance, replacement and renewal of information technology for the vast majority of companies. The budget is often integrated into the company's budget.

**Lack of specialized training in the field of information technology:**

Training budgets for information technology are almost completely non-existent at the time where work in this area depends mainly on trained and certified personnel. Most of the training and certification obtained by the employees currently is obtained either at their own expense or through grants from foreign government agencies.

**Lack of practical experiences of some of the staff working in the field of information technology particularly in new companies:**

Although most of the employees working in the information technology department are specialized in their field, some lack the practical experience necessary to refine the theoretical study given the novelty of their graduation.

**Lack of an exchange of experiences between the different companies in the field of information technology:**

Although there are good expertise in quite a few companies, there is no exchange of experiences between the companies except on a limited scale. The exchange of experiences allows the companies to fully utilize the efforts in this area and avoid the mistakes that might occur when applying information technology to prevent their recurrence.

**Networks in some cases do not keep up with the required quality standards**

In some cases, the local area networks do not comply with quality standards. In many cases the network documentation is obsolete.

**Weakness in security measures in the sites:**

The absence of the necessary elements and procedures for security measures for the sites despite the need for work 24-hours, seven days a week was noticed. Example: Fire extinguishers, fire alarms, logging of visitors to the server and computer network room, regular procedures for checking up the computer room off the official working hours by security guards.

**Data Quality:**

During the assessment low quality of the data was observed. Examples of low data quality are:

- Discrepancy in the same information for the same period in the case of different sources of information
- Discrepancy in the same information for the same period in the case of requesting the information at a different time
- Non-availability of the information originally

**Timeliness of data collection:**

During the assessment the delay in the retrieval of the data upon request was observed. Such as:

- Delays in obtaining the information
- Requiring more than one source for completing the elements of the statement

Some of the causes for low quality of data and the delay in acquiring the data are due to the following:

Regarding information technology:

- Lack of automation of all applications
- Lack of integration between applications
- Errors in the design and in the system programs
- Errors in the design of networks

Regarding the human factor:

- Lack of periodic reconciliation between the components of the systems
- Adjustments made in the sub-systems without notifying the related systems (such as changes made to collection data in the Billing System after closing the month without notifying the General Ledger System, which leads to discrepancies between the produced information )
- The absence of a central entity for data collection and analysis prior to submitting the data and making it available

## **SECTION 4: RECOMMENDATIONS FOR DEVELOPING THE STRATEGIC PLAN OF THE PROJECT**

The following objectives are recommended when preparing the master plan for information technology:

### **Maximizing the use of existing investments and human resources and building on what has been achieved:**

The master plan for information technology must take into account making the most of the investments made so far in the field of information technology and building on what has been achieved. The master plan should also take into account making the most of available human resources and refining them with training and certification, and exchange of experiences between the different companies.

### **Developing a master plan for the information technology over the next five years:**

The master plan must take into account phasing the implementation of information technology so that development is done in a phased logical manner. The information technology plan should be synchronized with the plan of institutional development of the companies, especially for the newly established companies.

### **Preparing a unified automation structure for the companies:**

Regardless of the type of application, a unified structure of automation must be prepared committed to by the companies during a specified period of time according to the priorities set.

### **Determining the overall priorities and levels of application of information technology:**

The master plan should consider setting priorities and levels of application, taking into account:

- The needs of the Holding Company
- The needs and capabilities of subsidiaries

### **Integrated design and phased implementation:**

The master plan must consider designing the information technology components at a complete and integrated level, and use a phased approach in implementation. Future integration should be taken into account by identifying the characteristics of the integration requirements between applications during the acquisition or development of new systems.

### **Specifying and unifying the consolidation reports:**

Specifying and unifying the reports collected at the level of the Holding Company and automating the means of data collection is a key factor in the preparation for the implementation of Business Intelligence in the future.

### **Emphasising the importance of documentation:**

Documentation of the system development process and of standard operating procedures is a key element in ensuring business continuity and protecting the companies' investments. It

Chemonics International Inc.

also facilitates the transition of system support from generation to generation in the companies.

**Emphasizing the importance IT personnel development:**

The development and training of human resources as well as certifying a number of information technology specialists working in subsidiaries and the Holding Company in various areas of information technology

Following are the recommended components for the IT Master Plan of the holding company:

**I. HCWW Back-office Components**

**Financial and Administrative Systems:**

This includes the completion and upgrading of the system required by the financial department. This includes:

- General Ledger/Accounts Payable/Accounts Receivables
- Inventory Control and Purchasing
- Cost Accounting
- Fixed Assets
- Planning and Budgets

**Human Resources Systems:**

This includes the completion and upgrading of the system required by the human resources department. This includes:

- Payroll
- Personnel
- Training

**Electronic Document Management System and Workflow System:**

In all areas.

**Web Portal and E-Government Readiness:**

This component aims at providing web services to the consumer at the companies web sites. This may allow the companies to benefit from the support offered by MCIT and MSAD for the e-government program.

**Office Automation**

**Management Reports and Decision Support Systems**

**System Integration**

**IT Infrastructure**

**IT human resources development**

**Procedures and Documentation**

## II. HCWW – Subsidiaries Consolidation and Reporting Components:

### Management Reports and Decision Support Systems

### System Integration

### IT Infrastructure

### Procedures and Documentation

### Business Intelligence Readiness

The following are the components or programs proposed for the information technology master plan for the subsidiary companies:

#### **Financial management systems**

This component includes completing the implementation of the systems for financial management and updating them, including:

- General Ledger / Accounts Payable / Accounts Receivable
- Inventory and Purchasing
- Cost Accounting
- Fixed Assets
- Planning and budgets

#### **Human resources (HR) systems**

This component includes completing the implementation of the systems for human resources and updating them, including:

- Payroll
- Personnel
- Training

#### **Customer service systems**

This component includes completing the implementation of the systems for customer service and updating them, including:

- Billing and Collection
- Customer Service
- Call Center

When updating these systems the following requirements should be taken into account:

- Multi-channel payment (including the required change in the workflow)
- Readings of automatic meters and advanced meter structures

#### **Assets management and operation**

This component includes completing the implementation of the systems for maintenance, operation, and company asset management and updating them, including:

- Maintenance Management System and Assets Management System
- SCADA

- GIS

### **Document management systems (Electronic Archiving) and workflow systems** (For all fields)

#### **Web portal and the preparation for the e-government program**

This component aims at providing web services to the consumer at the subsidiaries web sites. This may allow the companies to benefit from the support offered by MCIT and MSAD for the e-government program.

#### **Office automation**

This component includes, in addition to the automation of word processing, spread sheets, e-mail, calendar, and instant messaging, integrating these applications with different business systems in the company to form an integrated environment of systems.

#### **Management reporting and decision support systems**

- MARS
- PRISM
- Project Management

#### **Application Integration**

- Standardization of reporting forms
- Integration instructions
- Standardization of systems specifications and the needs of integration between applications

#### **The infrastructure for information technology**

- High availability of critical equipment
- Network infrastructure
- Systems and networks security
- Systems and networks administration
- Site preparation
- Air conditioners
- Power Sources
- Alarms and fire fighting
- Mobile computing in the areas of:
  - Maintenance and station inspection
  - Equipment for meter reading and collection
  - Portable computers and communication through the mobile network

#### **Human resources capacity building**

- The organization structure for information technology departments
- Job description
- Staff certification according to the area of work

#### **Documentation and procedures**

This component represents an essential part to ensure business continuity and protect companies investments, including, for example:

- Operating manuals and system documentation
- Information technology security policy
- Business continuity plan / crisis management
- Acceptable Use Policy
- Maintenance, support and services contracts

## APPENDIX 1 - EVALUATION CRITERIA

The following are the evaluation basis used by the assessment team to evaluate the components of information technology in the HCWW and its subsidiaries:

<b>Evaluation Criteria</b>	<b>Basis of Evaluation</b>
<b>Equipment and Networks</b>	
<b>Servers</b>	
Quantity	10 Servers or more at the HQ= 100% Less than that, prorated
Age	Based on manufacturing year. 2009 or later is considered 100%, the percentage is reduced until it reaches 0% for equipment manufactured before 2004.
Redundant Equipment	Percentage form the total number of servers
<b>Personal Computers</b>	
Quantity	<ul style="list-style-type: none"> <li>• The ratio of the number of PCs to 10% of the total number of employees for the subsidiaries</li> <li>• The ratio of the number of PCs to 30% of the total number of employees for the holding company</li> </ul>
Age	Based on manufacturing year (or processor type). 2009 or later is considered 100%, the percentage is reduced until it reaches 0% for equipment manufactured before 2004.
<b>Line/Bulk Printers</b>	
Quantity	<b>4 printers are considered 100%</b>
Age	Based on manufacturing year. 2009 or later is considered 100%, the percentage is reduced until it reaches 0% for equipment manufactured before 2004.
LANs	Number of connections and percentage operational
WANs	Percentage of the number of connected branches to the total number of branched (even if the branch is not automated)
<b>Application Systems</b>	
<b>Financial Systems</b>	
General Ledger	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Cost Accounting	Operational=100%, under construction or

<b>Evaluation Criteria</b>	<b>Basis of Evaluation</b>
	implementation=50%, not available or stopped=0%
Fixed Assets	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Accounts Payable	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Accounts Receivable	Operational=100%, under construction or implementation=50%, not available or stopped=0%
5 Year Planning	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Budgets and Obligations	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Inventory and Purchasing	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Inventory Control	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Stores and Sub-stores	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Purchasing	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Human Resources	
Payroll	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Personnel	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Training	Operational=100%, under construction or implementation=50%, not available or stopped=0%
CIS/Billing/Customer Service	
Billing and Collection	Percentage of the automated branches
Claims	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Customer Service (Water)	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Call Center	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Customer Service (Wastewater and Industrial Waste)	Operational=100%, under construction or implementation=50%, not available or stopped=0%
GIS	Percentage of coverage
Asset Management	Operational=100%, under construction or implementation=50%, not available or stopped=0%
CMMS	Operational=100%, under construction or implementation=50%, not available or stopped=0%
Electronic Document Management	Operational=100%, under construction or

<b>Evaluation Criteria</b>	<b>Basis of Evaluation</b>
System	implementation=50%, not available or stopped=0% (or according to coverage)
MARS	Operational=100%, not implemented or stopped=0%
PRISM	Operational=100%, not implemented or stopped=0%
Integration	
Billing / General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Billing / Call Center	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
GIS / Billing	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Call Center / GIS	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Inventory Control / General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Inventory Control / Cost Accounting	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Inventory Control / CMMS	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Payroll / Personnel	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Payroll / General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Payroll / Cost Accounting	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Accounts Payable / General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Accounts Receivable / General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Asset Management and Fixed Assets	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Fixed Assets and General Ledger	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
General Ledger and MARS	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
Billing and MARS	Automated Integration=100%, Integration through a report= 50%, No Integration=0%
SCADA	Percentage of operational Plants to total number of plants
Web Site	
Availability	Available=100%, Not available=0%
Services	Percentage of offered services: bill inquiry, bill payment, tenders, complains and suggestions, and job

<b>Evaluation Criteria</b>	<b>Basis of Evaluation</b>
	availability
IT Personnel	
Number of professional staff	About 10 professional staff per company = 100%
Education	Percentage of Computer Science or Communications graduates
Experience	Average
Procedures and Documentation	
Operation procedures	According to quality
Disaster Recovery Plan	According to quality
Business Continuity Plan	According to quality
User Manuals	Percentage available
Technical Documentation	Percentage available
Security Policy	Available =100%, not available=0%
Support and Maintenance Contracts	
Equipment	Percentage available
System Software	Percentage available
Applications	Percentage available

## **APPENDIX 2 - DETAILED EVALUATION OF THE COMPANIES**

The following is the detailed evaluation of information technology in the subsidiary companies:

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Greater Cairo Water Company		Greater Cairo Waste Water Company		Alexandria Water Company		Alexandria Waste Water Company		Daquahlia Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Equipment</b>													
<b>Servers</b>													
Quantity	5	5	5	100%	5.00	50%	2.50	60%	3.00	80%	4.00	30%	1.50
Age	5	5	5	80%	4.00	50%	2.50	60%	3.00	90%	4.50	40%	2.00
Redundant Equipment	5	5	5	100%	5.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
<b>Personal Computers</b>													
Quantity	5	5	5	20%	1.00	30%	1.50	75%	3.75	50%	2.50	10%	0.50
Age	5	5	5	100%	5.00	50%	2.50	50%	2.50	50%	2.50	50%	2.50
<b>Line / Bulk Printers</b>													
Quantity	5	5	0	100%	5.00	0%	0.00	100%	5.00	100%	5.00	80%	4.00
Age	5	5	0	80%	4.00	0%	0.00	60%	3.00	50%	2.50	60%	3.00
<b>LANs</b>	5	5	5	100%	5.00	80%	4.00	100%	5.00	100%	5.00	100%	5.00
<b>WANs</b>	5	5	5	50%	2.50	100%	5.00	50%	2.50	0%	0.00	0%	0.00
<b>Application Systems</b>													
<b>Financial Systems</b>													
General Ledger	5	5	5	100%	5.00	100%	5.00	100%	5.00	20%	1.00	100%	5.00
Cost Accounting	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Fixed Assets	5	5	5	50%	2.50	100%	5.00	0%	0.00	0%	0.00	100%	5.00
Accounts Payable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Greater Cairo Water Company		Greater Cairo Waste Water Company		Alexandria Water Company		Alexandria Waste Water Company		Daquahlia Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Planning and Budget	2	2	2	0%	0.00	0%	0.00	0%	0.00	100%	2.00	0%	0.00
Budgets and Obligations	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory and Purchasing													
Inventory Control	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Stores and Sub stores	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Purchasing	5	5	5	0%	0.00	0%	0.00	0%	0.00	10%	0.50	0%	0.00
Human Resources													
Payroll	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Personnel	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Training	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
CIS, Billing and Customer Service													
Billing	10	10	0	100%	10.00	0%	0.00	100%	10.00	0%	0.00	100%	10.00
Collection	5	5	0	100%	5.00	0%	0.00	100%	5.00	0%	0.00	100%	5.00
Claims	5	5	0	100%	5.00	0%	0.00	100%	5.00	0%	0.00	100%	5.00
Customer Services (Water)	5	5	0	100%	5.00	0%	0.00	100%	5.00	0%	0.00	0%	0.00
Call Center	5	5	5	100%	5.00	0%	0.00	100%	5.00	0%	0.00	100%	5.00
Customer Services (Wastewater and Industrial)	5	0	5	0%	0.00	100%	5.00	0%	0.00	10%	0.50	0%	0.00
GIS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Asset Management	5	5	5	100%	5.00	100%	5.00	0%	0.00	0%	0.00	100%	5.00
CMMS	5	5	5	0%	0.00	20%	1.00	0%	0.00	80%	4.00	100%	5.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Greater Cairo Water Company		Greater Cairo Waste Water Company		Alexandria Water Company		Alexandria Waste Water Company		Daquahlia Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Electronic Document Management	5	5	5	10%	0.50	0%	0.00	0%	0.00	20%	1.00	0%	0.00
Email and Office Automation	5	5	5	50%	2.50	50%	2.50	10%	0.50	10%	0.50	10%	0.50
<b>Integration</b>													
Billing and General Ledger	2	2		0%	0.00	0%	0.00	50%	1.00	0%	0.00	0%	0.00
Billing and Call Center	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and GIS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Call Center and GIS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and G/L	2	2	2	0%	0.00	0%	0.00	50%	1.00	0%	0.00	50%	1.00
Inventory Control and Cost Accounting	2	2	2	0%	0.00	0%	0.00	100%	2.00	0%	0.00	100%	2.00
Inventory Control and CMMS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Payroll and Personnel	2	2	2	0%	0.00	0%	0.00	100%	2.00	100%	2.00	100%	2.00
Payroll and G/L	2	2	2	0%	0.00	0%	0.00	50%	1.00	0%	0.00	50%	1.00
Payroll and Cost Accounting	2	2	2	0%	0.00	0%	0.00	100%	2.00	0%	0.00	100%	2.00
Accounts Payable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Asset Management and Fixed Assets	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Fixed Assets and G/L	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	50%	1.00
G/L and MARS	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Billing and MARS	2	2		0%	0.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
MARS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Greater Cairo Water Company		Greater Cairo Waste Water Company		Alexandria Water Company		Alexandria Waste Water Company		Daquahlia Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
PRISM	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
SCADA	10	10	10	0%	0.00	20%	2.00	100%	10.00	50%	5.00	100%	10.00
<b>Internet Web Site</b>													
Available	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Services	5	5	5	20%	1.00	0%	0.00	0%	0.00	40%	2.00	40%	2.00
<b>IT Personnel</b>													
Number	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	70%	3.50
Education / Training	5	5	5	100%	5.00	50%	2.50	60%	3.00	40%	2.00	100%	5.00
Experience	5	5	5	70%	3.50	80%	4.00	80%	4.00	40%	2.00	40%	2.00
		0											
<b>Procedures and Documentation</b>		0											
Operation Procedure	5	5	5	50%	2.50	100%	5.00	50%	2.50	80%	4.00	100%	5.00
Disaster Recovery Plan	5	5	5	0%	0.00	0%	0.00	50%	2.50	80%	4.00	0%	0.00
Business Continuity Plan	5	5	5	0%	0.00	0%	0.00	50%	2.50	80%	4.00	0%	0.00
User Manuals	5	5	5	50%	2.50	50%	2.50	10%	0.50	50%	2.50	70%	3.50
Applications Technical Documentation	5	5	5	0%	0.00	0%	0.00	30%	1.50	0%	0.00	70%	3.50
Security Policy	5	5	5	50%	2.50	50%	2.50	50%	2.50	50%	2.50	20%	1.00
<b>Support and Maintenance Contracts</b>													
Equipment	5	5	5	100%	5.00	50%	2.50	100%	5.00	100%	5.00	100%	5.00
System Software	5	5	5	0%	0.00	0%	0.00	100%	5.00	100%	5.00	100%	5.00
Application Software	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Greater Cairo Water Company		Greater Cairo Waste Water Company		Alexandria Water Company		Alexandria Waste Water Company		Daquahlia Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Total</b>	<b>280</b>	<b>275</b>	<b>237</b>		<b>154</b>		<b>118.5</b>	<b>32.95</b>	<b>161.25</b>		<b>125.5</b>		<b>163.5</b>
Percentage from Planned					56		50.0		58.6		53		58.4
Percentage from Highest Grade					81		72.4		84.8		76.7		84.5
<b>Rank</b>					<b>5</b>		<b>12</b>		<b>3</b>		<b>9</b>		<b>4</b>

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Sharqiah Water and Wastewater Company		Gharbeiah Water and Wastewater Company		Kafr El Sheikh Water and Wastewater Company		Dameita Water and Wastewater Company		Behira Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Equipment</b>													
<b>Servers</b>													
Quantity	5	5	5	85%	4.25	80%	4.00	100%	5.00	100%	5.00	80%	4.00
Age	5	5	5	100%	5.00	100%	5.00	75%	3.75	100%	5.00	70%	3.50
Redundant Equipment	5	5	5	0%	0.00	0%	0.00	0%	0.00	100%	5.00	40%	2.00
<b>Personal Computers</b>													
Quantity	5	5	5	30%	1.50	25%	1.25	80%	4.00	10%	0.50	100%	5.00
Age	5	5	5	90%	4.50	80%	4.00	75%	3.75	20%	1.00	80%	4.00
<b>Line / Bulk Printers</b>													
Quantity	5	5	0	0%	0.00	100%	5.00	0%	0.00	25%	1.25	100%	5.00
Age	5	5	0	0%	0.00	100%	5.00	0%	0.00	50%	2.50	80%	4.00
<b>LANs</b>	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
<b>WANs</b>	5	5	5	100%	5.00	25%	1.25	100%	5.00	0%	0.00	0%	0.00
<b>Application Systems</b>													
<b>Financial Systems</b>													
General Ledger	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Cost Accounting	5	5	5	100%	5.00	0%	0.00	100%	5.00	50%	2.50	100%	5.00
Fixed Assets	5	5	5	100%	5.00	0%	0.00	100%	5.00	50%	2.50	100%	5.00
Accounts Payable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Planning and Budget	2	2	2	100%	2.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Sharqiah Water and Wastewater Company		Gharbeiah Water and Wastewater Company		Kafr El Sheikh Water and Wastewater Company		Dameita Water and Wastewater Company		Behira Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Budgets and Obligations	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory and Purchasing													
Inventory Control	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Stores and Sub stores	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Purchasing	5	5	5	0%	0.00	0%	0.00	0%	0.00	50%	2.50	0%	0.00
Human Resources													
Payroll	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Personnel	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Training	5	5	5	0%	0.00	0%	0.00	100%	5.00	0%	0.00	0%	0.00
CIS, Billing and Customer Service													
Billing	10	10	0	100%	10.00	100%	10.00	100%	10.00	50%	5.00	100%	10.00
Collection	5	5	0	0%	0.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Claims	5	5	0	0%	0.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Customer Services (Water)	5	5	0	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00
Call Center	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Customer Services (Wastewater and Industrial)	5	0	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
GIS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Asset Management	5	5	5	0%	0.00	100%	5.00	0%	0.00	0%	0.00	0%	0.00
CMMS	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Sharqiah Water and Wastewater Company		Gharbeiah Water and Wastewater Company		Kafir El Sheikh Water and Wastewater Company		Dameita Water and Wastewater Company		Behira Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Electronic Document Management	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00
Email and Office Automation	5	5	5	50%	2.50	50%	2.50	30%	1.50	10%	0.50	50%	2.50
<b>Integration</b>													
Billing and General Ledger	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	2.00
Billing and Call Center	2	2		0%	0.00	0%	0.00	100%	2.00	0%	0.00	100%	2.00
Billing and GIS	2	2		0%	0.00	0%	0.00	100%	2.00	0%	0.00	0%	0.00
Call Center and GIS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and G/L	2	2	2	0%	0.00	50%	1.00	0%	0.00	0%	0.00	100%	2.00
Inventory Control and Cost Accounting	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	2.00
Inventory Control and CMMS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Payroll and Personnel	2	2	2	0%	0.00	100%	2.00	100%	2.00	0%	0.00	100%	2.00
Payroll and G/L	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	100%	2.00
Payroll and Cost Accounting	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	2.00
Accounts Payable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Asset Management and Fixed Assets	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Fixed Assets and G/L	2	2	2	100%	2.00	0%	0.00	100%	2.00	0%	0.00	100%	2.00
G/L and MARS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and MARS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Sharqiah Water and Wastewater Company		Gharbeiah Water and Wastewater Company		Kafr El Sheikh Water and Wastewater Company		Dameita Water and Wastewater Company		Behira Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
MARS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
PRISM	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
SCADA	10	10	10	0%	0.00	100%	10.00	0%	0.00	0%	0.00	0%	0.00
<b>Internet Web Site</b>													
Available	5	5	5	100%	5.00	100%	5.00	100%	5.00	0%	0.00	100%	5.00
Services	5	5	5	100%	5.00	20%	1.00	100%	5.00	0%	0.00	40%	2.00
<b>IT Personnel</b>													
Number	5	5	5	75%	3.75	40%	2.00	30%	1.50	50%	2.50	100%	5.00
Education / Training	5	5	5	100%	5.00	100%	5.00	15%	0.75	50%	2.50	80%	4.00
Experience	5	5	5	30%	1.50	50%	2.50	50%	2.50	80%	4.00	80%	4.00
		0											
<b>Procedures and Documentation</b>													
		0											
Operation Procedure	5	5	5	0%	0.00	100%	5.00	0%	0.00	100%	5.00	100%	5.00
Disaster Recovery Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00
Business Continuity Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00
User Manuals	5	5	5	0%	0.00	50%	2.50	50%	2.50	0%	0.00	50%	2.50
Applications Technical Documentation	5	5	5	50%	2.50	0%	0.00	50%	2.50	0%	0.00	50%	2.50
Security Policy	5	5	5	50%	2.50	50%	2.50	100%	5.00	50%	2.50	100%	5.00
<b>Support and Maintenance</b>													

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Sharqiah Water and Wastewater Company		Gharbeiah Water and Wastewater Company		Kafr El Sheikh Water and Wastewater Company		Dameita Water and Wastewater Company		Behira Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Contracts</b>													
Equipment	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
System Software	5	5	5	100%	5.00	0%	0.00	100%	5.00	100%	5.00	50%	2.50
Application Software	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
<b>Total</b>	<b>280</b>	<b>275</b>	<b>237</b>		<b>132</b>		<b>148.5</b>	<b>31.55</b>	<b>150.75</b>		<b>104.75</b>	<b>42.5</b>	<b>193.5</b>
Percentage from Planned					47.1		53		53.8		37.4		69.1
Percentage from Highest Grade					68.2		76.7		77.9		54.1		100
Rank					15		9		8		20		1

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Fayoum Water and Wastewater Company		Beni Sweif Water and Wastewater Company		Menya Water and Wastewater Company		Aswan Water and Wastewater Company		Qena Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Equipment													
Servers													
Quantity	5	5	5	80%	4.00	80%	4.00	60%	3.00	80%	4.00	95%	4.75
Age	5	5	5	50%	2.50	80%	4.00	100%	5.00	80%	4.00	100%	5.00
Redundant Equipment	5	5	5	0%	0.00	20%	1.00	0%	0.00	0%	0.00	0%	0.00
Personal Computers													
Quantity	5	5	5	60%	3.00	70%	3.50	30%	1.50	50%	2.50	75%	3.75
Age	5	5	5	50%	2.50	50%	2.50	100%	5.00	60%	3.00	100%	5.00
Line / Bulk Printers													
Quantity	5	5	0	80%	4.00	100%	5.00	100%	5.00	80%	4.00	0%	0.00
Age	5	5	0	50%	2.50	50%	2.50	10%	0.50	60%	3.00	0%	0.00
LANs	5	5	5	100%	5.00	100%	5.00	80%	4.00	100%	5.00	100%	5.00
WANs	5	5	5	80%	4.00	100%	5.00	50%	2.50	100%	5.00	0%	0.00
Application Systems													
Financial Systems													
General Ledger	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Cost Accounting	5	5	5	0%	0.00	100%	5.00	100%	5.00	0%	0.00	100%	5.00
Fixed Assets	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Accounts Payable	2	2	2	100%	2.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Fayoum Water and Wastewater Company		Beni Sweif Water and Wastewater Company		Menya Water and Wastewater Company		Aswan Water and Wastewater Company		Qena Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Planning and Budget	2	2	2	50%	1.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Budgets and Obligations	2	2	2	0%	0.00	0%	0.00	100%	2.00	0%	0.00	0%	0.00
Inventory and Purchasing													
Inventory Control	5	5	5	100%	5.00	100%	5.00	0%	0.00	0%	0.00	100%	5.00
Stores and Sub stores	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Purchasing	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Human Resources													
Payroll	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Personnel	5	5	5	100%	5.00	100%	5.00	100%	5.00	0%	0.00	100%	5.00
Training	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
CIS, Billing and Customer Service													
Billing	10	10	0	100%	10.00	100%	10.00	100%	10.00	100%	10.00	100%	10.00
Collection	5	5	0	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Claims	5	5	0	100%	5.00	100%	5.00	100%	5.00	100%	5.00	0%	0.00
Customer Services (Water)	5	5	0	100%	5.00	100%	5.00	100%	5.00	100%	5.00	0%	0.00
Call Center	5	5	5	100%	5.00	100%	5.00	0%	0.00	0%	0.00	100%	5.00
Customer Services (Wastewater and Industrial)	5	0	5	100%	5.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
GIS	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	100%	5.00
Asset Management	5	5	5	10%	0.50	0%	0.00	50%	2.50	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Fayoum Water and Wastewater Company		Beni Sweif Water and Wastewater Company		Menya Water and Wastewater Company		Aswan Water and Wastewater Company		Qena Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
CMMS	5	5	5	10%	0.50	20%	1.00	20%	1.00	0%	0.00	100%	5.00
Electronic Document Management	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	100%	5.00
Email and Office Automation	5	5	5	50%	2.50	50%	2.50	50%	2.50	10%	0.50	30%	1.50
Integration													
Billing and General Ledger	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and Call Center	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and GIS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Call Center and GIS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and G/L	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	100%	2.00
Inventory Control and Cost Accounting	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	100%	2.00
Inventory Control and CMMS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Payroll and Personnel	2	2	2	100%	2.00	100%	2.00	100%	2.00	0%	0.00	100%	2.00
Payroll and G/L	2	2	2	100%	2.00	0%	0.00	0%	0.00	0%	0.00	100%	2.00
Payroll and Cost Accounting	2	2	2	0%	0.00	50%	1.00	0%	0.00	0%	0.00	100%	2.00
Accounts Payable and G/L	2	2	2	100%	2.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable and G/L	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Asset Management and Fixed Assets	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Fayoum Water and Wastewater Company		Beni Sweif Water and Wastewater Company		Menya Water and Wastewater Company		Aswan Water and Wastewater Company		Qena Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Fixed Assets and G/L	2	2	2	0%	0.00	100%	2.00	100%	2.00	0%	0.00	100%	2.00
G/L and MARS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and MARS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
MARS	5	5	5	90%	4.50	100%	5.00	100%	5.00	100%	5.00	100%	5.00
PRISM	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
SCADA	10	10	10	0%	0.00		0.00	0%	0.00	0%	0.00	0%	0.00
Internet Web Site													
Available	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Services	5	5	5	40%	2.00	40%	2.00	40%	2.00	0%	0.00	0%	0.00
IT Personnel													
Number	5	5	5	100%	5.00	50%	2.50	40%	2.00	80%	4.00	50%	2.50
Education / Training	5	5	5	80%	4.00	80%	4.00	20%	1.00	100%	5.00	50%	2.50
Experience	5	5	5	80%	4.00	100%	5.00	50%	2.50	80%	4.00	50%	2.50
		0											
Procedures and Documentation		0											
Operation Procedure	5	5	5	100%	5.00	100%	5.00	0%	0.00	100%	5.00	100%	5.00
Disaster Recovery Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Business Continuity Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
User Manuals	5	5	5	50%	2.50	50%	2.50	50%	2.50	50%	2.50	0%	0.00
Applications Technical Documentation	5	5	5	0%	0.00	0%	0.00	0%	0.00	50%	2.50	0%	0.00
Security Policy	5	5	5	50%	2.50	50%	2.50	50%	2.50	50%	2.50	50%	2.50

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Wastewater)	Weight (Water)	Weight (Wastewater)	Fayoum Water and Wastewater Company		Beni Sweif Water and Wastewater Company		Menya Water and Wastewater Company		Aswan Water and Wastewater Company		Qena Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Support and Maintenance Contracts													
Equipment	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	0%	0.00
System Software	5	5	5	0%	0.00	100%	5.00	0%	0.00	100%	5.00	0%	0.00
Application Software	5	5	5	100%	5.00	100%	5.00	100%	5.00	50%	2.50	0%	0.00
Total	280	275	237		154.5		173.5		131		126.5		132
Percentage from Planned					55.2		62		46.8		45.2		47.1
Percentage from Highest Grade					79.9		89.7		67.7		65.4		68.2
Rank					6		2		17		18		15

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Menofeyah Water and Wastewater Company		Giza Water and Wastewater Company		Matrouh Water and Wastewater Company		Luxor Water and Wastewater Company		Asiout Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Equipment</b>													
<b>Servers</b>													
Quantity	5	5	5	80%	4.00	80%	4.00	50%	2.50	75%	3.75	80%	4.00
Age	5	5	5	100%	5.00	100%	5.00	100%	5.00	85%	4.25	100%	5.00
Redundant Equipment	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
<b>Personal Computers</b>													
Quantity	5	5	5	25%	1.25	50%	2.50	85%	4.25	47%	2.35	40%	2.00
Age	5	5	5	90%	4.50	70%	3.50	100%	5.00	90%	4.50	100%	5.00
<b>Line / Bulk Printers</b>													
Quantity	5	5	0	0%	0.00	50%	2.50	100%	5.00	100%	5.00	50%	2.50
Age	5	5	0	0%	0.00	100%	5.00	100%	5.00	85%	4.25	100%	5.00
<b>LANs</b>	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
<b>WANs</b>	5	5	5	100%	5.00	60%	3.00	25%	1.25	0%	0.00	20%	1.00
<b>Application Systems</b>													
<b>Financial Systems</b>													
General Ledger	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Cost Accounting	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Fixed Assets	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Accounts Payable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Planning and Budget	2	2	2	0%	0.00	100%	2.00	0%	0.00	0%	0.00	0%	0.00
Budgets and Obligations	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Menofeyah Water and Wastewater Company		Giza Water and Wastewater Company		Matrouh Water and Wastewater Company		Luxor Water and Wastewater Company		Asiout Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Inventory and Purchasing													
Inventory Control	5	5	5	100%	5.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Stores and Sub stores	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Purchasing	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Human Resources													
Payroll	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Personnel	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Training	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
CIS, Billing and Customer Service													
Billing	10	10	0	100%	10.00	90%	9.00	100%	10.00	100%	10.00	10%	1.00
Collection	5	5	0	100%	5.00	90%	4.50	100%	5.00	100%	5.00	10%	0.50
Claims	5	5	0	0%	0.00	0%	0.00	0%	0.00	100%	5.00	10%	0.50
Customer Services (Water)	5	5	0	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Call Center	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Customer Services (Wastewater and Industrial)	5	0	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
GIS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
Asset Management	5	5	5	0%	0.00	100%	5.00	100%	5.00	0%	0.00	0%	0.00
CMMS	5	5	5	0%	0.00	20%	1.00	100%	5.00	100%	5.00	10%	0.50

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste-water)	Weight (Water)	Weight (Waste-water)	Menofeyah Water and Wastewater Company		Giza Water and Wastewater Company		Matrouh Water and Wastewater Company		Luxor Water and Wastewater Company		Asiout Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Electronic Document Management	5	5	5	0%	0.00	10%	0.50	0%	0.00	100%	5.00	0%	0.00
Email and Office Automation	5	5	5	10%	0.50	50%	2.50	50%	2.50	10%	0.50	10%	0.50
<b>Integration</b>													
Billing and General Ledger	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and Call Center	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and GIS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Call Center and GIS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and Cost Accounting	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Inventory Control and CMMS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Payroll and Personnel	2	2	2	100%	2.00	0%	0.00	100%	2.00	100%	2.00	100%	2.00
Payroll and G/L	2	2	2	0%	0.00	100%	2.00	100%	2.00	100%	2.00	100%	2.00
Payroll and Cost Accounting	2	2	2	0%	0.00	100%	2.00	100%	2.00	100%	2.00	100%	2.00
Accounts Payable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Asset Management and Fixed Assets	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Fixed Assets and G/L	2	2	2	100%	2.00	100%	2.00	100%	2.00	100%	2.00	100%	2.00
G/L and MARS	2	2	2	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Billing and MARS	2	2		0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Menofeyah Water and Wastewater Company		Giza Water and Wastewater Company		Matrouh Water and Wastewater Company		Luxor Water and Wastewater Company		Asiout Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
MARS	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	0%	0.00
PRISM	5	5	5	100%	5.00	100%	5.00	100%	5.00	100%	5.00	100%	5.00
SCADA	10	10	10	100%	10.00	20%	2.00	0%	0.00	0%	0.00	0%	0.00
<b>Internet Web Site</b>													
Available	5	5	5	100%	5.00	100%	5.00	0%	0.00	100%	5.00	100%	5.00
Services	5	5	5	60%	3.00	60%	3.00	0%	0.00	0%	0.00	0%	0.00
<b>IT Personnel</b>													
Number	5	5	5	80%	4.00	80%	4.00	75%	3.75	40%	2.00	100%	5.00
Education / Training	5	5	5	75%	3.75	100%	5.00	60%	3.00	50%	2.50	80%	4.00
Experience	5	5	5	65%	3.25	70%	3.50	50%	2.50	30%	1.50	30%	1.50
		0											
<b>Procedures and Documentation</b>													
		0											
Operation Procedure	5	5	5	0%	0.00	100%	5.00	0%	0.00	100%	5.00	100%	5.00
Disaster Recovery Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Business Continuity Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00	0%	0.00	0%	0.00
User Manuals	5	5	5	50%	2.50	50%	2.50	0%	0.00	0%	0.00	0%	0.00
Applications Technical Documentation	5	5	5	50%	2.50	0%	0.00	0%	0.00	0%	0.00	0%	0.00
Security Policy	5	5	5	50%	2.50	50%	2.50	50%	2.50	50%	2.50	50%	2.50
<b>Support and</b>													

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Menofeyah Water and Wastewater Company		Giza Water and Wastewater Company		Matrouh Water and Wastewater Company		Luxor Water and Wastewater Company		Asiout Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Maintenance Contracts</b>													
Equipment	5	5	5	100%	5.00	100%	5.00	100%	5.00	0%	0.00		0.00
System Software	5	5	5	100%	5.00	100%	5.00	0%	0.00	0%	0.00		0.00
Application Software	5	5	5	50%	2.50	100%	5.00	100%	5.00	50%	2.50		0.00
<b>Total</b>	<b>280</b>	<b>275</b>	<b>237</b>		<b>143.25</b>		<b>153.5</b>		<b>135.25</b>		<b>133.6</b>		<b>103.5</b>
Percentage from Planned					51.2		54.8		48.3		47.7		37
Percentage from Highest Grade					74.1		79.3		69.9		69		53.5
Rank					11		7		13		14		21

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Sohag Water and Wastewater Company		Red Sea Water and Wastewater Company		North and South Sinai Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
<b>Equipment</b>									
<b>Servers</b>									
Quantity	5	5	5	80%	4.00	80%	4.00	100%	5.00
Age	5	5	5	100%	5.00	100%	5.00	80%	4.00
Redundant Equipment	5	5	5	0%	0.00	0%	0.00	0%	0.00
<b>Personal Computers</b>									
Quantity	5	5	5	70%	3.50	70%	3.50	50%	2.50
Age	5	5	5	100%	5.00	100%	5.00	100%	5.00
<b>Line / Bulk Printers</b>									
Quantity	5	5	0	50%	2.50	100%	5.00	100%	5.00
Age	5	5	0	100%	5.00	100%	5.00	100%	5.00
<b>LANs</b>	5	5	5	10%	0.50	100%	5.00	80%	4.00
<b>WANs</b>	5	5	5	20%	1.00	80%	4.00	80%	4.00
<b>Application Systems</b>									
<b>Financial Systems</b>									
General Ledger	5	5	5	100%	5.00	0%	0.00	0%	0.00
Cost Accounting	5	5	5	100%	5.00	0%	0.00	0%	0.00
Fixed Assets	5	5	5	100%	5.00	0%	0.00	0%	0.00
Accounts Payable	2	2	2	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable	2	2	2	0%	0.00	0%	0.00	0%	0.00

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Sohag Water and Wastewater Company		Red Sea Water and Wastewater Company		North and South Sinai Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Planning and Budget	2	2	2	0%	0.00	0%	0.00	0%	0.00
Budgets and Obligations	2	2	2	0%	0.00	0%	0.00	0%	0.00
Inventory and Purchasing									
Inventory Control	5	5	5	0%	0.00	50%	2.50	50%	2.50
Stores and Sub stores	5	5	5	0%	0.00	0%	0.00	0%	0.00
Purchasing	5	5	5	0%	0.00	0%	0.00	0%	0.00
Human Resources									
Payroll	5	5	5	100%	5.00	30%	1.50	0%	0.00
Personnel	5	5	5	100%	5.00	30%	1.50	0%	0.00
Training	5	5	5	0%	0.00	30%	1.50	0%	0.00
CIS, Billing and Customer Service									
Billing	10	10	0	100%	10.00	30%	3.00	30%	3.00
Collection	5	5	0	100%	5.00	30%	1.50	30%	1.50
Claims	5	5	0	0%	0.00	30%	1.50	30%	1.50
Customer Services (Water)	5	5	0	50%	2.50	30%	1.50	30%	1.50
Call Center	5	5	5	50%	2.50	100%	5.00	30%	1.50
Customer Services (Wastewater and Industrial)	5	0	5	50%	2.50	0%	0.00	0%	0.00
GIS	5	5	5	100%	5.00	100%	5.00	100%	5.00
Asset Management	5	5	5	20%	1.00	0%	0.00	0%	0.00

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Sohag Water and Wastewater Company		Red Sea Water and Wastewater Company		North and South Sinai Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
CMMS	5	5	5	10%	0.50	0%	0.00	10%	0.50
Electronic Document Management	5	5	5	0%	0.00	10%	0.50	0%	0.00
Email and Office Automation	5	5	5	10%	0.50	50%	2.50	10%	0.50
<b>Integration</b>									
Billing and General Ledger	2	2		0%	0.00	0%	0.00	0%	0.00
Billing and Call Center	2	2		0%	0.00	0%	0.00	0%	0.00
Billing and GIS	2	2		0%	0.00	0%	0.00	0%	0.00
Call Center and GIS	2	2	2	0%	0.00	0%	0.00	0%	0.00
Inventory Control and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00
Inventory Control and Cost Accounting	2	2	2	0%	0.00	0%	0.00	0%	0.00
Inventory Control and CMMS	2	2	2	0%	0.00	0%	0.00	0%	0.00
Payroll and Personnel	2	2	2	100%	2.00	0%	0.00	0%	0.00
Payroll and G/L	2	2	2	100%	2.00	0%	0.00	0%	0.00
Payroll and Cost Accounting	2	2	2	100%	2.00	0%	0.00	0%	0.00
Accounts Payable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00
Accounts Receivable and G/L	2	2	2	0%	0.00	0%	0.00	0%	0.00

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Sohag Water and Wastewater Company		Red Sea Water and Wastewater Company		North and South Sinai Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Asset Management and Fixed Assets	2	2	2	0%	0.00	0%	0.00	0%	0.00
Fixed Assets and G/L	2	2	2	100%	2.00	0%	0.00	0%	0.00
G/L and MARS	2	2	2	0%	0.00	0%	0.00	0%	0.00
Billing and MARS	2	2		0%	0.00	0%	0.00	0%	0.00
MARS	5	5	5	50%	2.50	0%	0.00	0%	0.00
PRISM	5	5	5	100%	5.00	100%	5.00	0%	0.00
SCADA	10	10	10	0%	0.00		0.00	10%	1.00
<b>Internet Web Site</b>									
Available	5	5	5	0%	0.00	100%	5.00	100%	5.00
Services	5	5	5	0%	0.00	0%	0.00	0%	0.00
<b>IT Personnel</b>									
Number	5	5	5	100%	5.00	100%	5.00	80%	4.00
Education / Training	5	5	5	100%	5.00	50%	2.50	100%	5.00
Experience	5	5	5	30%	1.50	50%	2.50	30%	1.50
		0							
<b>Procedures and Documentation</b>		0							
Operation Procedure	5	5	5	50%	2.50	50%	2.50	0%	0.00
Disaster Recovery Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00
Business Continuity Plan	5	5	5	0%	0.00	0%	0.00	0%	0.00
User Manuals	5	5	5	50%	2.50	0%	0.00	50%	2.50
Applications Technical	5	5	5	0%	0.00	0%	0.00	50%	2.50

Chemonics International Inc.

Evaluation Criteria	Weight (Water + Waste- water)	Weight (Water)	Weight (Waste- water)	Sohag Water and Wastewater Company		Red Sea Water and Wastewater Company		North and South Sinai Water and Wastewater Company	
				Completion Percentage	Points	Completion Percentage	Points	Completion Percentage	Points
Documentation									
Security Policy	5	5	5	50%	2.50	50%	2.50	50%	2.50
<b>Support and Maintenance Contracts</b>									
Equipment	5	5	5	100%	5.00	100%	5.00	100%	5.00
System Software	5	5	5	0%	0.00	0%	0.00	0%	0.00
Application Software	5	5	5	100%	5.00	100%	5.00	100%	5.00
<b>Total</b>	<b>280</b>	<b>275</b>	<b>237</b>		<b>125.5</b>		<b>99</b>		<b>86</b>
Percentage from Planned					44.8		35.4		30.7
Percentage from Highest Grade					64.8		51.2		44.4
Rank					19		22		23

## Summary Evaluation

<b>Subsidiary Company</b>	<b>Rank</b>	<b>Completion Percentage from Planned</b>	<b>Percentage from Highest Grade</b>
Behira Water and Wastewater Company	1	69.1	100.0
Beni Sweif Water and Wastewater Company	2	62.0	89.7
Alexandria Water Company	3	58.6	84.8
Daquahlia Water and Wastewater Company	4	58.4	84.5
Greater Cairo Water Company	5	56.0	81.0
Fayoum Water and Wastewater Company	6	55.2	79.9
Giza Water and Wastewater Company	7	54.8	79.3
Kafr El Sheikh Water and Wastewater Company	8	53.8	77.9
Gharbeiah Water and Wastewater Company	9	53.0	76.7
Alexandria Waste Water Company	9	53.0	76.7
Menofeyah Water and Wastewater Company	11	51.2	74.1
Greater Cairo Waste Water Company	12	50.0	72.4
Matrouh Water and Wastewater Company	13	48.3	69.9
Luxor Water and Wastewater Company	14	47.7	69.0
Sharqiah Water and Wastewater Company	15	47.1	68.2
Qena Water and Wastewater Company	15	47.1	68.2
Menya Water and Wastewater Company	17	46.8	67.7
Aswan Water and Wastewater Company	18	45.2	65.4
Sohag Water and Wastewater Company	19	44.8	64.8
Dameita Water and Wastewater Company	20	37.4	54.1
Asiout Water and Wastewater Company	21	37.0	53.5
Red Sea Water and Wastewater Company	22	35.4	51.2
North and South Sinai Water and Wastewater Company	23	30.7	44.4

## **APPENDIX 3 - GAP ANALYSIS**

The following table represents the gaps between the existing automation status against the planned in five years.

<b>Evaluation Criteria</b>	<b>Greater Cairo Water Company</b>	<b>Greater Cairo Waste Water Company</b>	<b>Alexandria Water Company</b>	<b>Alexandria Waste Water Company</b>	<b>Daquahlia Water and Wastewater Company</b>
<b>Equipment</b>					
<b>Servers</b>	Acquire redundant equipment	Acquire modern equipment	Acquire redundant equipment, replace the Billing System equipment, and upgrade the operating system, and database engine	Acquire modern equipment	Acquire redundant equipment, replace the Billing System equipment, and upgrade the operating system, and database engine
<b>Personal Computers</b>	Acquire modern equipment	Acquire modern equipment	Acquire modern equipment	Acquire modern equipment	Acquire modern equipment
<b>Line / Bulk Printers</b>	√	√	√	√	√
<b>LANs</b>	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network
<b>WANs</b>	Complete the network between branches and HQ	√	Complete the network between branches and HQ	√	Estqablsh a network between branches and HQ
<b>Application Systems</b>					
<b>Financial Systems</b>					
General Ledger	√	√	√	√	√
Cost Accounting	Required	√	√	√	√
Fixed Assets	Required	√	Required	Required	√
Accounts Payable	Required	Required	Required	Required	Required

Chemonics International Inc.

Evaluation Criteria	Greater Cairo Water Company	Greater Cairo Waste Water Company	Alexandria Water Company	Alexandria Waste Water Company	Daquahlia Water and Wastewater Company
Accounts Receivable	Required	Required	Required	Required	Required
Planning and Budget	Required	Required	Required	√	Required
Budgets and Obligations	Required	Required	Required	Required	Required
Cash Flow	Required	Required	Required	Required	Required
Inventory and Purchasing					
Inventory Control	√	√	√	√	√
Stores and Sub stores					
Purchasing	Required	Required	مطلوب تطبيقيه	Required	Required
Human Resources					
Payroll	√	√	√	√	√
Personnel	√	√	√	√	√
Training	Required	Required	Required	Required	Required
CIS, Billing and Customer Service					
Billing	√	N/A	√	N/A	√
Collection	√	N/A	√	N/A	√
Customer Services (Water)	√	N/A	Roll-out in all branches	N/A	Required
Cashier	Required	N/A	Roll-out in all branches	N/A	Required

Evaluation Criteria	Greater Cairo Water Company	Greater Cairo Waste Water Company	Alexandria Water Company	Alexandria Waste Water Company	Daquahlia Water and Wastewater Company
Claims	Required	N/A	Roll-out in all branches	N/A	√
<b>Installment</b>	Required	N/A	√	N/A	√
Customer Services (Wastewater and Industrial)	Not Applicable		Not Applicable		
Call Center	√	Required	√	To be implemented	√
<b>GIS</b>	√	√	√	√	√
Asset Management	√	√	Required	Required	√
MARS					
Electronic Document Management					
Email and Office Automation					
<b>Integration</b>	Required	Required	Required	Required	Required
<b>Mars</b>	√	√	√	√	√
<b>PRISM</b>	Required	Required	√	√	√

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Greater Cairo Water Company</b>	<b>Greater Cairo Waste Water Company</b>	<b>Alexandria Water Company</b>	<b>Alexandria Waste Water Company</b>	<b>Daquahlia Water and Wastewater Company</b>
<b>SCADA</b>	Required	Required	√	To be implemented	√
<b>Internet Web Site</b>	Add services to web site				
<b>Procedures and Documentation</b>	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation
<b>IT Personnel</b>	√	√	√		Increase the number of IT Staff

Evaluation Criteria	Sharqiah Water and Wastewater Company	Gharbeiah Water and Wastewater Company	Kafr El Sheikh Water and Wastewater Company	Dameita Water and Wastewater Company	Behira Water and Wastewater Company
<b>Equipment</b>					
<b>Servers</b>	Acquire redundant equipment	Acquire redundant equipment	Acquire redundant equipment	√	Acquire redundant equipment
<b>Personal Computers</b>	Acquire modern equipment	Acquire modern equipment	√	Acquire modern equipment	√
<b>Line / Bulk Printers</b>	Acquire modern equipment	√	Acquire modern equipment	Acquire modern equipment	√
<b>LANs</b>	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network
<b>WANs</b>	√	Complete the network between branches and HQ	√	Estqablish a network between branches and HQ	Estqablish a network between branches and HQ
<b>Application Systems</b>					
<b>Financial Systems</b>					
General Ledger	√	√	√	The company is required to acquire a new system to replace the existing Access based system	√
Cost Accounting	√	Required	√		√
Fixed Assets	√	Required	√		√
Accounts Payable	Required	Required	Required		Required
Accounts Receivable	Required	Required	Required		Required
Planning and Budget	Required	Required	Required		Required
Budgets and Obligations	Required	Required	Required		Required
Cash Flow	Required	Required	Required		Required

Chemonics International Inc.

Evaluation Criteria	Sharqiah Water and Wastewater Company	Gharbeiah Water and Wastewater Company	Kafr El Sheikh Water and Wastewater Company	Dameita Water and Wastewater Company	Behira Water and Wastewater Company
Inventory and Purchasing					
Inventory Control	√	√	√	√	√
Stores and Sub stores					
Purchasing	Required	Required	Required	Required	Required
Human Resources					
Payroll	Required	√	√	The company is required to acquire a new system to replace the existing Access based system	√
Personnel	√	√	√		√
Training	Required	Required	√		Required
CIS, Billing and Customer Service					
Billing	√	√	√	The company is required to acquire a new system to replace the existing Access based system	√
Collection	Required	√	√		√
Customer Services (Water)	Required	Required	Required		√
Cashier	Required	Required	Required		Required
Claims	Required	Required	Required		Required
<b>Installment</b>	Required	√	Required		√
Customer Services (Wastewater and Industrial)					

<b>Evaluation Criteria</b>	<b>Sharqiah Water and Wastewater Company</b>	<b>Gharbeiah Water and Wastewater Company</b>	<b>Kafr El Sheikh Water and Wastewater Company</b>	<b>Dameita Water and Wastewater Company</b>	<b>Behira Water and Wastewater Company</b>
Call Center	√	√	√	√	√
<b>GIS</b>	√	√	√	√	√
Asset Management	Required	√	Required	Required	Required
MARS					
Electronic Document Management					
Email and Office Automation					
<b>Integration</b>	Required	Required	Required	Required	Required
<b>Mars</b>	√	√	√	√	√
<b>PRISM</b>	Required	√	Required	√	√
<b>SCADA</b>	Required	Required	Required	Required	To be implemented
<b>Internet Web Site</b>	√	Add services to web site	√	Build a web site	Add services to web site

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Sharqiah Water and Wastewater Company</b>	<b>Gharbeiah Water and Wastewater Company</b>	<b>Kafr El Sheikh Water and Wastewater Company</b>	<b>Dameita Water and Wastewater Company</b>	<b>Behira Water and Wastewater Company</b>
<b>Procedures and Documentation</b>	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation
<b>IT Personnel</b>	Increase the number of IT Staff	√			

<b>Evaluation Criteria</b>	<b>Fayoum Water and Wastewater Company</b>	<b>Beni Sweif Water and Wastewater Company</b>	<b>Menya Water and Wastewater Company</b>	<b>Aswan Water and Wastewater Company</b>	<b>Qena Water and Wastewater Company</b>
<b>Equipment</b>					
<b>Servers</b>	Replace with modern equipment	Acquire redundant equipment	Acquire redundant equipment	Acquire redundant equipment	Acquire redundant equipment
<b>Personal Computers</b>	Acquire modern equipment	Acquire modern equipment	Acquire modern equipment	Acquire modern equipment	√
<b>Line / Bulk Printers</b>	Acquire modern equipment	√	√	√	Acquire modern equipment
<b>LANs</b>	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network
<b>WANs</b>	Complete the network between branches and HQ	√	Complete the network between branches and HQ	√	Establish a network between branches and HQ
<b>Application Systems</b>					
<b>Financial Systems</b>					
General Ledger	√	√	√	√	√
Cost Accounting	√	√	√	Required	√
Fixed Assets	√	√	√	Required	√
Accounts Payable	√	√	Required	Required	Required
Accounts Receivable	Required	√	Required	Required	Required
Planning and Budget	Required	√	Required	Required	Required
Budgets and Obligations	Required	Required	Required	Required	Required
Cash Flow	Required	√	Required	Required	Required
Inventory and Purchasing					

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Fayoum Water and Wastewater Company</b>	<b>Beni Sweif Water and Wastewater Company</b>	<b>Menya Water and Wastewater Company</b>	<b>Aswan Water and Wastewater Company</b>	<b>Qena Water and Wastewater Company</b>
Inventory Control	√	√	√	Required	√
Stores and Sub stores	Required		Required	Required	Required
Purchasing	Required	Required	Required	Required	Required
Human Resources					
Payroll	√		√	√	√
Personnel	√		√	√	√
Training	Required		Required	Required	Required
CIS, Billing and Customer Service					
Billing	√	√	√	√	√
Collection	√	√	√	√	√
Customer Services (Water)	√	√	√	Required	Required
Cashier	Required	Required	Required	Required	Required
Claims	√	√	√	Required	Required
<b>Installment</b>	√	√	√	Required	Required
Customer Services (Wastewater and Industrial)					
Call Center	√	To be implemented	Required		√

<b>Evaluation Criteria</b>	<b>Fayoum Water and Wastewater Company</b>	<b>Beni Sweif Water and Wastewater Company</b>	<b>Menya Water and Wastewater Company</b>	<b>Aswan Water and Wastewater Company</b>	<b>Qena Water and Wastewater Company</b>
<b>GIS</b>	√		Acquire Additional Licenses	√	√
Asset Management	√		√	Required	Required
MARS					
Electronic Document Management					
Email and Office Automation	Required	Required			
<b>Integration</b>	Required	Required	Required	Required	Required
<b>Mars</b>	√		√	√	√
<b>PRISM</b>	√		√	√	Required
<b>SCADA</b>	Required	Required	Required	Required	Required
<b>Internet Web Site</b>	Add services to web site	Add services to web site	Add services to web site	Add services to web site	Add services to web site

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Fayoum Water and Wastewater Company</b>	<b>Beni Sweif Water and Wastewater Company</b>	<b>Menya Water and Wastewater Company</b>	<b>Aswan Water and Wastewater Company</b>	<b>Qena Water and Wastewater Company</b>
<b>Procedures and Documentation</b>	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation
<b>IT Personnel</b>	Increase the number of IT Staff	Increase the number of IT Staff	Increase the number of IT Staff	√	Increase the number of IT Staff

<b>Evaluation Criteria</b>	<b>Menofeyah Water and Wastewater Company</b>	<b>Giza Water and Wastewater Company</b>	<b>Matrouh Water and Wastewater Company</b>	<b>Luxor Water and Wastewater Company</b>	<b>Asiout Water and Wastewater Company</b>
<b>Equipment</b>					
<b>Servers</b>	Acquire redundant equipment	Replace with modern equipment	Acquire modern equipment	Acquire redundant equipment	Acquire redundant equipment
<b>Personal Computers</b>	Acquire modern equipment	Acquire modern equipment	√	Acquire modern equipment	Acquire modern equipment
<b>Line / Bulk Printers</b>	Acquire modern equipment	Acquire modern equipment	√	√	Acquire modern equipment
<b>LANs</b>	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network	Organize and expand the network
<b>WANs</b>	√	√	Complete the network between branches and HQ	Establish a network between branches and HQ	Complete the network between branches and HQ
<b>Application Systems</b>					
<b>Financial Systems</b>					
General Ledger	√	√	√	√	√
Cost Accounting	√	√	√	√	√
Fixed Assets	√	√	√	√	√
Accounts Payable	Required	Required	Required	Required	Required
Accounts Receivable	Required	Required	Required	Required	Required
Planning and Budget	Required	√	Required	Required	Required
Budgets and Obligations	Required	Required	Required	Required	Required
Cash Flow	Required	Required	Required	Required	Required
Inventory and Purchasing					

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Menofeyah Water and Wastewater Company</b>	<b>Giza Water and Wastewater Company</b>	<b>Matrouh Water and Wastewater Company</b>	<b>Luxor Water and Wastewater Company</b>	<b>Asiout Water and Wastewater Company</b>
Inventory Control	√	To be implemented	Required	Required	Required
Stores and Sub stores	Required				
Purchasing	Required	Required	Required	Required	Required
Human Resources					
Payroll	√	√	√	√	√
Personnel	√	√	√	√	√
Training	Required	Required	Required	Required	Required
CIS, Billing and Customer Service					Roll-out in all branches
Billing	√	√	√	√	√
Collection	√	√	√	√	√
Customer Services (Water)	Required	Required	Required	Required	Required
Cashier	Required	Required	Required	Required	Required
Claims	Required	Required	Required	√	√
<b>Installment</b>	Required	Required	Required	Required	Required
Customer Services (Wastewater and Industrial)					
Call Center	√	√	√	√	√
<b>GIS</b>	√	√	√	√	√
Asset Management	Required	√	√	Required	Required

<b>Evaluation Criteria</b>	<b>Menofeyah Water and Wastewater Company</b>	<b>Giza Water and Wastewater Company</b>	<b>Matrouh Water and Wastewater Company</b>	<b>Luxor Water and Wastewater Company</b>	<b>Asiout Water and Wastewater Company</b>
MARS					
Electronic Document Management					
Email and Office Automation					
<b>Integration</b>	Required	Required	Required	Required	Required
<b>Mars</b>	√	√	√	√	√
<b>PRISM</b>	Required	√	Required	Required	Required
<b>SCADA</b>	√	√	Required	Required	Required
<b>Internet Web Site</b>	Add services to web site	Add services to web site	Build a web site	Add services to web site	Add services to web site
<b>Procedures and Documentation</b>	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation
<b>IT Personnel</b>	√	Increase the number of IT Staff			

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Sohag Water and Wastewater Company</b>	<b>Red Sea Water and Wastewater Company</b>	<b>North and South Sinai Water and Wastewater Company</b>
<b>Equipment</b>			
<b>Servers</b>	Acquire redundant equipment	Acquire redundant equipment	Acquire redundant equipment, replace the Billing System equipment, and upgrade the operating system, and database engine
<b>Personal Computers</b>	√	√	√
<b>Line / Bulk Printers</b>	√	√	√
<b>LANs</b>	Install a new network	Organize and expand the network	Organize and expand the network
<b>WANs</b>	Complete the network between branches and HQ	Complete the network between branches and HQ	Complete the network between branches and HQ
<b>Application Systems</b>			
Financial Systems			
General Ledger	√	Required	Required
Cost Accounting	√	Required	Required
Fixed Assets	√	Required	Required
Accounts Payable	Required	Required	Required

<b>Evaluation Criteria</b>	<b>Sohag Water and Wastewater Company</b>	<b>Red Sea Water and Wastewater Company</b>	<b>North and South Sinai Water and Wastewater Company</b>
Accounts Receivable	Required	Required	Required
Planning and Budget	Required	Required	Required
Budgets and Obligations	Required	Required	Required
Cash Flow	Required	Required	Required
Inventory and Purchasing			
Inventory Control	Required	√	To be implemented
Stores and Sub stores			
Purchasing	Required	Required	Required
Human Resources			
Payroll	√	Required	Required
Personnel	√	√	Required
Training	Required	Required	Required
CIS, Billing and Customer Service	To be implemented		
Billing		√	√
Collection		Required	√
Customer Services (Water)		Required	Required
Cashier		Required	Required
Claims		Required	Required
<b>Installment</b>		√	Required

Chemonics International Inc.

<b>Evaluation Criteria</b>	<b>Sohag Water and Wastewater Company</b>	<b>Red Sea Water and Wastewater Company</b>	<b>North and South Sinai Water and Wastewater Company</b>
Customer Services (Wastewater and Industrial)			
Call Center		√	√
<b>GIS</b>		√	√
Asset Management	Required	Required	Required
MARS			
Electronic Document Management			
Email and Office Automation			
<b>Integration</b>	Required	Required	Required
<b>Mars</b>	√	Required	Required
<b>PRISM</b>	Required	√	√
<b>SCADA</b>	Required	Required	√

<b>Evaluation Criteria</b>	<b>Sohag Water and Wastewater Company</b>	<b>Red Sea Water and Wastewater Company</b>	<b>North and South Sinai Water and Wastewater Company</b>
<b>Internet Web Site</b>	Build a web site	Add services to web site	Add services to web site
<b>Procedures and Documentation</b>	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation	Complete Operation and security procedures and system documentation
<b>IT Personnel</b>	√	√	√

## APPENDIX 4 – HCWW DETAILED EVALUATION

Following is the detailed evaluation of the Holding Company for Water and Wastewater information technology current implementation versus the 5-year plan.

Criteria	Weight	Completion Percentage	Score
<b>Hardware and Networks</b>			
<b>Servers</b>			
Quantity	5	100%	5.00
Age	5	100%	5.00
Redundent Equipment	5	50%	2.50
<b>Personnel Computers / Workstations</b>			
Quantity	5	100%	5.00
Age	5	100%	5.00
<b>LANs</b>	5	70%	3.50
<b>WANs</b>	5	50%	2.50
<b>HCWW Back-office Applications</b>			
<b>Financial Systems</b>			
General Ledger	5	100%	5.00
Cost Accounting	5	100%	5.00
Fixed Assets	5	0%	0.00
Accounts Payable	2	0%	0.00
Accounts Receivable	2	0%	0.00
5-Year budget planning	2	0%	0.00
Budget and Obligations	2	0%	0.00
<b>Inventory and Purchasing</b>			
Inventory Control	5	100%	5.00
Purchasing	5	0%	0.00
<b>Human Resources</b>			
Payroll	5	100%	5.00
Personnel	5	100%	5.00
Training	5	0%	0.00
<b>GIS</b>	5	100%	5.00
Document Management System	5	10%	0.50

<b>Criteria</b>	<b>Weight</b>	<b>Completion Percentage</b>	<b>Score</b>
Emails and Office Automation	5	50%	2.50
<b>Integration</b>			
Inventory/General Ledger	2	0%	0.00
Inventory/Cost Accounting	2	0%	0.00
Payroll / Personnel	2	100%	2.00
Payroll / General Ledger	2	100%	2.00
Payroll / Cost Accounting	2	100%	2.00
Accounts Payable / General Ledger	2	0%	0.00
Accounts Receivable / General Ledger	2	0%	0.00
Fixed Assets / General Ledger	2	0%	0.00
General Ledger / MARS	2	0%	0.00
<b>Subsidiaries Follow-up / Consolidation Applications</b>			
MARS	25	50%	12.50
Asset Management	25	50%	12.50
PRISM	25	80%	20.00
Business Intelligence Readiness	25	0%	0.00
<b>Internet Website</b>			
Availability	20	100%	20.00
Services	20	20%	4.00
<b>IT Human Resources</b>			
Number	20	50%	10.00
Education	20	100%	20.00
Experience	20	50%	10.00
<b>Procedures and Documentation</b>			
Operation Procedures	5	50%	2.50
Disaster Recovery Plan	5	0%	0.00
Business Continuity Plan	5	0%	0.00
User Documentation	5	50%	2.50
Application Technical Documentation	5	50%	2.50
Security Procedures	5	50%	2.50
<b>Support and Maintenance Contracts</b>			
Equipment	5	100%	5.00
System Software	5	0%	0.00

Chemonics International Inc.

<b>Criteria</b>	<b>Weight</b>	<b>Completion Percentage</b>	<b>Score</b>
Applications	5	100%	5.00
<b>Total</b>	<b>361</b>		<b>196.5</b>
<b>Completion Percentage (From Planned)</b>			<b>54.4</b>

The following table represents the summary evaluation of HCWW:

<b>Evaluation Criteria</b>	<b>Weight</b>	<b>Percentage From Total</b>	<b>Score</b>	<b>Completion Percentage</b>
Hardware and Networks	35	9.70%	28.50	81.40%
HCWW Back-office Applications	63	17.50%	33.00	52.40%
Integration	18	5.00%	6.00	33.30%
Subsidiaries Follow-up / Consolidation Applications	100	27.70%	45.00	45.00%
Internet Website	40	11.10%	24.00	60.00%
IT Human Resources	60	16.60%	40.00	66.70%
Procedures and Documentation	30	8.30%	10.00	33.30%
Support and Maintenance Contracts	15	4.20%	10.00	66.70%
<b>Total</b>	<b>361</b>	<b>100%</b>	<b>196.50</b>	<b>54.40%</b>