

Arab Republic of Egypt
Institute of National Planning (INP)

The Strategic Plan
2023-2030

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Speech of the President of the Institute of National Planning (INP)

Six and a half decades have passed since the establishment of the Institute of National Planning (INP) , during which it has played a pivotal role in establishing a culture of planning and enhancing the efficiency of its practices at all sectoral, spatial, national and regional levels through its research activities, training and educational programs as well as its consultancy, cultural and community services. Today's world is undoubtedly radically different from its predecessor in terms of the degree of openness, globalization, technological and other progress which requires planners to modernize their methods, develop their tools and continuously renew their knowledge which necessarily requires a renewed role for the Institute as the main house of expertise in this area.

Since I was honored assuming the presidency of our long-standing Institute in March ٢٠٢٢, I have striven very seriously to build on what has been achieved over the past years and decades. At the same time, I have striven - and continue to strengthen its leading role at the national and regional levels by expanding partnerships and adhering strictly to the standards of quality and governance that have been - and continue to be - an essential component of work culture within the Institute of National Planning(INP). Maintaining leadership in a crisis-ridden and uncertain world is no longer easy; the INP's role in enabling decision makers to deal effectively with local, regional and global development risks and crises by strengthening proactive and forward-looking capacities to deal with those risks using the best scientific methods and tools. The INP's responsibilities are also multiplying in the use of recent developments in modelling and analysis of large-scale data and emerging techniques to support planners and operators with evidence-based policies that enhance the efficiency of

decision-making at all local and national levels, governmental, private and community levels, thus enhancing opportunities of achieving development goals in a comprehensive and sustainable manners.

Hence, the importance of this document, through which we have tried to update our vision and strategic plan till ٢٠٢٠ with its strategic directions and objectives plus medium- and long-term goals that have been translated into a short-term implementation plan for the fiscal years ٢٠٢٧/٢٠٢٨ and ٢٠٢٨/٢٠٢٩ which we hope will help support development efforts in our beloved Egypt beyond ٢٠٢٩.

In this context, I would like to express my sincere thanks and appreciation to all those who have contributed to the preparation of this document. In particular, I thank the members of the Institute's Strategic Planning Committee for their great efforts in coordinating all the events that took place in the preparation of this document, in order to bring it out in this distinguished form that you have in your hands.

Professor. Dr. Ashraf El Arabi

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The Strategic Plan

2023 - 2030

Continuous development and improvement is one of the pillars of efficient strategic planning and its experience. The Institute of National Planning (INP) has been keen to continuously develop its experience in strategic planning as its strategic plan was launched ١٥٢٠١٦-١٩٢٠٢٠ with stable and regular annual follow-up, evaluation, correction and evaluation reports which are regularly presented to the annual general conference of the Institute and to the distinguished Governing Council. The results of the reports and evaluations referred to have been used both in the preparation of the Institute of National Planning's strategic plan ٢٠٢١-٢٤٢٠٢٥, and in obtaining institutional accreditation from the National Authority for Quality Assurance and Accreditation of Education (NAQAAE) in ٢٠٢٢.

In the light of lots of developments both in the Institute's internal working environment and in the external local, regional and international working ones affecting the work of the Institute of National Planning (INP). It was necessary to update the INP's current strategic plan reflecting the use of past experience on the one hand, and taking into account the developments referred to on the other. The Institute of National Planning Strategic Planning Committee has adopted the task of managing the work of updating and coordinating the INP's strategic plan ٢٠٢١-٢٤٢٠٢٥, in coordination with all relevant centers and committees of the Institute, to arrive at the updated final document of the Institute's strategic plan till 2030.

In this regard, a number of important considerations should be noted. A central role of the Strategic Planning Committee chaired by the President of

the Institute of National Planning which is competent to map the INP's strategic directions and ensure that they are transformed into a real action through annual plans and programs, while providing an integrated and regular system of performance evaluation and impact measurement of the Institute's various services and products.

Updating from the perspective of accumulation and communication of experience as this current document is considered an accumulative knowledge extension of all documents related to the development of the INP's roles in recent decades with inspiration and motivation for leadership and excellence of the Institute of National Planning (INP) since its establishment in 1960 as a national house of expertise and think-tank for all state institutions.

Participation is the essence of the success of the updating and development of both the internal parties concerned that include all working staff in the scientific and administrative organs of the INP, or the participants of parties concerned at the national, regional and international levels which the Institute of National Planning's management and the Strategic Planning Committee have ensured throughout all stages of updating the strategy.

The correlation and integration of time horizons for updating - a short-term strategy. A lot of the proposed interventions during 2022-2025 are important starting points for the long-term development of Egypt's post-2025 outlook.

In this light, the document initially presents the experience learned from the evaluation of the INP's performance between 2010 and 2022. Then, It presents the updating methodology and bases. It also presents the results of analyses of the current strategic situation of INP which highlighted some aspects of improvement and development desired in the INP's main and supportive activities which contributed to the elaboration of the Institute of National Planning's proposed strategic framework until 2030. Thus, elaborating the main directions and executive programs for 2022/2023 and 2023/2025 respectively.

First : Results of the INP's performance evaluation 2020 - 2023:

The results of the evaluation of the Institute's performance since 2020 provide important experiences that have been used in the process of updating the strategic plan, at two levels: the first relates to the results of the evaluation of the performance of the first strategic plan of the INP 2018/19 - 2019/20 while the second relates to the results of the performance evaluation of the three years of the second strategic plan: 2020/21-2022/23. The INP's initiatives in recent years to develop administrative frameworks and systems in support of the main activities of the Institute of National Planning (INP) are also reviewed.

1- Results of the INP's performance evaluation of the strategic plan 2018/19 - 2019/2020:

The INP has adopted the strategic planning approach by launching the 2018/19 - 2019/20 strategic plan document which was accompanied by the issuance of annual performance evaluation reports until the end of 2019-2020. The Institute's Strategic Planning and Quality Assurance Committee also prepared an overall performance evaluation- of the above mentioned strategic plan- which was presented to the Board of Directors of the Institute of National Planning (INP) at its meeting No. 1 of 2020-2021 on 7th- 10-2020 which included some important results.

- **There is a lack of completion of targeted administrative training programs:** as a result of the lack of funding for those programs from the State budget allocated to different government agencies.

- **The need to strengthen quality standards in postgraduate studies:** reflecting the efficiency and excellence of the INP's postgraduate programs.

- **The need to strengthen additional financial resources:** whether through consultancy, contractual training, contractual research or other activities that generate the INP's return.

- **Carrying out various initiatives to support the academic/research work environment:** including the issuance of the Executive Regulations of Law No. ١٢ of ٢٠١٥ in ٢٠١٦ and the promulgation of the Charter/Directory of Ethics for the Academic Work ٢٠١٧ and the Rewards Regulation for International Publishing; A list of awards for scientific excellence, financial controls to compose reference books, aligning the conditions of the Institute of National Planning's Egyptian Review of Development and Planning (the INP's Arbitrated Scientific Review) with the requirements of the knowledge bank and subscribe to the bank's databases; development of an electronic system of postgraduate studies, digitization of the central library of the INP, development of the INP's website, establishment of a quantitative modeling unit as well as establishment of an education quality assurance and accreditation unit plus issuance of a regulation of the Contractual Scientific Activities Unit (a special unit).

-**Accomplishing multiple initiatives to enhance the institutional working environment:** including the adoption of a new organizational structure ٢٠٢٠, the adoption of the Central Training Department from the Central Agency for Organization and Administration , the development of the INP's studio plus providing the Institute of National Planning with alarm, fire and surveillance cameras to the as well as providing the INP with state-of-the-art computers and their accessories.

Members of the scientific and associate staff- also - provided important inputs into the performance aspects that have witnessed more or less improvement of the INP's performance between ٢٠١٥ and ٢٠٢٠ according to the self-assessment model survey (١٨٥ evaluation components - ٧ main axes) which was used in both the first and second strategic plans. **Results of performance evaluation of the INP's strategic plan for the three years ٢٠٢٠/٢٠٢١ - ٢٠٢٢/٢٠٢٣ of the strategic plan ٢٠٢٠ / ٢٠٢١-2024/2025:**

The performance evaluation reports for the first three years of the INP's strategic plan for ٢٠٢٠ / ٢٠٢١-٢٠٢٢/٢٠٢٣ illustrated many worthwhile aspects.

- Enhancing the channels of cooperation between the INP and the Ministry of Planning and Economic Development through research activities where (six) researches for the Ministry have been carried out in ٢٠٢١/٢٠٢٢ and two other consultancy studies during ٢٠٢٢/2023.

- Launching a pilot project to deepen local industrialization (Deepening Egypt's Industrialization) which represents a qualitative development in the INP's orientation towards emphasizing the importance of deepening industrialization for development in Egypt and the necessity to work to enhance the technological and innovative capabilities of national manufacturing infrastructures (2020/2023).

- Launching of " Policy Papers Series" series in planning and sustainable development to provide direct practical expertise and viable alternatives to the planners, decision makers and policymakers at different levels in dealing with multiple development issues; especially in times of crisis such as the COVID-١٩ pandemic.

- Organizing the INP Salon as a new community development window for the INP to present experiences and alternatives by leaders and experts in all areas of national action (٢٠٢٢-2023).

- Organizing of a series of distinguished lectures by international lecturers focusing on current issues and international developments and their impacts on different countries of the world (٢٠٢٢-2023).

- Reviewing the mechanisms and incentives for international publishing to enhance the capacities of scientific research personnel and their openness, especially the youth in the Institute, to modern global trends in their various specializations and ways of employing them to support national development.

- Activating contracting training channels by diversifying the INP's partnerships locally, regionally and internationally to open up new horizons for the INP's training activity.
- Revitalization of the Scientific Excellence Awards in the context of the directions of developing the research activities of the INP whether at the level of topics, methodologies or priorities.
- Continuity of motivation of young researchers from the scientific and associate scientific bodies in the fields of international publishing.
- Continuous development and marketing of creative ideas and active participation in the INP's various activities.
- Directing more attention to measure the impact of the INP's products and services especially among planners, decision makers and policymakers at multiple levels, and in trainee organizations and graduates of the INP's postgraduate programs.

2 - The INP's initiatives in recent years:

In recent years, the Institute of National Planning (INP) has adopted several initiatives to develop administrative frameworks and systems that support the INP's main activities, including:

- Implementing a new, advanced and distinguished regulation for employees of the administrative staff of the INP since ٢٠١٨ after its approval by the Board of Directors and its publication by resolution of the Minister of Planning and Economic Development and the Chairman of the INP's Board of Directors in the Official Gazette.
- The Board of Directors of the INP has approved the regulations of international publication rewards for researchers at the INP as of ٢٧/٢٠١٨.
- Approval by the Board of Directors of the INP of a regulation of annual awards for scientific excellence for researchers of the INP as of ٢٧/٢٠١٩.

- The Board of Directors of the INP has approved a financial regulation for writing reference books for internal and external researchers of the INP on 8/10/2019.
- The Board of Directors of the INP has approved the regulations of the Contracting and Projects Unit and its approval by the Ministry of Finance as of 2/11/2019.
- The INP's Board of Directors has approved the regulations of the Social and Human Services Fund for the INP's employees in 2018.
- The INP's Academic Work Ethics Charter was issued in 2017.
- Approval of the Institute of National Planning INP's new organizational structure by the Central Agency for Organization & Administration in 2020.
- The establishment of " Education Quality Assurance and Accreditation Unit" in 2020 and work is currently under way to transform this unit into a specialized center for governance and quality assurance in 2022.
- Applications to support the digital transformation of the INP such as Payroll, (Tarasol system) to automate and manage correspondences and the electronic archiving of the INP's personnel files in 2022.
- Development and updating of the INP's studio to produce digital versions of the INP's products with the support of the National Bank of Egypt in 2023.
- Producing scientific/practical reports supporting sustainable green transformation at the Institute: including the carbon footprint, transforming the Institute into a green institution, and reports on the application of sustainability standards in the Institute's activities, in 2022 and 2022.
- Previous efforts have resulted in the INP has obtained ISO 9001: 2015 in 2018 plus that the INP was the first Egyptian institution to receive the ISO 21001:2018 in 2020 " International Standard Certificate for the Management of Educational and Research Institutions" and the INP –also- was listed on the University of Pennsylvania's Global Think Tank Index: GO

To Think Tank Index- in 2020. As part of the INP's endeavor to reach a sustainable green institution; the INP has obtained the International Environmental Management Standard ISO 14001: 2015 in 2022 and the International Occupational Safety and Health Standard ISO 45001:2018 in the same year. As a result of these initiatives, the Institute received institutional accreditation from the National Authority for Quality Assurance and Accreditation of Education (NAQAAE) in 2022.

Second: Starting points for updating the Institute's strategic plan till 2030:

Previous performance evaluation experiences have provided many lessons learned that can be taken into account for the development of the INP's performance in the medium and short terms in the framework of the following starting points:

1-The INP's active participation in drawing a picture of the future of development in Egypt in the light of the approaching year 2030 and the importance of developing development performance during the last five years of the sustainable development strategy and beyond, specifically in the period after 2020 through:

- **Monitoring and anticipating global trends and risks** as well as analyzing their potential implications on Egypt's development conditions and options in the medium and long terms in particular technological trends and developments.

- **Strengthening forward-looking researches** to reduce the uncertainty of the planners, decision makers and policymakers through the use of modeling and data analysis.

- Participation of the Ministry of Planning and Economic Development and other development partners in the preparation for the future scenarios in the light of the evaluation of the experience of the years of the Sustainable Development Strategy: Egypt's Vision 2030, as well as in the light of

contemporary or expected global, regional and local developments in the coming years.

- Outlook of the roles of circular economy, participatory economy, knowledge economy, vital economy, digital economy and other economies associated with the developments of technologies and innovations of the fourth industrial revolution.

- Anticipating the economic, social and environmental impacts of artificial intelligence on Egypt's future development and its relationship with developments in artificial intelligence and its applications at the global and regional levels.

- Anticipating the new roles of the State's administrative apparatus in the light of technological developments and the digital transformation of public administration and its role in enhancing the resilience of the State and anticipating and managing crises.

- Development of governance systems and performance and impact evaluation at the national level to ensure objective assessment of the impact of economic, social and environmental policies through appropriate performance indicators.

2- Paying more attention to some priority areas and issues:

- Issues related to the extent of comprehensiveness or inclusion of development plans and policies, and leaving no one behind, including dealing with issues of inclusive growth, poverty and social justice.

- Structural reform issues and linking them to technological developments, environmental issues, green economy, clean energy and sustainable green finance.

- Issues of urban development in relation to issues of population and spatial justice, issues of developing local administration, and the roles of agencies and frameworks concerned with urban development.
- Issues of value transformations in society and their reflections on the social dimensions of development especially in light of the reflections of modern technologies on societal value systems and human behavior.
- Climate change issues whose dimensions and interlinkages are linked to all areas of sustainable development and quality of life in Egypt and the world.
- Localizing sustainable development locally at the level of the Egyptian governorates as well as efficiently networking with the initiatives of the Ministry of Planning and Economic Development plus the civil alliances in this regard.
- Issues of global value chains and supply and their relationship to current and expected global geopolitical conflicts and tensions between globally influential poles and their potential impacts on Egypt.
- Egypt's regional and global geopolitical role in its relationship to Egyptian national security especially in the light of the escalating regional and global threats as well as conflicts and their future repercussions on Egypt.

3-Development of tools and mechanisms supporting the INP's forward-looking and strategic planning capabilities:

- Development of supporting frameworks for modelling and data analysis including the establishment of the INP's Modelling Unit (MUINP) as well as expansion and diversification of the activities of the INP's Modelling Unit.
- Development of the databases and information to support the INP's various activities, supporting the policymaking as well as supporting the long-term forward-looking initiatives and activities.

- Developing professional research human staff in the fields of modeling, data analysis, systems analysis and future studies in cooperation with the concerned parties locally, regionally and internationally.
- Developing the INP's governance and quality frameworks in accordance with international standards and in the light of the experiences of their application in global and regional think tanks, continuous evaluation of the INP's institutional accreditation standards and international specifications and developing human staff in the field of governance and quality in the scientific body and the administrative staff of the INP.

Third: Methodology for updating the INP's strategic plan to ٢٠٢٠:

The methodology for updating the INP's strategic plan was based on the following tools:

- Institute of National Planning Act No. ١٢ of ٢٠١٥ and its executive regulations.
- The results of the performance evaluation of the strategic plan ٢٠١٥/٢٠١٦ - ٢٠١٩/٢٠٢٠, and the past three years of the INP's strategic plan ٢٠٢٠/٢٠٢١ - 2024/2025.
- Self-evaluation report of the INP ٢٠٢٢ (according to the self-evaluation standards of the National Authority for Quality Assurance and Accreditation of Education ‘‘ NAQAAE: Purity’’ - Standard ١٢).
- Peer review of the experiences of global, regional and local think tanks and its discussion with the Strategic Planning Committee as well as the partners within the INP and some members of the INP's Board of Directors.
- Holding internal meetings with all the scientific centers of the INP.

-Initial thoughts of the President of the INP on the development of the Institute prior to his official assumption of responsibility.

- Holding systematic meetings with the concerned parties and external parties concerned with the work of the INP; These meetings included the following parties:

-Civil organizations.

- Representatives of the private sector and entrepreneurs.

- Government authorities and leaders (including ministers and senior leaders in the government sector).

- International organizations operating in Egypt- in the presence of the Minister of International Cooperation.

-Holding an intensive workshop (Al-Ain Al-Sokhna: ١٩-٢٠ May ٢٠٢٢) on the strategic planning of the INP with the participation of members of the INP's board of directors, the president of the INP, vice-presidents of the INP, heads of scientific centers, heads of centers and specialized units of the INP as well as representatives of the scientific and assistant scientific bodies.

- That methodology and the steps taken to update the INP's strategic plan to ٢٠٢٠ have produced a number of proposals that outline the most important features of the targeted development of the INP's activities and outputs which will be used in the elaboration of the updated strategic framework for the work of the INP in the coming period, as follows:

Main Activities	Features of Targeted Development
Researches	-Wider coverage of emerging and contemporary research issues. - Prospective research (utilization of modeling and data analysis activities). - Development of quick short research (working papers + policy papers + papers of a special nature), to support the planners and policymakers. -Activation of contracting and applied research. -Communicating with prominent experts and lecturers at the global and regional levels (especially those from the INP abroad). -Issuing the Egyptian Review of Development and Planning in cooperation with a network of

	international and local experts and arbitrators.
Training	-Developing new training priorities in line with developments in the Fourth Industrial Revolution. -Activating the marketing of training services and evaluating the training impact. -Expansion of contracting training especially for business sectors, business organizations (public and private), governorates, local units, civil society and individuals. -Attracting and targeting new segments such as: youth and executive leaders. -Diversifying sustainable training partnerships locally, regionally and internationally. -Studying the development of specialized diplomas in the fields of work of the INP's scientific centers.
Postgraduate Studies	-Developing new professional master's programs that are compatible with global development. -Studying the implementation of professional master's programs in

	the governorates and some Arab countries in partnership with the relevant universities, centers and research institutes. -Activating the professional Ph.D. program after establishing partnerships with prestigious international universities and research centers. -Implementation of scientific exchange programs between the INP and a number of universities as well as international and regional research centers aimed at enhancing the expertise of students and graduates of the INP's master's programs. -Continuous communication with graduates, measuring the impact of education on the graduate's performance and his/her workplace. -Linking scholars' researches to sustainable development trends in Egypt and the world. - Seeking the international accreditation for the INP's (postgraduate) programs.
Consultancy	-Enhancing the INP's Consultancy competitiveness through new

	consulting frameworks and areas. -Maximizing the use and value of the INP's newly established "Center of Data Analytics and Consultancy" "CDAC" to develop competitive consultations in the areas of: modelling, data analytics, risk anticipation and management at the macro and institutional levels. -Efficient marketing of the INP's consulting services as well as measuring and evaluating the impact achieved. -Building new consulting partnerships locally, regionally and internationally.
Community Services	-Openness to new target groups: youth in all governorates, universities and schools, parliamentary and local councils, civil society organizations, think tanks and media. -Focus on offering regular community initiatives. -Organization of community responsibility programs for graduates of the INP's master's programs (with the participation of

	scholars). -Development of indicators to measure the societal impact of the INP's activities.
Supportive Activities	Features of the Target Development
1- Enhancing Quality, Governance and Digital and Green Transformation	- A unified quality policy at the INP: (international standards + institutional and program accreditation) and others. -Enhancing institutional governance and linking it to quality activities: accountability, transparency and strict professional quality standards. -Digital INP. -Green INP (including carbon footprint).
2-Financial Sustainability and Development of Additional Personal Financial Resources	-Strengthening the INP's ability to compete with various external and internal actors for obtaining competitive research and consulting grants offered by international and regional institutions such as the World Bank, United Nations Organizations, the United States Agency for International Aid, the African Development Bank, the Islamic Development Bank and Arab funds. -Enhancing and diversifying of contracting activities: research, training, consultancy (internal government and private entities - regional and international destinations).

	-Maximizing the use of the INP's capabilities in general and the Modelling Unit as well as Center of Data Analytics and Consultancy(CDAC)in particular to provide contracting research, training and advisory services. -Using the INP's good reputation to attract sponsors for the various activities it organizes.
3- Developing Human Capital and Managing Physical Capital according to Best Practices	-Annual voluntary self-training programs: (especially administrative staff - associate scientific body). -Diversification and activation of scholarships for the scientific and assistant scientific bodies supporting academic and scientific institutions (short - medium term). -A policy for the management and governance of assets of the INP of all kinds (physical - technological - knowledge - tangible and intangible).
Σ-Marketing of the INP's Services and Improving the Mental Image Locally and Externally	-Integrated marketing strategy linked to the INP's annual plans and the development of digital marketing tools. -Improving the INP's ranking on the University of Pennsylvania Index (especially among local think tanks on the Index). -The INP joins links to think tanks at the regional level.

Common Denominators

Sustainability - enhancing consulting activity - expanding and diversifying partnerships - proactiveness and foresight - human capital - competitiveness, differentiation and excellence - effective marketing of outputs - measuring and evaluating impact - enhancing the mental image of the INP

Fourth: The INP's Strategic Framework till 2030:

In light of the results of previous reviews and activities, and based on the application of the principles of participatory planning and the resulting aspects of improvement hoped for in the strategic objectives of the current strategic plan, the vision, mission and objectives of the INP in the next phase were agreed upon, as follows:

1- The INP's Vision:

To be a pioneering and impactful think tank at the national and regional levels, while maintaining distinctive global presence

The new vision focuses on the following dimensions:

- Foresight of the INP's status by ٢٠٣٠ as an influential actor on planning and development issues at the local, regional and international levels.

- Highlighting the role of the INP as a national think tank similar to global and regional think tanks influencing policymaking, decision-making support and promoting sustainable development.

٢- The INP's Mission;

To provide comprehensive, evidence-based research, training, education, consultation, and community services that strengthen societal capabilities, and enhance policy-making and decision-making in the fields of planning and development.

The INP's Mission Focuses on the Following Dimensions:

- The commitment of the INP and its staff to provide distinctive and differentiated competitive services that envisage strict standards of quality and evidence in the INP's main areas of work: research, training, educational, consultancy and community service.

-Focusing on the developmental/societal impact of the INP's services and its role in supporting users/beneficiaries of those services at all levels.

-The INP's services covering all areas of planning and development especially supporting the efficiency of public policy making and decision-making not only at the government level but also at the private sector and civil society levels.

٣- The INP's Values:

Diversity	Innovation	Sustainability
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The INP's Values Focus on the Following Dimensions:

-The commitment of the INP and its staff in achieving the vision and mission of the INP to the value of respect for diversity in all its human, societal and intellectual forms, and the interconnectedness and

interdependence of areas of knowledge within the framework of sustainable development.

-As a think tank, the INP maximizes the value of innovation and dynamism in dealing with developments, adapting to local and global challenges and risks and working to improve its proactive and predictable tools.

- The INP's adoption of sustainability not only as a field of work, but as a principle and value that maximizes the future outlook for available resources and achieves an effective balance between development, environment, and society.

4-The INP's Strategic Objectives:

4/1 Promoting the quality of evidence-based research activities and future foresight in accordance with national priorities and global developments.

4/2 Capacity building and qualifying planning cadres at both central and local levels.

4/3 Providing accredited academic and professional postgraduate programs in the fields of planning and sustainable development, in a way that provides qualified cadres to support policy makers and decision makers at all levels.

4/4 Expanding competitive consultancy services provided by INP to governmental, private, civil and international entities.

4/5 Promoting the INP national, regional, and international position through effective partnerships in its working areas.

4/6 Developing the human and material capitals of the INP, along with enhancing institutional and technological frameworks to strengthen the activities of financial sustainability, quality, governance and community service.

The INP's Strategic Objectives Focus on the Following Dimensions:

- The centrality of the role of research activities** which supports the State's development priorities on the one hand, and supports the INP's main activities: training, educational, consultancy and community service on the other hand.
- The INP's vital role in qualifying planning cadres** to support the capabilities of planning activities and units at the level of government agencies, local units, the business sector and the private sector.
- Maximizing the role of consultancy activities, providing supportive frameworks to support the competitiveness and excellence of this role, working to diversify the areas of consulting and expanding the circles of its beneficiaries locally and externally.
- Postgraduate programs to support sustainable development, in a way that promotes the spread of sustainable development** thought and practices in all institutions and organizations in the government sector, business and private sectors and linking them to relevant local, regional and international experiences.
- A pivotal role for partnerships in supporting the competitiveness of the INP's outputs** requiring diversification and selectivity of active partnerships, better utilization of the INP's human and knowledge capacities and self-resource development.
- Efficient management of the INP's human resources and various assets**, thereby enhancing the competitiveness and professionalism of the human capital of the INP as well as the efficient utilization of the INP's assets in supporting and governing its activities and serving the INP and the community.

•-The Institute of National planning (INP) Executive programs until 2030 :

The logical framework of INP's strategic plan until ٢٠٣٠ is completed with the executive programs that put the strategic objectives into practice, according to the following table:

First Strategic Objective: Improving the quality of evidence-based research activities and anticipating the future, in accordance with national priorities and global developments.	
Executive programs	Key performance indicators (KPIs)
1- . Interdisciplinary research program: Objective ١-١: Raising the quality of research at INP by focusing on a limited number of multidisciplinary research and implementing it in partnership with State institutions and international bodies. The program focuses on enhancing the credibility of INP as a neutral research center that gains the trust of state institutions and international organizations by focusing on the quality of research, its reliance on evidence, and employing the analytical tools of the Modelling Unit and the center of Data Analytics and Consultancy (CDAC).	• Diversifying funding sources (reducing dependence on the state's general budget). • The number of research carried out and accepted for publication. • The number of times research are used by decision makers. • Number of downloads from INP's website. • Number of citations by publishing media. • Impact factor for internationally published research.
2- National and international periodic reporting program: Objective ٢-1: Making INP the Publisher of important national and	• Diversifying funding sources (reducing dependence on the state's general budget) • The number of national and regional reports issued by INP or which it

international periodic reports. The program aims for INP to agree with a number of ministries and international bodies to issue a number of important national and international periodic reports that are influential in public policy-making in Egypt and the countries of the region.	participates in preparing with other parties. • The number of times reports are used by decision makers • Number of downloads from INP's website • Number of citations by publishing media
3- . Publishing program: Objective ٣-1: Activating the role of INP in scientific publishing in the fields of planning and development through the periodical Journal, scientific books, and research published locally and internationally. The publishing program includes all activities that aim to make scientific content such as researches, reports, and scientific publications available to the Egyptian and international community, whether to specialists, decision makers, or community members and institutions.	• The number of issues of the Journal issued on time in the developed form. • The impact factor of the journal and internationally published researches. • The number of contributions from outside Egypt in the Journal. • The number of citations to Journal research, books, and published research. • Number of scientific books published. • Sales of published books. • The number of awards won by published books. • The annual rate of increase in local and international publication of research. • Number of background papers published within the framework of the "Egypt Post ٢٠٢٥" project.
4- Policy Papers Program: Objective ٤-1: Linking INP's research work with policy making in accordance with national priorities and global developments through issuing policy papers to be presented to decision makers.	• Number of policy papers produced and accepted for publication and distribution. • The number of times policy papers are used by policy makers and decision makers.

This program aims to identify a number of national priority issues or global developments for which there is political and societal demand, and to encourage the writing of policy papers directed to support decision-makers in dealing with these issues.	
5- Program of scientific and cultural events: Objective ٥-1: Expanding the base of exposure and influence of INP's research work through implementing activities targeting the participation of diverse societal groups in accordance with INP's multiple research products. The program aims to organize a lively agenda full of diverse scientific activities that make the institute a forum for people of thought and practice, and attract all age groups and elements of society from governmental and private agencies, civil society and international bodies. The events are used to support the production of research work (such as writing policy papers or conducting research) or presenting its results.	• The periodicity of holding scientific events, and their regularity. • Number of activities implemented. • Numbers, diversity and level of attendance. • The amount of media coverage. • Number of specialized participatory workshops. • The number of relevant concerned authorities that participate in the specialized participatory workshops that are organized. • Recommendations issued by the workshops and their effectiveness.
6- International conferences program: Objective ٦-1: Increasing the	• Conference classification factor. • The number of papers presented at the conference and accepted for publication. • Number of participating external experts.

scientific and knowledge networking of INP with the international community through the organization or participation in the organization of international conferences. The program aims to organize or participate in organizing international conferences, whether locally or internationally.	• The amount of media coverage. • Regular meeting. • Numbers, diversity and level of attendance.
Second Strategic Objective: Strengthening INP's role in capacity-building at the central and local levels.	
Executive programs	Key performance indicators (KPIs)
1. Program for developing an integrated system for distance training: Objective Գ-1: Developing INP's ability to implement remote trainings to expand access to target groups at the central and local levels as well as regionally and internationally. This program aims to enable INP to implement distance training programs by providing all technical requirements.	• An effective training platform. • The number of programs implemented from the platform. • Numbers of trainees annually. • The number of surveys published on the electronic platform each month. • Number of monthly interactions on the electronic platform.
2. Contracting training program: Objective Գ-2: Activating an influential and competitive role for INP in providing training and capacity building services to governmental, non-governmental	• Number of new training contracts. • The extent of the contribution of contractual training to increasing INP's resources. • Diversity of contractual training programs. • Numbers of trainees annually.

and international institutions. This program focuses on targeting entities from the private sector, civil society, international organizations or government agencies and contracting with them to provide training programs for their employees or target groups.	• Evaluating the satisfaction of trainees and target parties with the quality of training. • Number of training programs in the governorates. • Number of trainees annually.
Third Strategic Objective: Providing accredited academic and professional postgraduate programs in the areas of planning and sustainable development providing qualified cadres to support policy makers and decision makers at all levels.	
Executive programs	Key performance indicators (KPIs)
• Postgraduate Program Accreditation Program: Objective ١-٣: Raising the level of INP's graduate programs by completing their accreditation from local and international accreditation and quality bodies. The program aims to complete and continue the accreditation of postgraduate programs from local accreditation bodies (the Supreme Council of Universities - the National Authority for Quality Assurance and Education Accreditation) and also target, to obtain accreditation from international accreditation bodies.	• The number of graduate programs accredited by the Supreme Council of Universities and the National Authority for Quality Assurance and Education Accreditation. • Number of graduates each year. • The number of graduate programs accredited by international accreditation bodies.
• Program for the development of an integrated system for distance education: Objective ٢-3: Achieving participation	• An efficient educational platform. • The number of educational programs implemented remotely.

in INP's postgraduate programs through a distance learning platform. This program aims to enable INP to implement graduate studies programs remotely by providing all technical requirements.	• The number of students benefiting from the distance education system.
• Development Program of Master's and Diploma Programs: Objective ٣-٣: Achieving a high and competitive level of quality for postgraduate programs through a plan to develop them and link them to INP's research agenda. The program focuses on raising the quality of professional and academic graduate programs and linking them to INP's research agenda, especially the "Egypt Post ٢٠٢٥" project, as well as developing a master's or professional diploma program within the same framework.	• Student opinion surveys about the quality of existing programs. • The number of students enrolled in the new master's or professional diploma program.
Fourth Strategic Objective: Expanding and diversifying INP's competitive consultancy services provided to governmental, private, civil and international agencies	
Executive programs	Key performance indicators (KPIs)
1. Local, regional and international consulting business market study program: Objective ١-4: Achieving INP's knowledge of the consulting business market in a way that is useful in targeting available opportunities and linking them to	• The number of entities and opportunities in the consulting market survey. • The percentage of exploiting the opportunities available from studying

the expertise that INP can provide. The program aims to identify competitive consulting opportunities for INP by examining the supply and demand sides initially and then periodically.	
2. Consulting services program locally, regionally and internationally: Objective ٢-4: Providing distinguished and influential consulting services to governmental, non-governmental and international institutions. The program aims to enable INP to obtain consulting business contracts with appropriate business volume, financing, and impact.	• Number of consulting contracts implemented. • The percentage of consulting work's contribution to INP's income
Fifth Strategic Objective: Strengthening the status of INP nationally, regionally and internationally through efficient partnerships in all areas of the INP's work	
Executive programs	Key performance indicators (KPIs)
١. Partnership program with think tanks: Objective ١-٥: Strengthening the INP's scientific standing through partnerships with a distinguished number of international and local think tanks. The program aims to achieve	• Rate of increase in partnerships. • Number of activated partnerships. • Joint surveys to measure the effectiveness of partnerships. • Number of local partnership agreements. • The number of joint activities implemented within the framework of the agreements. • Number of joint background papers prepared within the framework of partnerships.

efficient partnerships for INP with centers of excellence for thought and research locally, regionally and internationally.	
2-Partnership Program with Development Partners: Objective ٢-5: Establishing and activating strategic partnerships with local and international development partners to enhance the status of INP. The program aims to create strategic partnerships between the INP and a selected group of government agencies, civil society organizations, the private sector, and international organizations to serve the INP's directions and support its activities.	• Rate of increase in partnerships. • Number of active partnerships. • Joint surveys to measure the effectiveness of partnerships. • Measuring societal and institutional impact and change.
٢- Marketing INP Services Program: Objective ٣-5: Strengthening the status of INP by disseminating and marketing all its services at the local, regional and international levels. The program aims to market all of INP's services, including consulting work, research, publishing, training, and graduate studies, through studies of the	• The number and size of new consulting contracts. • The number of training programs that were marketed and implemented. • The number of people enrolled in graduate programs as a result of marketing. • The number of research contracts that were contracted as a result of marketing. • Rates of increase in the number of browsers and users of INP gate/website. • Download rates for INP's Publications.

local, regional, and international market, and communicating with potential clients to present INP's services.	
Sixth Strategic Objective: Developing INP's human and material capital, and developing institutional and technological frameworks, to enhance financial sustainability, quality, governance and community service activities	
Executive programs	Key performance indicators (KPIs)
1- ١. Program for developing the capabilities of the scientific staff and the supporting scientific staff: Objective ١-٦: Developing INP's scientific human capital by raising the capabilities of the scientific staff and the supporting scientific staff. The program aims to implement activities that provide training opportunities and develop the capabilities and knowledge of the scientific and supporting scientific staff according to their needs and the course of scientific and vocational training for each of them, and these opportunities vary from formal training, to practical training with relevant authorities, to training grants to attend training courses outside Egypt.	• Numbers of trainees from the scientific staff and the assistant scientific staff. • Numbers of recipients of training grants outside Egypt. • Numbers of applicants annually to the summer training program.
2- Capacity Development	

Program for Employees in the Administrative staff: Objective ٢-6: Developing INP's administrative human capital through the capabilities of the administrative staff. The program aims to develop the capabilities of the employees of the administrative apparatus of INP to reach quality and keep pace with the development of work systems.	• Number of trainees from the administrative apparatus. • Analyze the results of the comprehensive evaluation of the effectiveness of training for trainees and their managers. • Measuring the impact of training.
3- Program for developing work systems and digital and green transformation: Objective ١-٣-٦: Developing INP's administrative and financial work systems and completing digital transformation efforts. The program aims to develop administrative work systems and automate them so that senior management can monitor their performance and produce indicators of the efficiency of administrative work at INP. Objective ٢-٣-٦: Converting	Work systems • Percentage of developed and mechanized systems to the total work systems. • The percentage of users of developed and automated systems to the total number of employees at INP. • The value of savings in the consumption of paper, inks, devices, etc. The Building • The size of alternative green spaces such as green walls and roofs. • The number of green floors and environmentally friendly uses of the building. • Average carbon dioxide emissions equivalent per square meter of building area at INP. Energy and water • The amount of savings in total

INP building into a green building. The program aims to implement the proposals and procedures that were developed in the project to transform INP's building into a green building within the framework of the proposed work plan in timely stages to transform the INP's building into a building compatible with green buildings standards.	consumption (annual). • The size of the savings in average monthly consumption. • The size of the savings in average per capita consumption. • Number of reduction and rationalization programs. Carbon footprint • Average per capita carbon emissions. • Carbon emissions per square meter of building area. • Number of reduction programs Waste • The total amount generated annually for each species. • Average quantity per person per day. • Number of programs to rationalize and reduce quantities of waste. • Number of recycling programs. • The value of economic savings
4- Resource development program and improving the efficiency of INP's financial management: Objective 4-6: Developing INP's resources by improving the efficiency of financial management and increasing sources of income. The program focuses on improving the efficiency of financial management in terms of rationalizing spending without disrupting INP's work functions and tasks, as well as	• The size of INP's additional financial resources. • Percentage of funding received from international institutions. • The rate of rationalization of spending and its efficiency

studying and exploiting opportunities to increase revenues and develop resources.	
5- Governance program: Objective ٥-٦: Governance of INP's work systems by integrating governance standards and indicators into the monitoring and evaluation system. The governance program aims to ensure compliance with governance standards in INP's work systems through an implementation plan and integrating governance indicators into INP's advanced monitoring and evaluation system.	• The number of governance indicators integrated into the monitoring and evaluation system. • Results of evaluating the performance of governance indicators
6- INP and community service program Objective ٦-6: Achieving the societal role of INP by providing community services to INP's employees and to the targeted community groups by raising awareness in the governorates.	• The number of blogs issued periodically • Number of interactions with audio blogs per month. • The number of sports and cultural activities implemented. • Measuring employee satisfaction with sports and cultural programs. • The number of convoys and seminars carried out in the governorates. • The number of individuals benefiting from community service programs annually.

6- Enablers and mechanisms of development in supporting of the strategic plan:

There are many important enablers that can contribute to creating favorable environments for the successful achievement of the vision, mission and strategic objectives of INP's updated strategic plan, as follows:

1- Institutional mechanisms to enable and support INP's main activities and governance:

- Establishing a specialized center for data analysis and consulting, focusing on providing advisory services, conducting research and data analysis to all concerned parties in Egypt and abroad.

- Expanding the activities and areas of work of INP's Modelling Unit to include regional cooperation at the Arab level in cooperation with the Arab Planning Institute, and paying attention to economic governance activities by studying complex and dynamic economic and social problems through modeling, simulation and analysis and linking them to governance components.

- Transforming the Education Quality Assurance and Accreditation Unit into a center for governance and quality assurance, in a way that supports INP's directions to enhance governance, transparency, accountability, and quality assurance in all of INP's activities.

٢-Promising partnerships locally, regionally and internationally:
The hoped-for improvement aspects of INP's work and the strategic objectives of INP highlighted the importance of effective partnerships to achieve the desired vision and mission of INP until ٢030. INP's management is currently working in a practical manner to develop strategic partnerships at all local, national, regional and global levels, by activating cooperation with concerned governmental and non-governmental parties, whether as beneficiaries of INP's services, technical and financial support bodies for INP, or partners in implementing INP's activities and events.

The efforts of INP's senior management have also recently resulted in opening the door to dialogue and cooperation with many parties locally and internationally, in addition to the Arab level (Iraq), for example, in addition to the ongoing cooperation with the Arab Planning Institute through multiple channels of cooperation and partnerships. In addition to the entities participating in consultation meetings with representatives of government agencies, the private sector, civil society, and international organizations, which expressed their desire to cooperate with INP, and submitted requests for specific services, especially in the areas of data dissemination and analysis, conducting future research and studies, measuring impact, and consulting services.

Current and expected partnerships in INP's fields of work with local, regional and international parties

Serial	Entity	Fields of partnership and cooperation
1	Ministry of Planning and Economic Development	- National accounts - localization of sustainable development goals - evidence-based sector policy making - impact study of legislation
2	Ministry of local Development	- Local development

		policies and legislation - measuring the impact of projects - - developing the training center in Saqqara
3	Ministry of social solidarity	-Vision, strategy and map of non-governmental work - supporting non-governmental organizations - - activating the role of civil society in monitoring and evaluation
4	Ministry of youth and Sports	-The Sport Satellite Account in the Gross Domestic Product (GDP) - training
5	Ministry of Planning- Iraq	- Preparing national and sectoral sustainable development plans - - joint training programs - research in various development fields
6	Central Bank of Egypt	-Registering as a consultant to provide consultations, training and research,

		especially in the field of feasibility studies for projects
7	The world Bank	-Local development - development of local administration - climate change
8	United Nation Development Programme -UNDP	-Human development reports in the governorates - Joint training and professional programs (in follow-up and evaluation) - cooperation in the field of entrepreneurship and innovation -cooperation in preparing studies and reports and organizing events on development issues
9	International Labour Organization-ILO	-Social Account Matrix Update for ٢٠٢٢ for the Arab Republic of Egypt-responsive to Gender
10	United Nations Population fund-UNFPA	-Partnership to implement

		UNFPA-funded action plans for the years ٢٠٢٣ to ٢٠٢٧ in the fields of researches, graduate studies and training
11	World Food Programme-WFP	-Providing consultations and researches in the field of economic modeling
12	United Nations Economic and Social Commission for Western Asia-UNESCWA	-Development challenges report in Egypt
13	The African Institute for Economic Development and Planning-IDEP	-Training -Workshops
14	United States Agency for International Development-USAID	- Pre-feasibility studies in new fields such as renewable energy - International conferences
15	Center for International Private Enterprise-CIPE- American Chamber of Commerce	- Organizing events to develop a platform for dialogue between the government and private sectors

16	Plan International Organization-Egypt	- Training - Community service
17	Arab Planning Institute	- Arab Development Report - Arab Economic Modeling Unit
18	National Anti-Corruption Academy	- Implementing joint research and studies- implementing joint training programs - other Fields proposed by both sides
19	National Training Academy	-The field of graduate studies at INP -implementing joint training programs- joint programs at the Arab and African levels
20	Al-Ahram Center for Political & Strategic Studies	- Joint research - training - joint workshops and seminars - exchange of publications
21	Financial Regulatory Authority-Regional Center for Sustainable Finance	- Cooperation to launch a sustainable finance index for the Arab region to measure the development of

		financial oversight - Workshops, conferences and seminars – Training
22	Egyptian Governorates	- Strategic planning - consultations and feasibility studies - employee training
23	Upper Egypt Development Authority	- Strategic planning - feasibility studies for projects
24	Alexandria Business Association	- Economic studies and measuring the impact of legislation on the private sector - Training startup companies and workers in the Delta governorates - providing master's and professional diplomas to the people of the Delta and the West Coast.
25	Misr El Kheir foundation	- Research and studies - implementing training programs - consultations - reports - workshops and conferences related to civil society work -

		technical and institutional support for the development of civil organizations.
26	Om Habibeh Foundation in Aswan	-Training the workers in Aswan Governorate and Civil Organizations. - Providing master's programs and professional diplomas for the people of southern and central Upper Egypt
27	El Nidaa Foundation – Terous Misr Foundation	- Documenting good development experiences, especially in Upper Egypt

7-Strengthening the frameworks of financial sustainability and developing INP's own resources:

Financial Sustainability means: INP's possession of practical plans and alternatives to provide the necessary funds to implement its targeted programs and projects within the time frame of the strategy, and in light of a review of INP's financial experiences and revenues in previous years.

Achieving INP's financial sustainability depends on the following pillars:

- The interconnection between INP's strategic planning and sustainable financial planning; This can be activated through coordination between the Strategic Planning Committee and INP's Budget Committee to enhance this coherence.

- Diversifying alternatives and sources of financing, in this regard, there are some points to be considered as follows:

*Enhancing funding opportunities by activating the consulting activity, which achieved a significant increase in ٢٠٢٢/٢٠٢٣ compared to ٢٠٢١/٢٠٢٢.

* Enhancing financing opportunities through activating government contractual training, business sectors, and civil society organizations (some aspects of the aforementioned activation have been done with multiple parties)

* Enhancing financing opportunities through regional and international partnerships (organizations and representative offices of United Nations organizations in Egypt, ESCWA, African Development Bank, Arab Planning Institute, and others)

*Enhancing funding opportunities through competitive research grants calls from international or governmental organizations in addition to activating sponsorship programs for the various scientific activities and events of INP.

*Reducing operating costs

- Efficiency of financial management at INP, which can be achieved through multiple axes

* Activating the role of program budgets and performance, In accordance with Prime Minister's Resolution No. ١١٦٧ of ٢٠١٩, which is one of the most important systematic planning tools for development plans, in addition to strategic planning and participatory planning. It is a direct entry point for linking and evaluating the efficiency of public spending in the state's general budget to: (the results) expected to be obtained in each entity, including INP. It also supports the process of spreading the culture of management by results.

* Improving the efficiency of human resources, whether by acquiring financial sustainability skills and tools, or modern government accounting applications, dealing with modern financial

and accounting digital systems and applications, and integrating sustainability standards into financial activities.

*Completing the development of automated supporting digital systems, in the context of INP's digital transformation plans, and in cooperation with the information systems and digital transformation activity.

*Developing mechanisms to present ideas for enhancing the financial capabilities and developing INP's resources, whether on the part of the Strategic Planning Committee, the Budget Committee, the various scientific centers, the various committees of INP, members of the Scientific Board and the Associate Scientific Board, or on the Financial Affairs side.

^-Developing the INP's governance and risk management system:

With the aim of strengthening INP's governance frameworks and practices, INP has begun transforming the Education Quality Assurance and Accreditation Unit into a governance and quality assurance center based on achieving excellence and competitiveness of INP's activities and outputs. It also works to raise the level of the INP's academic and institutional performance by applying the best governance and quality standards and practices. And self-evaluation to achieve the vision, mission, values and Objectives of INP until ٢٠٣٠.

Commitment to risk management also constitutes an integral part of the strategic planning process and quality management system in all contemporary organizations, including research institutions, think tanks and institutes. As a result of this importance, a special international standard for risk management has emerged: ISO ٣١٠٠٠, with the aim of enhancing the capabilities of organizations to

increase the chances of achieving their strategic objectives. By improving its capabilities to identify risks and threats, and allocating the necessary resources to deal with them effectively. A lot of fundamental improvements have been made to the aforementioned specification, the most prominent of which is giving greater importance to the role of risk management in creating value, and greater importance to the role of human and cultural factors in achieving the Objectives of organizations, while strengthening and devoting the process of integrating risk management into decision-making and decision-making mechanisms, and in the structure of activities. And operations, and in the strategic planning system in all institutions.

In this regard, the following requirements can be mentioned:

- Identifying and classifying the strategic risks related to each strategic objective.
 - Risk assessment, and estimate the probability of occurrence of each.
 - Evaluating the aspects of interconnection or interaction between risks, and the cumulative effects of multiple risks
 - Ranking risks according to their priorities based on the likelihood of their occurrence and the potential impact in general
 - Ensuring the availability of effective risk management mechanisms before implementing the strategy and during its implementation to anticipate the emergence of risks and avoid them/mitigate their effects/transfer and neutralize them.
 - Continuously updating the risk management plan by identifying new/emerging risks and determining procedures to mitigate their effects, while reviewing and updating INP's strategic plan annually.

After completing the ongoing establishment procedures, INP's Governance and Quality Assurance Center will prepare a governance and risk management plan for INP and present it to INP's senior management and its relevant committees, provided that the plan takes into account, with regard to risk management,

those risks mentioned in the international specifications that INP obtained from on the one hand and the risks associated with achieving the strategic objectives and associated executive programs on the other hand.