

## Chapter One

### The overall context of strengthening Integrity in Water Facilities

- Introduction
- About the program
- The objectives of the programme
- Gharbia Water Integrity Team
- Concept and principles of integrity
- The concept of non-compliance
- Multiple forms of non-compliance

#### **Introduction:**

**In the name of Allah the Merciful, "We have made from water every living thing." God Almighty has spoken the truth.**

Ratifications to the Almighty God word, the water is the lifeline which highlights the importance of Water & wastewater sector, so that this sector is entrusted with providing a clean glass of water for every Egyptian citizen who deserves all consideration and appreciation.

Accordingly, the top management of the company, represented in his Highness Major General Staff Eng. / Mahmoud Zaki Asaad - the Chairman of Gharbia Company for Water and Wastewater, believes that strengthening integrity in water utilities is very crucial and one of these pillars for success, using the most developed methods and past experiences. Gharbia Company has been granted such a great opportunity to implement the program of "Strengthening Integrity in Water Utilities" cooperating with the German Agency (giz) and under the supervision of the Holding company for Water and Wastewater in Egypt. A lot of ideas and researches in all fields have been neglected as there has been no one who could seize the chance and make the best use of it. However, the case is different in Gharbia Company because the idea had met a courageous, dare and effective leader who pushes down and hates corruption and works, with the top management inside the company who are well-known for their efficiency and integrity, on choosing working groups who are faithful, hard-working , to achieve integrity and transparency in Gharbia Company, hoping to improve the company performance through fighting and eliminating corruption , as an effort to ensure the success of this project.

**About the program:**

Strengthening Integrity in Water Utilities Project is considered one of the regional projects for water sector presented by the German Ministry for Economic Cooperation and Development BMZ, and it was scheduled to be implemented during the period from 2013 until the end of 2015 cooperating with Water Countries Water Utilities Association ACWUA and Middle Eastern institutions in Morocco, Tunisia, Egypt and Jordan.

Strengthening Integrity Program has aimed at capacity building and using different methods, regulations and standards to enhance the performance of both commercial and technical sectors for water utilities.

In addition, GIZ has conducted, in collaboration with the ACWUA , three courses to train the staff ( TOS ) to be acquainted with the training material ,which will be used in this program , and the methods that support the principles of water integrity (Transparency-Accountability-Participation) [TAP] in all the services offered by the sector of water & wastewater and to supply participants with the required steps to implement the program.

In the context of implementing the program in the MENA Region , preparing for the application of the three principles of the TAP in water sector has begun in Morocco and Tunisia ONEE. SONEDE. The Egyptian participation and membership has been represented in the Holding company for Water & Wastewater (HCWW).

The beginning was with the Holding Company for Water &Wastewater (HCWW) in December 2014. The HCWW began the implementation of Strengthening Integrity Programme by choosing three Affiliated Companies; Luxor and Marsa Matrouh and Gharbia .

The first workshop was held for the Chairmen of the three companies and the coordinators in order to publicize the program, its objectives and the benefits of the success of this program. In addition, the workshop was for training the coordinators and the awareness of the top management in the three companies about the importance of the program.

The HR sector of the HCWW, along with the GIZ - represented in Dr. Abeer Barkawy has held the kick-off workshop in Gharbia Headquarter, to sensitize the sector heads and managers of different departments of the company with the definition, importance of the program, explaining the important program steps, key processes within the program and discussing the timetable within which the program will take to activate its procedures.

**The importance and the objectives of the programme:**

As the investment in the infrastructure for water and wastewater requires high levels of accountability and transparency , to ensure the implementation of the targeted activities and future projects and make the service goes along with the stakeholders' expectations , so water integrity is considered a crucial element whether for the basic function of providing water & wastewater effectively to meet the expectations of stakeholders (customers), or with regard to the compliance of the conditions imposed by other governmental organizations to apply good governance; So the aim of the program calls to reach a working environment that is characterized by integrity and transparency, far from any form of corruption wherever it was, to be reflected on the best application of the company's mission which is "to provide efficient services through financial balance considering employees motivation and customer satisfaction"

## Gharbia Company strengthening Integrity and Transparency Team:

Early in 2015, his Highness Major General Staff Eng. Mahmoud Zaki Asaad - the Chairman of Gharbia Company for Water and Wastewater has issued a decision to form a task force group to the program, as the following:

### First: Company Program Coordinator

Chemist/ Abed Elatti Gouda El-Talawy **followed by**

Chemist / Ayman Ahmed El-Amawy.

### Second: officials and team members: -

S	Name	Sector / major operation
2	Moataz Riad Hassan	<b><u>Operation &amp; Maintenance</u></b>
3	Wael Nukrashi Attaf	Technical Evaluation of Bids and Tendering
4	Omr Mohammed Salah Eddin	
5	Mahmoud Salah Hamouda	<b><u>Human Resources</u></b>
6	Mai Mahdi Halafawi	<b><u>Development Sector</u></b>
7	Ibrahim Yousry Marzouk	Training and Recruiting
8	Nisreen Abdul Hadi Hapsa	<b><u>Commercial Sector</u></b>
9	Maysa Magdy Aliwa	Customer service
10	Wafik Abdou Halim	<b><u>Financial &amp; Administrative</u></b> Procurement & Purchasing
11	Mohammed A. Mady	<b><u>Legal Affairs</u></b>
12	Amr Nesim Sabah	Cases and Investigations

Group photo for Gharbia WI Team With Chairman & Organizers



**Major General Eng./Mahmoud Zaki Asaad**

The Chairman of El-Gharbia Company

**Eng./ Mohamed Moawad**

HR Head - HCWW

**Chemist /Hamdy Atia Mashaly**

Labs. Head & Program Supervisor

**Dr. Thomas Petermann**

MENA Region Organizer - GIZ

**Mr. Mostafa Biad**

International expert - GIZ

**Dr. Abeer Barkawy**

National expert - GIZ

**HCWW Organizers**

**Gharbia Team Members & Coordinator**

**The concept of integrity:**

Water integrity refers to legal compliance and incorruptibility, as well as to the adherence to ethical values and principles. It also reflects the honesty of people in managing and using water resources sustainably, as well as to transparent and accountable institutions and processes creates an enabling environment for citizen participation. It requires that holders of public or private office do not place themselves under any financial or other obligation to individuals or organizations that may influence their ability to perform their duties. Hence, water integrity is closely linked to good governance and builds on the same set of principles: transparency, accountability and participation.

**Principles of integrity:**

The principles of integrity (**transparency, accountability and participation**) as shown below must be respected in the policymaking, regulation and service delivery, and the apply throughout the entire cycle of planning, implementation, monitoring and evaluation.

**Transparency:** includes all means of citizens facilitating ' access to comprehensive information, clear, understandable decision-making mechanisms. This also means the decision-making criteria and procedures, as well as the roles and responsibilities are clearly defined with left field for freedom.

**Accountability:** accountability means that each of the individual or institution responsible for his actions and held accountable when asked and this requires that citizens, civil society organizations, the private sector are able to check and examine the actions, decisions taken by leaders and public institutions, Governments and hold them responsible for what they have done or haven't done from

work, and accountability also includes activation of law enforcement, such as public service providers would be subject to penalties for non-compliance or failure to meet the service it deserves/requested by users through the legal systems And the judiciary.

**Participation:** means that all stakeholders (interested parties) participating seriously in every sense of the word to determine how water use, protection, management, or distributed. As some groups or some of the parties concerned, stronger leadership should clearly support the participation of all interested parties and encourage marginalized and poor participation.

**The concept of non-compliance:**

Compliance generally means the application of laws and regulations (such as procedures, specifications, policies, standards and laws) and opposite the non-compliance was due to the failure or refusal to comply with the laws, regulations and procedures leading to cases of corruption.

**Corruption:** corruption is a word derived from the word Corrupts, meaning in Latin, that is the broken thing; the most common definition of corruption used by Ti: "**abuse of power for private gain**" and abuse of power is conduct that deviates from the formal and informal systems. This means that corruption does not necessarily mean breaking the law, where the legal system is tainted by numerous shortcomings in corrupt societies; therefore, corruption is a breach of proper conduct stipulated socially and morally unacceptable.

**Multiple forms of non-compliance in the water sector:**

- **Bribery:** accepting money or any other benefit for improper influence on actions or decisions by the recipient or beneficiary

**such as** client payment, similar to the counter reader for tampering with the meter to change the reading.

- **Speed money:** accepting funds which are working to speed up the process, **such as** the network technician requested more money to speed up the delivery of the service of water or wastewater service for home or industrial facility.
- **Collusion:** an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party, **such as** the agreement of the contracting companies applicants tender price water network and the agreement from being awarded.
- **Misuse/theft:** take or transfer money, property or other valuables for personal benefit, **such as** the use of facilities and privileges attached to special interests.
- **Fraud:** economic crime involving a kind of deception, fraud, cheating, manipulation or distortion of information, facts and experiences **such as** vendor supplying low quality pipes without test certificate or false certification
- **Extortion:** involves coercive incentives **such as** the use of threat of violence or the exposure of damaging information in order to induce cooperation.
- **Abuse of discretion:** The abuse of office for private gain, but without external inducement or extortion.
- **Favouritism, nepotism, and clientelism:** distribution of resources (contracts, jobs, etc.) according to kinship and family (nepotism) or on the basis of political party or bloc of ethnic, religious or other **such as** creating new water system in the village of official or give priority to relatives, friends and neighbors.

*[Source: Training on water safety guide]*

## Chapter Two

### Integrity Team Steps

#### To implement the water utility program

- Operations Identifications
- Training Course
- Risk Analysis
- Priority setting workshops
- The completion of the risk analysis tables
- Preparation of performance indicators to measure the integrity strengthen proceedings
- Development of operational action plans with identifying those responsible for implementation.

### Identifying processes & Training & Risk Analysis stage

After forming the team, Dr. Abeer, Barkawi with program coordinator, implemented a workshop that was held in February 2015 to train the integrity team, explaining risk analysis matrix, identifying the major processes that have been agreed upon, then selecting the sub-processes. After training had begun in order to assign major operations/ processes, the planned risk analysis phase was issued from March until the end of April 2015. During this period, workshops were held for the team, every (Wednesday) for following up and discussion.



Chairman of the company during follow-up the WI team



Company Chairman and leaders' during presentation of WI team



Gharbia WI team in a final session of action plan workshop





WI team during risk analysis workshop at training center



Legal affairs member & the initial analysis presentation

### Presenting risk analysis draft:

In May 2015, according to Gharbia action plan, integrity team introduced the risk analysis draft in Alexandria 6<sup>th</sup> May 2015. The team presented the key processes and sub-potential risks, early warning indicators, non-integrity incentives, strengthening integrity procedures and priorities for implementation.



Chairman with program organizers during risk analysis presentation

The third week of May was the time for the following-up and risk analysis workshop for the Egyptian team, [19 -20 May in Cairo], in which the final report of the risk analysis was presented by the processes managers for each company (Matroh – Luxor - Gharbia), and it resulted in a mutual benefit between companies of similar processes, as well as the best application of prioritizing integrity procedures accurately.



The Egyptian team for water integrity [Matroh – Luxor – Gharbia]

**Performance indicators phase to measure the integrity procedures and operational action plans:**

In August 2015, according to the action plan, Gharbia team attended a workshop to learn how to identify performance indicators, setting up the operational plan, as well as to identify priorities for implementation. It had been held in Alexandria on 12<sup>th</sup> -13<sup>th</sup> August 2015; this phase was completed by the end of September 2015.



WI team during a part from performance indicators workshop



### The phase of implementation and action plan approval

After setting up all program pillars for a year of study, the final report with plan has been presented to Major General Staff Eng. / Mahmoud Zaki Asaad to be approved, and he graciously accredited the action plan on 2<sup>nd</sup> Nov. 2015



Chairman and program organizers while action plan accreditation

The chairman of Gharbia Company had initiated to issue instructions concerning integrity procedures as following:

- Administrative instructions; to adjust the labour regulations during Fridays and vacations.
- Administrative instructions; to separate readers from bill collectors in the commercial sector.
- Orientations for studying the proposed committees for Procurement & Purchasing process in the financial sector.

## Chapter Three

### Water Integrity application on Sectors of Gharbia Water and Wastewater Company

- The main processes and sub-processes
- Possible risks of the non-compliance practice
- Integrity procedures according to action plan

Human Resources Development Sector  
(Training & Recruiting)

**Non-compliance risks that may occur:**

[Intentional neglect - collusion - misuse]

First: The Training Process:-

**1- The sub- Process: planning for training**

- Collecting needs
- Budgeting
- Developing a training plan
- Designing training courses

**2- The sub- Process: implementation and evaluation of training**

- applying training logistics
- Solving problems during training
- Registering and documenting of training courses
- Evaluating training courses

➤ **Supportive actions for integrity:**

- 1- Modifying the structure of the General Department of Training into a more customized functional departments (planning & designing – implementation – evaluation).
- 2- Developing separate procedures for each process individually.
- 3- Providing a reasonable staff in training departments.
- 4- Training of personnel on all training processes.
- 5- Implementing the quality system.

- 6- Changing training regulations to go along with price annual variables.
- 7- Activating training regulations regarding linking promotions with passing courses.
- 8- Activating the role of the training Supreme Committee in the monitoring of the plan implementation.
- 9- Setting up a committee to review training material with specific goals.
- 10- Accrediting all the internal trainers.
- 11- Contracting with the instructor / the trainer according to his results and achievements.
- 12- Implementing workshops for employees to raise awareness of the importance of training.
- 13- Implementing the new appraisal system.
- 14- Developing performance indicators to measure the impact of training.
- 15- Implementing seminars to raise awareness of the importance of integrity and transparency.

Second: The Rrecruiting Process:-

**1- Sub- process: Recruitment Planning**

- Needs Assessment to identify the departments that have shortage of employees.

**2- sub- process: job declaration and committees formation**

- Developing terms of recruiting.
- Job declaration.
- Forming committees to receive and filter applications.
- Forming test committees and declaring results.

**3- Sub- process: recruitment**

- Informing the results to passed applicants
- Placement according to the previous needs assessment

➤ **Supportive actions for integrity:**

- 1- Customizing a new department of recruiting.
- 2- Providing a reasonable staff of employees.
- 3- Submitting trainings for the staff on how to collect needs
- 4- Updating the software program of the Human Affairs.
- 5- Activating the role of the Planning Department on staff planning according to needs / job description card activation.
- 6- Not repeating the same personnel within the committees.
- 7- Not repeating the same conditions in every post.
- 8- Training of members of the committees not to repeat the same questions to the applicants.
- 9- Creating models and specific evaluation criteria for the distribution of scores.
- 10- Forming of a committee to follow up the placement of new employees according to the needs.
- 11- Coordinating with the General Department for Training to train the new employees.
- 12- Handing over job description cards for the new employees.
- 13- Implementing seminars to raise awareness of the importance of integrity and transparency.

Commercial sector

Customer service

1- Sub-process: meter reading

**Non-compliance risks that may occur:**

[Collusion-bribe-extorting]

➤ **supportive actions for integrity:**

- 1- Changing readers from one area to another on a continuous basis every 3 months (so the reader cannot cooperate with the customer to cheat the monthly reading).
- 2- Setting Inspection committees to check readings with changing them continuously each month on various areas to reduce the accumulation of meter readings .Printing two copies of reading log: a copy for the reader and the other to the inspection committees to compare them and make sure the validity of reading so as not to lose the company revenues (so as not to make the client manually change the reading of the meter in cooperation with the collector or the reader or disconnecting employee).
- 3- The Inspection committee has to make a survey and distribute it to customers, and the same committee has to be responsible for the collection the survey result.
- 4- Forming committees to inspect Master Subscribers' readings and rotating them from one branch to another to verify readings to provide an element of credibility & trust between the clients. Also the company has to apply quality, improving its image for Master Subscribers.
- 5- Forming committees to periodically check meters.

- 6- Activating of the internal control systems "by ensuring the commitment of human resources to deliver each employee his job description card to go along with changes each year, as well as signing the list of sanctions and an amendment changes"
- 7- Separating the tasks assigned to the data-entry (readings data-entry – collection data-entry and handing over the withdrawals from collectors to the desk-collector).
- 8- Making sure that the meter reading for the Master Subscribers is in the same rate without noticeable change.
- 9- Obliging the Auditor to conduct a random audit between applied software system and the log to confirm the validity of the input.
- 10- Activating the internal control systems "commitment of all operating functions according to the job description cards" and the importance of the application of the regulation on sanctions in case of non-compliance.
- 11- Auditing the bills from the printing-out clerks to ensure that there are no duplicated bills.
- 12- Implementing seminars to sensitize the importance of integrity and transparency.

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## 2- Sub- process: billing

### **Non-compliance risks that may occur:**

[Neglect-collusion – bribery – extortion – fast money-cheats]

#### ➤ **supportive actions for integrity:**

- 1- Standardizing bills-printing location and printing-out list for the collectors (with the name of the subscriber and the bill amount).

- 2- Activating of the internal control systems to prevent automatic systems applied to the commercial sector of printing-out the bill more than once.
- 3- Reviewing the bills by the auditors before the delivery to the collectors to limit printing-out extra bills who claim of non-presence.
- 4- Separating tasks entrusted to the reader away from the collector not to collude between the client and the collector (reader) and changing collection incentives upon the efficiency of bill collection.
- 5- If there is a violation of reading, upon reading audit by the committees, (no adhering the real reading) there will be a penalty directly on the reader.
- 6- Changing collectors from one area to another on a continuous basis every 3 months (avoiding extortion of clients).
- 7- Creating Committees to stimulate collection and ensure its efficiency and the treatment received for the client so as not to affect badly the reputation of the company.
- 8- Activating the collection of governmental organizations bills and Master Subscribers through a committee (Manager-collector-disconnecting employee) to provide an element of credibility and customer confidence.
- 9- Separating of the cashier who is responsible for collection and the cashier responsible for bills of quantities and customer service.
- 10- Implementing seminars to sensitize the importance of integrity and transparency.



## Financial and Administrative Sector

### Procurement & Purchasing

The General Department of Contracts and Procurement provides the company with all what is necessary for the operating kits, maintenance, rehabilitation of stations, networks and company facilities, by submitting tenders & bids to a third party to provide different needs of the company and implement projects by applying the provisions of the regulations (procurement list). That stands out with the importance of integrity and transparency in the procurement process aiming to have the least cost with the specified quality during a certain period.

Hence, there has been an intensive study of sub-processes for procurement and three of them has been selected to meet the risk analysis , which are the following :-

- 1- The contract for implementation of constructions through limited tenders.
- 2- Constructions implementation with direct orders.
- 3- Constructions contracts implementation.

The most important forms of non-compliance that may be applied due to the contracts and procurement procedures are:

[Bribe – collusion – fast money – abuse of discretion – favouritism]

That is due to a number of incentives for non-compliance, **including:-**

- 1-Lack of planning for future projects.
- 2-Inclosing the preparation of specifications on a certain management.
- 3-The absence of audit and accountability for tendering.
- 4-Lack of regulation for specific systems or criteria for selecting a method of tendering or the members of the committees.

➤ **Many incentive actions for integrity have been proposed for non-compliance and we have already started implementing the actions with the most important and highest priority:**

- 1- Forming specialized committees to develop the TOR (Term of References) and for each project to ensure compliance with specifications, with setting clear conditions that guarantee the implementation of the project or supply items with the required quality. The specifications mustn't be meeting only one contractor or a specific product, and develop a cost estimate, reflecting a real market value as much as possible.
- 2- Preparing a manual for committees to (identify specifications- open bids - tender- Hand over – supervise – time extend- study prices), and includes clear criteria for the selection of the head and membership of committees, determine the role of each member of each committee , set up a mechanism for accountability and define training courses which are required develop teamwork inside these committees.
- 3- Implementing a software programme for work management to include; a register of suppliers and contractors- file for each process- reports to be extracted for each procurement process.
- 4- Amending certain provisions of the procurement regulations in order to achieve greater transparency and the obligation of the parties of all contracts.
- 5- Implementing workshops to emphasize the commitment of some specific criteria for prioritizing our planned projects, as well as to identify the obligation of providing funding sources before launching tenders.

It should be noted that all the actions required to achieve integrity are applicable within two months after the accreditation of the action plan and without any added cost.

General Department of Legal Affairs

Cases and Investigations

**Sub-process: claim to give allowance instead of Fridays and vacations**

**Non-compliance risks that may occur:**

[Intentional Neglect - collusion-cheats]

➤ **Incentive actions for integrity:**

- 1- Needs Assessment for station employees on Fridays and public holidays.
- 2- Developing a fixed number of employees for each plant.
- 3- Preparing a special register for Fridays and public holidays.
- 4- Preparing records of attendance for each plant (new) [standardized / stylus / sealed]
- 5- Implementing the new records [Fridays and holidays] – [attendance]
- 6- Preparing mandated monthly working Fridays and holidays [advance]
- 7- Giving an allowance on Fridays and holidays in case of not granting day offs according to article 90 of the rules of the personnel system.
- 8- Implementing awareness seminars explaining the importance of the actions proposed under the programme to support fairness and transparency
- 9- Activating work regulations of Act 47/1973 and the supplementary ministerial decisions.
- 10- Submitting training.
- 11- Supporting the General Department of Legal Affairs with new efficient cadres.
- 12- Separating departments within the General Department of Legal Affairs.

Operation and Maintenance Sector

Technical Evaluation of Bids & Tendering

1- Sub-process: identifying the needs of branches

Process procedures:

- 1- Identifying needs for stations and networks
- 2- Identifying needs from water & wastewater General departments in the Headquarter.

**Non-compliance risks that may occur:**

[Intentional neglect –collusion-misuse]

**First: Identifying needs for stations and networks**

➤ **Supportive actions for integrity:**

- 1- Identifying specific time for the station & network manager(s) to identify needs (1 month) or (from 1 July to 30 July).
- 2- Reviewing needs with warehouse department in the branch (1 week) or (from 1 Aug. to 7 Aug.).
- 3- Reviewing and compilation of needs by the authorized department in the branch (1 week) or (from 7-15 Aug.)
- 4- Training on how to prepare the needs and requirements and their models.
- 5- Re-coding items (Digitally - Technically).
- 6- Stagnant inventory of warehouse items.
- 7- In the case of non-compliance with any of the parties, there must be a legal accountability.

**Second: Identifying needs from water & wastewater General departments in the Headquarter.**

➤ **Supportive actions for integrity:**

- 1- Not receiving needs that aren't approved by the branch management.
- 2- Determining the appropriate time for the central department in the Headquarter to review and audit in (15 days) (from 15 Aug. to 30 Aug.)
- 3- Preparing tables of quantities and categories of needs after assembling and categorizing them for 7 days (from 1 Sep. to 7 Sep.)
- 4- Informing the Director of departments in the branch to have the final review and accreditation with the competent Central Department for 7 days ( 7-15 Sep.)
- 5- In the case of non-compliance by any party, there must be a legal accountability.

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2- Sub process: the preparation of tender documents

Process procedures:

- 1- Preparing technical specifications for needs .
- 2- Preparing the general and specific TOR (term of References) and all tender documents.
- 3- Submitting the project to the competent authority for approval and adoption of the tendering method.

**Non-compliance that may occur:**

[Intentional neglect- interests]

**First: Preparing technical specifications for needs**

➤ **supportive actions for integrity:**

- 1- Forming a committee of the competent department with the project department to review and develop the technical specifications in (15 days) (15 – 30 Sep.)
- 2- In the case of non-compliance by any party, there must be a legal accountability.

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**Second: Preparing the general and specific TOR (term of References) and all tender documents.**

➤ **supportive actions for integrity:**

- Forming a committee to manage the process and to tender, represented in (technical - financial-procurement-legal) members.
- Preparing tender documents.
- Preparing an estimated cost assay.

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**Third: Submitting the project to the competent authority for approval and adoption of the tendering method.**

➤ **Supportive actions for integrity:**

- 1- The approval of the competent authority for the project and the method of tendering.

### 3- Sub-process: Tendering Procedures

Operation procedures:

- |  |                       |
|--|-----------------------|
| 1- Declaring Tenders                         | 2- Forming committees |
| 3- Bids opening                              | 4- Tendering          |
| 5- Notification of selection and contracting |                       |

#### Non-compliance risks that may occur:

[Neglect - favouritism – fast money – abuse of discretion-collusion]

#### I) Declaring Tenders

##### ➤ Supportive actions for integrity:

- 1- Setting the date for the Declaration of project 1/10
- 2- Assembling projects during the fiscal year and determining the method of tendering.
- 3- Determining a certain number to each contractor not to exceed during the fiscal year, according to the financial capacity of the contractor.
- 4- Determining the experiences of each contractor during the fiscal year.

#### II) Forming committees

##### ➤ Supportive actions for integrity:

- 1- Specifying projects during the fiscal year and distributing them to competent employees.
- 2- Appointing the team leader before , during the preparation procedures , and participating in the preparation of documents (to review tender documents and technical specifications)
- 3- Developing criteria for selecting committees according to specializations.

### III) Bids opening

#### ➤ Supportive actions for integrity:

- Appointing a member of the regulator while opening (to ensure Integrity and transparency and the complicity of contractors)

#### IV) Tendering

##### ➤ Supportive actions for integrity:

- 1- Setting foundations for bid evaluation in the case of the two-bids or one –bid.
- 2- Determining enough time for the technical evaluation (one month from the date of opening)
- 3- Determining enough time for the financial evaluation (one week from the end of the technical evaluation).
- 4- Determining a week to the final decision from the date of financial report
- 5- Setting 10 days for claims and complaints.

#### V) Notification of selection and contracting

##### ➤ Supportive actions for integrity:

- 1- Identifying who is responsible for negotiating and writing contract (being able to negotiate with the contractor technically and financially before writing contracts).
- 2- Identifying the points of negotiation.
- 3- Conducting negotiation in specified time and place.
- 4- Determining enough time for the submission of final written guarantee and contracting.
- 5- Setting legal sanction in case of non-compliance with specific timings.