

## Team delivers gem-class service to Mediterranean's Pearl

Employees in Alexandria, Egypt—the Pearl of the Mediterranean—saw their project ratings from the U.S. Agency for International Development ratchet skyward as they helped a local, sprawling utility streamline and modernize.

The CH2M HILL team, led by David Osgood and supported by OMI, earned a remarkable 100 percent from USAID in its final rating from the agency. This pearl-in-the-oyster news is unprecedented recognition from the agency, according to project and client service managers who have extensive experience with USAID.



David Osgood, senior project manager with extensive experience in USAID projects

"This is just wonderful! I never thought USAID would ever give 100 percent to any project," said Teny Mittal, who has been involved with USAID work in Egypt for more than 20 years.

"David and his team provided both USAID and the Alexandria wastewater utility outstanding service by truly understanding the clients' needs and then meeting and exceeding their expectations," said Bob Lytle, senior regional Water Business Group manager. "This then resulted in the extraordinary rating."



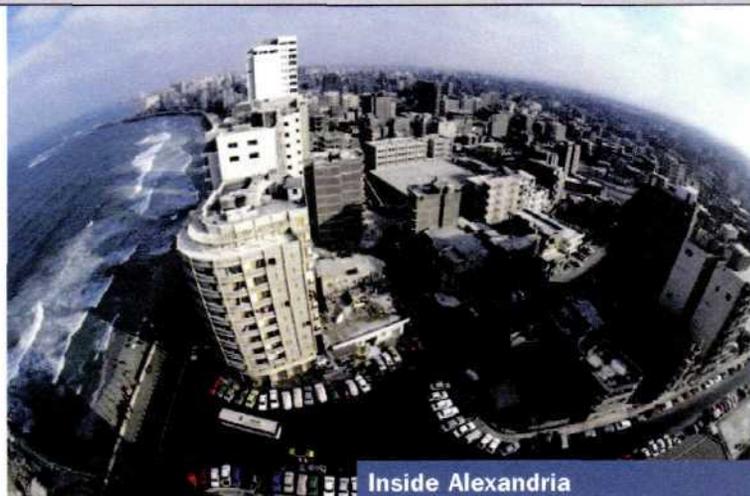
Pankaj Patel, engineer, specializing in management information systems

The Institutional Strengthening and Policy Reform project, which launched in 1998, was completed this summer and included overhauling the utility's financial and management systems—bringing in computerization and customized software management programs. It also required the team to assist the utility in edging closer to becoming self-supportive rather than government funded.



Nejib Chaouch, accountant, contracts manager and finance specialist

Serving some 4 million people, the agency has more than 5,000 employees. Staff compensation makes up a whopping 70 percent of its operations and management cost. Osgood's team developed and introduced to the utility a privatized management model and helped the utility succeed in a governmental system that places equal emphasis on employing the maximum number of people and operating as a commercial enterprise.



Inside Alexandria

"The first objective, generally, makes it impossible to meet the second," Osgood said.

This quandary is indicative of where the Alexandria General Organization for Sanitary Drainage was five years ago and where it is headed as the utility moves toward market-based financing. But it's a cultural shift for the utility and its customers who, largely, are not accustomed to fee-based utilities.

To inform the public about the complexities of providing sanitary services, the USAID-funded CH2M HILL project created a broad-based public awareness program. The project produced a 13-part television series and a variety of printed materials. In addition, the team, working with the Ministry of Education, developed a school-based awareness program that included a teacher-training seminar, a textbook for students and a four-day instructional unit.

"I learned that if we keep the wastewater network from blockage, there will be no flooding or pollution, and we won't have infectious diseases," said Ojena Zaki Rizk, a student at a local prep school.

Since the conclusion of the project, Osgood and his core team won and are now working on a sector-wide project in Cairo valued at \$5.5 million. This project, which will be completed in 2005, will address regulatory requirements, rate analysis, privatization, public financing and MIS issues.

CH2M HILL's experience in Alexandria dates back more than two decades when the firm first began helping the city modernize its wastewater infrastructure.



- Egypt's second largest city and main port
- Historically known as the Pearl of the Mediterranean
- 4 million residents
- Founded by Alexander the Great in 331 BC
- The Alexandria Lighthouse was one of the Seven Wonders of the Ancient World

### USAID in Egypt

Since the Camp David Accord in 1978, the United States developed in Egypt its single largest economic assistance program in the world.

USAID in the past three decades has supported more than \$5.8 billion in urban infrastructure in Egypt. \$2.8 billion was used for water and wastewater infrastructure.

CH2M HILL has delivered USAID projects in Egypt for more than 20 years.