

Institute of National Planning (INP)



Annual Book 2006/2007

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Foreword

It gives me a great pleasure to introduce hereafter this English version of INP Annual Book, 2005/2006. It is a customized translation of an Arabic version that was published recently. This one is intended to serve our visitors and planning agencies outside the Arab World by providing them with a quick overview of the various activities of INP during the prescribed period.

The book is intended to be published annually. In fact the last English book on INP activities was published fifteen years ago. No Arabic version was even available since 2000/2001. That is why this issue covers the period from 2001/2002 till 2005/2006.

I seize this opportunity to thank all staff members who contributed to the publication of this book hoping that it will serve the purpose and objectives behind it.

I.N.P Director

Ola El Hakim

Prof. Ola El-Hakim

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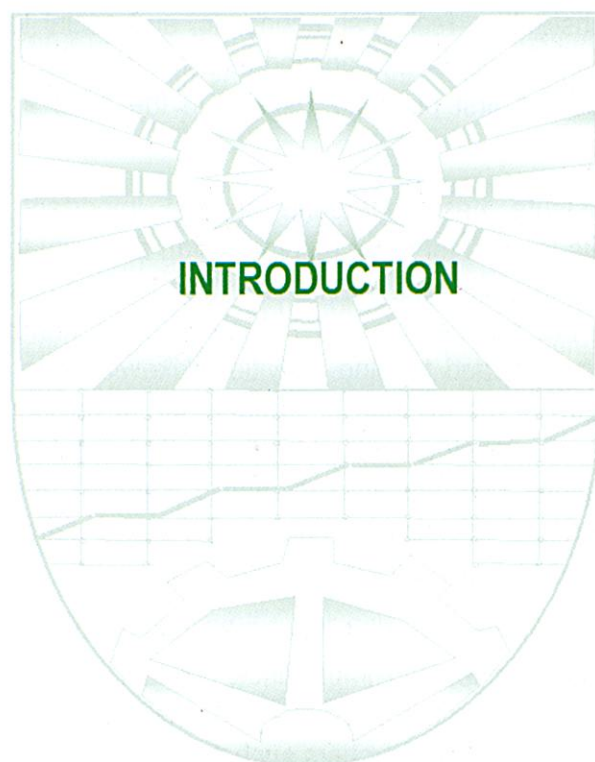
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INTRODUCTION

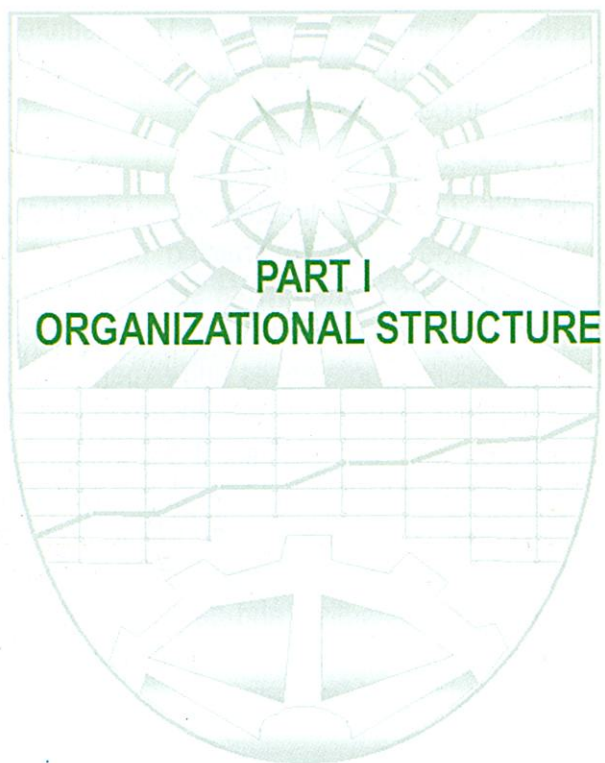
The Institute of National Planning (INP) was established in 1960 by law No. 231 as an independent institution to promote research and studies related to the preparation of the National Development Plan and provide tools for its implementation. Towards this end, substantive, technical, economic, and social techniques and methods are sought and applied to achieve national goals. It is considered the first planning institute in the Arab and Middle Eastern countries.

The Institute has undergone several important changes throughout its long history that reflect its high flexibility to adapt to local, national, regional and international trends. This has reflected not only in the number of staff but also in the number of researches, studies, and training activities. Likewise, the organizational structure of the institute has undergone several changes to cope with such developments. Moreover, INP established good working relations with relevant substantive agencies and provided consultancies and advisory services to local and national institutions as well as to Arab and African countries.

During the early stage of its establishment, the Institute focused on the concept and importance of planning for economic and social development. Toward this end, INP worked closely with famous scientists and researchers such as Mahlala Nobis, Tin Bergen, Ragner Fresh, Bent Hansen, and others. The purpose was to enrich the planning and development process and transfer their expertise to national professionals on all levels. The Institute also cooperated with several UN organizations in order to undertake applied researches and studies providing the necessary development directives needed for the economic and social sectors.

During the 1970's and the 1980's and with the adoption of the open-door policy, the Institute introduced several changes to its research activities in order to keep track with the new development and planning concepts. The Institute witnessed the development of its short and long term training programs to enhance the performance of human resources in different projects, sectors, and central institutions on the local and national levels. The Institute strengthened its cooperation with the regional and international institutions in the African and Arab countries.

At the early 1990's, with the move towards economic liberalization, research activities were directed towards globalization issues. Several short and long term training programs were extended to serve individuals in the private sector and other institutions. Training programs were conducted in the different governorates. Many workshops, conferences and expert meetings were organized. The Institute focused on the documentation and publishing of its research work and studies. It accordingly developed its organizational framework to match the expansion of its activities. During this period, UNDP has chosen INP to prepare the Annual Human Development Report of Egypt which is considered an important reference for economists and decision makers. In 2006, a Food Security and Monitoring Unit was established in INP in cooperation with the World Food Program.



PART I: ORGANIZATIONAL STRUCTURE

The organizational structure of INP is made up of the Board of Directors at the top, then the Director of the Institute, followed by the substantive, technical and administrative divisions and their different sections and units.

The existing hierarchy has been reorganized on a thematic rather than sectoral basis as was previously adopted. The following is a brief overview of the organizational framework of INP (see Annex 1).

1- BOARD OF DIRECTORS

The Board of Directors is the governing body of the Institute which is responsible for designing the general policy and approving the substantive and training plans as well as monitoring their progress. The Minister for Economic Development chairs the board. Board members are: the director of the Institute, the directors of the substantive division, the director of CAPMAS, First Undersecretary of the Ministry of Economic Development as well as five public figures chosen in their own personal capacity by the chairman of the board. The current composition of the board is shown in Box (1).

2-DIRECTOR

The director of INP is entrusted with the substantive and administrative aspects of the institute. He/she supervises the planning and implementation of the Institute's main activities in view of the policy directives of the Board of Directors without undue interfering in the activities of the divisions or their respective sections.

ORGANIZATIONAL STRUCTURE

Box (1)

Dr. Osman M. Osman	Minister of Economic Development (Chairman)
Dr. Ola Soliman El – Hakim	Director of the Institute
Mr. Abo Bakr El Gendy	Director of CAPMAS
Dr. Hussien Ramzy Kazem	Ex-Governor of Sharkiya
Dr. Saad Zaki Nassar	Advisor to the Minister of Agriculture (ex- Governor of El-Fayoum)
Dr. Hanaa Kheir El Din	Director of the Egyptian Center of Eco- nomic Studies
Dr. Mohammed Shafik Gabr	Businessman
Engineer Ahmed Ezz	Businessman
Dr. Hoda El – Nemer	Director of Investment Studies and Projects Planning and Management Division
Dr. Sohair Abo El Enien	Director of Macro Policies Studies Division
Dr. Fadya Abd El Salam	Director of the International Economic Re- lations Division
Dr. Salwa Morsi	Director of Environmental Studies and Natural Resources Management Division
Dr. Zeinat Tobalah	Director of Human Development Studies Division
Dr. Abd El Hameed El Kasas	Director of the Economic Forecasting and Planning Models Division
Dr. Farid Ahmed Abd El-all	Director of Regional Development Division
Dr. Mohamed Abd El Ghanei	Director of Regional Demographic Division

The Board of Director delegates part of its authority to the Director to speed up performance and ensure flexibility upon implementation. The Director may establish certain entities to assist him/her in fulfilling his/her duties. He or she is assisted in performing his/her duties with the Substantive Committee and its subsidiary Specialized Substantive Sub-Committees.

3- DIRECTOR'S ASSISTING ENTITIES

On the administrative level, there is a number of administrative entities that support the Director in his/her work. These entities are mainly dealing with such issues as ; security, public relations, organization and management and legal affairs, in addition to committees for personnel, leaders' selection and grievances.

4-SUBSTANTIVE ARM OF THE INSTITUTE

(A) Substantive Committee

This committee is composed of the directors of the substantive divisions. It acts as an advisory body to assist the Director.

The deliberations of the Substantive Committee are centered on issues raised by the respective divisions as well as topics proposed by the Director. It also discusses the recommendations received concerning the educational and training plan in the Institute. In addition, it reviews the internal and external fellowships program and makes recommendations on these topics according to the applicable laws and regulations.

The committee also discusses proposals for the annual program of conferences, seminars, workshops and expert group meetings and sets its themes and priorities. Last but not least, it suggests publishing channels for the produced research work and studies.

(B) Specialized Substantive Sub-Committees

To facilitate the Substantive Committee's work, a group of specialized sub committees are formed. These include: the Research and Studies Committee, the Training Committee, the Conferences Committee, the Fellowship and Foreign Relations Committee and the Information & Documentation Committee.

(C) Substantive Divisions

There are eight substantive divisions, each is made up of a number of sections with specific specializations (see Annex 1). The division's director assumes the responsibility of supervising the division's activities and coordinating its sections through the division's council which includes all staff members of the division. The following is a brief description of the functions of each division.

1. Investment Studies and Projects Planning and Management

This division is concerned with examining investment issues and priorities in the various sectors of the national economy namely; industry, agriculture & irrigation, power generation, transport, and public utilities. Moreover, it examines the institutional framework of these sectors and their relation to the efficiency of investments, and the impact of the economic and monetary policies on such investments. The functions of the division also include studying the demand on goods and services in these sectors as well as studying their supply, price trends, marketing system, and foreign trade.

Moreover, activities of the Division include studies related to financing investments, sources of funds, credit policies in addition to labor and employment issues and income distribution. Project planning and feasibility studies are considered an essential part of the division's functions.

The Division has 25 staff members and is made up of five sections as follows:

- Industrial Investments and Projects.
- Agricultural Investments and Projects.
- Transport Investments and Projects.
- Energy Investments and Projects.
- Public Utilities Investments and Projects.

2. Macro Policies Studies

This Division focuses on essential activities related to the economic performance on the macro level. These cover planning and development issues on the macro and sectoral levels and the role of the government and different institutions in development including fiscal and monetary policies, the capital market, investment, production, employment, wages, sectoral structure and the linkages between different sectors. It covers also consumption, saving, income distribution and price levels. The Division is also concerned with the national accounts and their impact on the economic databases and their application in planning. It has 13 staff members and 7 sections as follows:

- National Comprehensive Planning.
- Monetary Policies and Finance.
- Financial Policies.
- Investment Policies.
- Prices, Consumption, and Domestic Trade.
- Manpower and wages.
- Structural Development.

3. Economic Forecasting and Planning Models

This division is specialized in developing planning methods and tools for decision making on the national, sectoral, and micro levels. The division has 13 staff members and 5 sections as follows:

- Applied Statistics.
- Model Building.
- Forecasting and Long-Term Planning.
- Information Technology.
- System Analysis and Computation.

4. Human Development Studies

This division is concerned with issues related to human development. These include population development, standards of living, security issues, culture and mass media, and social problems related to development planning as well as the two way effects between service production on the one side and standards of living on the other. It also covers social issues such as education, health, child care, culture, crime, ... etc. and their implications on poverty. The division includes 12 staff members and 6 sections as follows:

- Population Development.
- Standards of Living.
- Social Securities.
- Culture, Media, and Sport Activities.
- Training and Human Resources rehabilitation.
- Scientific and Intellectual Development.

5. International Economic Relations

This division is concerned with international trade issues and

implications on the balance of payments. It focuses on policies and tools that increase exports and decrease imports in addition to technology transfer and international finance. The Division also focuses on studying the economies of Arab countries from a macro economic perspective. It analyzes these economies and their relationship and integration with the regional and the international economy. The division also analyzes international negotiation problems, institutional direction for research and tourism . It consists of 8 staff members and 8 sections as follows:

- Foreign Trade.
- Arab Economies.
- International Comparisons.
- Tourism.
- Economic Blocks.
- International Negotiations and Agreements.
- International Marketing and Studies.
- International Organizations.

6. Regional Development

The division focuses on topics related to regional planning and its economic and social implications on development. It is interested in identifying regional disparities, planning of industrial zones and industrial location problems. It prepares proposals for the regional plans and devise methods for its implementation, monitoring and assessment. The division's activities also include strategies and policies for rural and urban development, local management and geographic information systems (GIS). The division has 13 staff members and 7 sections as follows:

- Industrial and Spatial Location.
- Regional Resources Development.
- Geographic Information Systems.
- Regional Accounting.
- Physical Development and Infrastructure.
- Urban and Rural Planning.
- Plan Preparation.

7. Environmental Studies and Natural Resources Management

The division was established by a Ministerial Decree and started its operations in March 2003. It is concerned with the environmental aspects of the development plans, programs and projects on all levels. It also contributes to developing institutional capacity for environmental work in Egypt and in solving the problems faced while implementing such plans and strategies on both the national and local levels. The Division has 4 staff members and 3 sections; namely:

- Environmental Economics.
- Sustainable Development and Environment.
- Environmental Management.

8. Demographic Center

This is the newly established division in INP according to the Presidential Decree and the decision of INP Board of Directors in its meeting on October 2006. The division assumes the same functions of the former autonomous Demographic Center.

Table (1) shows the size of the professional and research staff of INP and their distribution on the substantive divisions.

Table (1) Distribution of professional and Research staff by Substantive Divisions

	Professional Staff					Researchers	
	Professor Emeritus	Professor	Associate Professor	Assistant Professor	Total	Researcher	Research Assistant
Investment Studies & Projects Planning and Management	11	6	4	4	25	5	3
Macro Policies Studies	3	3	2	5	13	2	2
Economic Forecasting and Planning Models	9		3	1	13	2	2
Human Development Studies	7	3	2		12	3	2
International Economic Relations	5	3	1		9	2	4
Regional Development	4	2	3	3	12	2	2
Environmental Studies and Natural Resources Management	1	1	1	1	4		2
Total	40	18	16	14	88	16	17

5- SUPPORTING ARM OF THE INSTITUTE

(A) Substantive Support:

1. Documentation and Publishing Division

The division seeks to serve planning research through collecting, organizing, analyzing, sorting and supplying documents in the field of development planning and providing timely services related to books, reports, researches, essays and other publications in the related fields of knowledge.

The division develops its activities by using modern technologies to store and retrieve knowledge through specialized databases. It exchanges publications with several institutions, universities and other related agencies as well as through the internet. A depository unit for the World Bank Publications was established by the Bank in the Division in August 2004. It includes different reports and publications of the Bank and other international organizations. The division allows its visitors to access the Bank's website to get information on its new activities. This site comprises all Bank's projects in the world and provides all data and information relevant to these projects and how to benefit from them and from the Bank's services. A computer and "Braille" printer are available at the unit.

2. Training Services Division

This division is in charge of the one year long-term training course (the Institute's Diploma) as well as other training activities in the Institute whether implemented inside or outside its premises. The main responsibility of the division is the preparation of the training schedule and monitors its implementation. Moreover, it prepares the materials required for the training programs. The divi-

sion includes a section for education and another for training including 3 units for short training courses, contractual courses and research training.

Training facilities include a large training auditorium that accommodate up to 100 trainees, as well as 6 air-conditioned halls, 25-30 trainees capacity each. There are also 5 computer training rooms equipped with PC's as well as videos, data shows, and projectors. Interpretation and recording facilities are also available.

3. Planning Information Division

The Institute of National Planning was pioneering in introducing computers in Egypt. The first machine in Egypt was installed in INP in the early 1960's. This initiative helped in increasing the number of computer users and applications. The planning information division consists of two sections: one for planning applications and the other for planning information and data. The division provides computer services for the Institute's researchers. It has 59 personal computers for the substantive staff of the Institute and 68 computers for the administrative staff.

4. External Relations Division

This division maintains regular communication and fosters cooperation with foreign institutions in Arab, European, Asian and African countries through meetings and seminars of the Institute. It provides also logistic and administrative services to researches of the Institute. It assists members of the Substantive staff of the Institute in their formal obligations such as conferences and international seminars and negotiations to conclude bilateral agreements.

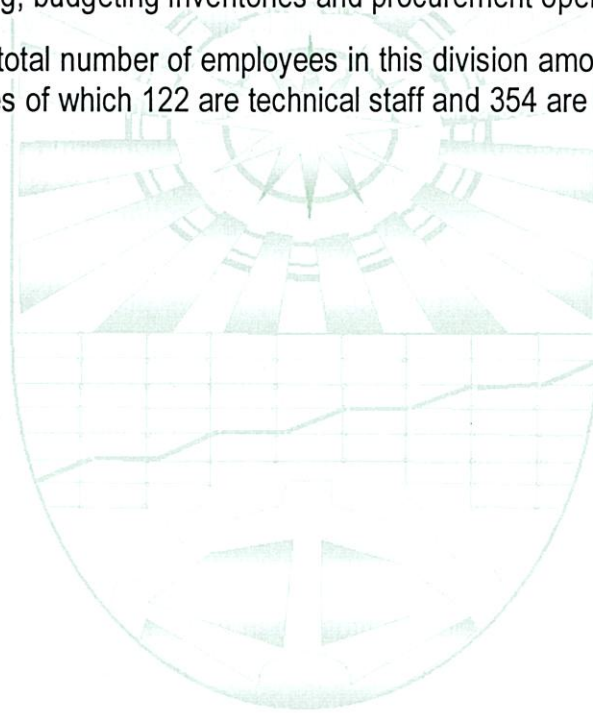
The division receives professionals, experts and all the Institute's visitors from foreign research institutions and universities

who pay short visits to the Institute. It is also responsible for the Institute's students in foreign institutions and universities.

(B) Administrative Services Division

This division is concerned with all the financial and administrative affairs for the staff. It includes two sections: one for Human Resources (personnel affairs) and the other for finance which covers accounting, budgeting inventories and procurement operations.

The total number of employees in this division amounts to 476 employees of which 122 are technical staff and 354 are administrative staff.



PART II
INSTITUTE'S ACTIVITIES

PART II: INSTITUTE'S ACTIVITIES

To achieve its targets, the Institute performs many activities that could be broadly classified into:

- Research and studies.
- Economic reports.
- Conferences, symposia, and expert meetings.
- Consultancies for national agencies.
- Regional and international cooperation.
- Training.
- Planning data and information.
- Documentation and publications.

1- RESEARCH AND STUDIES

The Institute conducts its research work according to an annual plan. It covers the different aspects of planning on all levels in order to support decision and policy makers.

The following is a brief outline of these activities according to the different publishing channels.

(A) Development and Planning Issues Series:

This series include researches and studies implemented in groups within the annual Institute's plan after being revised and approved by arbitrators. The series include about 135 studies undertaken since its establishment in 1977 till 2000. Fifty two researches are published during the period 2001-2005 as shown in Annex 2.

(B) INP Publication Series:

INP publications are broadly classified into an "External" and an "Internal" series as shown in Annex3.

The former series include a collection of individual and group researches and studies that were published during the last years on the various planning issues. The series focuses only on publishing individual researches and studies. The series includes 1630 published studies and researches undertaken since its establishment until November 2005. Annex no.3 gives a listing of the issues of this series that were released from June 2001 to November 2005.

The internal publications series are mainly training material prepared for the Institute's training programs. Till 2005, 961 publications were published: 20 of which were published during the period 2001-2005. Issues cover a wide range of topics such as: futuristic studies, databases, planning information, decision support, planning management, follow-up on project implementation using computers, and decision making under risk and uncertainty.

(C) The Egyptian Review for Development and Planning:

This is a semi-annual periodical that was first published in 1993. It publishes essays, researches and studies after analyzing and approving them by a panel of arbitrators. Each issue includes a round table discussion on a recent economic or social issue and synopsis of the seminars and conferences held in the Institute. The Review also includes translations for a number of foreign studies as well as summaries of applied studies and researches prepared by Arab and African researchers.

13 volumes of the Review are released since its establishment till December 2005. Each volume includes 2 issues. Five volumes are released in the period from January 2001 till December 2005. The topics covered are as follows:

- 10 round table discussions on Egypt and the future challenges.

They focused on transportation, health, education and tourism sectors, the balance of payment, technology, scientific research, small enterprises, desert reclamation, stock markets and industrial zones.

- 40 researches and studies on various socio-economic issues on the local, regional and international levels.
- 10 translated researches and studies related to the topics discussed in the round tables.
- 20 summaries of seminars and conferences.
- Summaries of studies and researches undertaken in the Institute.

(D) Researches Studies for Local Agencies:

The Institute performs many researches and studies in collaboration with other institutions such as the Organization for the Reconstruction and Development of Egyptian Village, Academy for Scientific Research and Technology, the Consultancy Office for Integral Development, the Social Fund for Development, the Energy Planning Agency, the Ministry of Public Affairs and the Environmental Affairs Agency. The issues tackled are as follows:

- Integrated management of dangerous materials.
- Environmental impact assessment of several projects.
- Participatory development.
- Impact of the early retirement system on labor market equilibrium.
- Assessment of the productive family's project.
- Assessment of the projects undertaken by the Fund for Local Development.
- Status of implementation of the environmental national plan in Egypt.

(E) 2005/2006 Research Plan:

1. "Toshka" South Valley Development Project: Objectives and Achievements.

This research aims to identify what have actually been achieved from "Toshka" project and evaluate whether these achievements were compatible with its targeted objectives or not. It undertook also a critical assessment of its positive and negative implications. The study concludes by postulating a future vision to develop and reclaim "Toshka" district together with proposing a set of associated policies.

Highlights:

- The rationale, objectives and main features of the project.
- The current activities and undertakings in the project area.
- A future vision to enhance the project's activities (agriculture and land reclamation, industry, tourism, education, and health services,...).
- Population settlement in Toshka area.
- The organizational framework for managing the development and rehabilitation of Toshka area.

2. Decentralization as an Approach to Face some Environmental Issues.

This research aims to review the environmental management system in Egypt and investigate whether the activities undertaken by the government to protect the environment are up to the threats encountered.

Highlights:

- Identifying the institutional framework of environmental manage-

ment in Egypt and the roles and responsibilities at the different levels.

- Identifying the investments that were undertaken by the government on the national and governorates levels.
- Identifying the environmental issues and various governmental investments to enforce them and establish the connection between these issues and the governmental investments in environment in different regions.

3. *Applying the Environmental Management System (ISO 1400) on INP as an Example of a Governmental Research Institution.*

This research aims to define and evaluate the current position of INP in terms of its compatibility with ISO 1400 environmental standards and requirements. The study proposes some recommendations to upgrade the current position and the environmental management system of the Institute.

Highlights:

- The requirements, standards, regulations and legislations concerning potable water, waste disposal, construction materials, safety against fire, light and heat are reviewed.
- The current position of the Institute is evaluated.
- Recommendations are made and the expected economic and health impacts.

4. *Regional Accounting as an Approach for Financial Decentralization:*

This research aims to discuss the concept of financial decentralization as well as its various aspects and its importance in the process of development on the local level. It also describes the

current financial and economic position of the governorates in terms of revenues, expenditures, the value of financial and capital assets and the value of aid provided by the central government. In addition, the study also discusses the potential capacities and activities that exist in each governorate.

Highlights:

- Reasons behind decentralization are discussed.
- International experiences in financial decentralization are reviewed.
- Challenges facing decentralization are identified.
- Examining whether the funding sources for localities may form a good basis to apply the approach of decentralization according to the laws of local management in Egypt.
- The main aspects of decentralization in Egypt with emphasis on financial decentralization are analyzed.
- An analytical study of the economic and financial position on the governorate level is conducted.
- Indicators of decentralization in Egypt are reviewed.
- A future vision to enhance financial decentralization is proposed.

5. Estimating Labor Demand Using Alternative Scenarios:

This research aims to discuss and analyze labor demand in order to highlight the main economic determinants of this demand and discuss the mathematical methodologies used to estimate such demand. The study also aims to provide decision-makers with quantitative indicators to measure the degree of development in Egypt's labor market. This is achieved by forecasting various variables of the labor market (labor force, labor demand and unemployment) till the year 2011.

Highlights:

- The main features and determinants of the labor market in Egypt are reviewed.
- Methodologies used to estimate the labor demand on the macro and sectoral levels are discussed.
- Labor demand functions on the sectoral level are estimated using statistical methods.

6. Some Export Issues: "A case Study of the Chemical Industry":

This research aims to identify the development ability of the chemical industry as well as its export capacity. It also discusses the possibility of creating a competitive advantage relative to other developing countries.

Highlights:

- The export performance of manufacturing industries is analyzed.
- The main features of the chemical industry are explained.
- The trends of global demand and the structure of chemical exports are discussed.
- The potential advantages of chemicals exports are highlighted.

7. The Cost of Implementing the Millennium Development Goals in Egypt.

This research aims to monitor the rate of progress and identify the possibility of implementing the Developmental Goals of the third millennium in Egypt. It also highlights the main challenges that face these goals, and evaluates the programs and amount of investments needed to implement these goals.

Highlights:

- Reviewing and analyzing the Millennium Development Goals.

- The current level of progress in achieving the Goals in Egypt is assessed.
- Draw up a proposal for the necessary programs and strategies that aim to reduce poverty and hunger as well as providing environmental sustainability.
- Estimating the investment costs needed to achieve these goals as compared with the goals of the economic and social plans in Egypt.

8. Pensions and Social Insurance System in Egypt : Realities and Potentials for Improvement.

This research aims to review the pension and social insurance systems in some foreign countries to highlight the main common features and differences that exist among these systems. The study, then discusses the pension and social insurance system in Egypt in comparison to these systems. It suggests some alternative schemes for funding the pension and social insurance system.

Highlights:

- Different pension systems are reviewed.
- The pension and social insurance system in Egypt is discussed.
- Methods for funding the social insurance system as well as investing the social insurance capital are proposed.

9. The Yarn Market in Egypt.

This research discusses the yarn market in Egypt and its interlink ages with other parties dealing with this market. The study highlights the main points of strength and weakness in this market, the challenges that face the dealers within this market and the recommended policies to overcome them.

Highlights:

- The various dealers in the yarn market in Egypt are presented.
- The activities of the different parties that deal with the yarn market in Egypt are defined.
- The results of the activities of dealers with the yarn market, and their effects on the targeted objectives due to their participation in the Yarn market are discussed.

2- ECONOMIC REPORTS

(A) Human Development Report:

Since 1994, the Institute of National Planning in collaboration with the United Nations Development Programme (UNDP), publishes the Annual Human Development report in Egypt. Till 2005, 9 reports were published under the following titles:

- What is Human Development (1994).
- Political Participation (1995).
- Poverty (1996).
- Social Expenditure (1997/1998).
- Education (1998/1999).
- Globalization (2000/2001).
- Participatory Local Development (2003).
- Decentralization towards Rational Governance (2004).
- Towards a New Social contract (2005).

(B) Annual Economic Report

The Institute prepares an annual economic report that monitors the development of the social and economic variables on the national and international levels in an attempt to assess the performance of the national economy. The report covers the following issues:

- Economic changes on the international and local levels.
- The economic performance: including indicators on the GDP and its growth rate, the sectoral structure, productivity, savings, investment, foreign trade and the balance of payments.
- The financial and monetary performance: including several issues such as public finance, domestic debt, monetary and banking performance and stock markets.
- Economic prosperity: including several indicators on prices, inflation, income distribution, consumption and subsidies.

3- CONFERENCES, SYMPOSIA, AND EXPERT MEETINGS

(A) Tuesday Seminar

This seminar has been held biweekly each Tuesday on a regular basis for the last four years. The sessions of this seminar tackle many issues of economic, social and institutional aspects.



Many academicians, experts and specialists participate in the discussions of these aspects. During the last four years, the Seminar discussed the following issues:

- The Modernization of Egypt: Independent Development as a Practical Alternative to Liberal Development.
- The Development of Egypt - A Vision for the Future.
- The Future of Egypt - Youth and the Continuum of Generations.
- Egypt's Priorities - Development in a Changing World.

The outcomes of the seminars are gathered in an annual book which includes discussions, opinions and ideas that were discussed during the sessions of the seminar.

(B) Annual Conference of INP

The first conference was held in 2004/2005 under the title: **"The priorities of industrial investment in Egypt."** It discussed many economic and social aspects related to the topic of the conference. The working papers of the conference were published in a book.

The second annual conference of the Institute is currently under preparation and is entitled **"The Egyptian Stock Market: Opportunities and challenges"** It is expected to be held before the end of 2006.

(C) Substantive Follow-up Meetings

It is one of the new activities of the Institute that is held bi-weekly on a regular basis. It aims to inform the academic staff of the results of conferences attended by the institute staff and to discuss the outcomes, results and recommendations of these conferences and workshops. Examples of these conferences are the

meetings of the Socio- Economic Development and Benefit Sharing Project of the Nile Basin Initiative (NBI) in Entebbe, Uganda and the International Conference on the New Approaches for Designing Development Policies in Beirut.

(D) Expert Forum

These meetings have been held by the Institute for the last two years. Experts from inside and outside the Institute are invited to discuss important issues on development and planning. The discussion results and recommendations are published in the publication entitled "*Economic Papers Series*." Three papers have been published so far. These cover many topics such as:

- Investment incentives in Egypt.
- Competition and anti-trust law.
- Public debt in Egypt.
- Education and globalization.
- The experience of new cities in Egypt.
- Merge as a mechanism in the Banking sector reform.
- The encroachment on agricultural lands.
- The informal sector.
- Food subsidy program in Egypt.
- The economic and environmental impacts of Avian-flu.
- Sustaining the Egyptian stock market.
- Privatization and methods of evaluation.

(E) Internal Seminars

These seminars are intended to encourage and stimulate the junior researchers of the Institute to participate effectively in its substantive activity and develop their research skills. The substan-

tive divisions organize these seminars also to discuss working papers prepared by the researchers.

(F) International Conference for Statistics, Computer Science

The Institute organizes one session of this conference annually in collaboration with the Egyptian Association for Statistics.

(G) Workshops

The Institute organizes several workshops annually in cooperation with other local agencies to discuss many economic and social issues such as workshops on:

- The environmental action Plan in Egypt, in collaboration with the Environmental Affairs Agency.
- Cooperatives and Development, in Cooperation with the General Union of Cooperatives (2004).
- Human development, in cooperation with the Organization for Reconstruction and Development of Egyptian Village (2001/2002).
- Participatory development, in cooperation with the Organization for Reconstruction and Development at Egyptian Village (2001).
- The environmental budgets of various ministries, in cooperation with the Environmental Affairs Agency (2005).
- The execution of the national plan for environmental action 2002-2017, in cooperation with the Environmental Affairs Agency (2005).

4- CONSULTANCIES FOR NATIONAL AGENCIES

The Institute provides substantive consultations for local institutions and agencies. During the period 2001-2005 such consultancies were offered to the following agencies:

- The Social Fund for Development.
- The Central Agency for Public Mobilization and Statistics (CAPMAS).
- The Environmental Affairs Agency.
- The National Council for Women.
- The National Council for Childhood and Motherhood.
- The Consultancy office for Integrated Development.



5-REGIONAL AND INTERNATIONAL COOPERATION

Through its history, the Institute has maintained good cooperation with a wide network of relevant institutions and universities on the regional and international levels. This has resulted in many agreements including training programs courses, workshops, joint researches, and exchange of experts. During the period 2001 – 2005, the following activities were undertaken:

(A) Workshops and Training

- Feasibility studies and project assessment for the employees of national institutions in the Syrian Arab Republic (World Bank and the State Planning Agency in Syria).
- The role of the private sector in social and economic development in Arab Nations (The Islamic Institution for private sector development affiliated to the Islamic Bank in Jeddah and the Economic and Social Commission for Western Asia (ESCWA).
- Current and urgent issues facing research in agricultural policies in the Near East Countries (Food and Agriculture Organization FAO).
- International economic blocs and Arab integration (Arab Planning Institute in Kuwait).
- Feasibility studies and project assessment (Ministry of Villages and Municipalities Affairs in the Kingdom of Saudi Arabia).
- Growth and development in Africa (African Institute for Development and Planning affiliated to United Nations in Dakar, Senegal).
- Regional trade, integration and food security (FAO).
- Investment in stock markets (Ministry of Villages and Municipalities Affairs in the Kingdom of Saudi Arabia).
- Planning and management of fishery resources in Yemen (FAO).
- Regional development strategy (Ministry of Villages and Municipalities Affairs in the Kingdom of Saudi Arabia).

(B) Research Studies

- Potentials and prospects for agricultural development in African countries (African Institute for Economic and social Development, Dakar, Senegal).

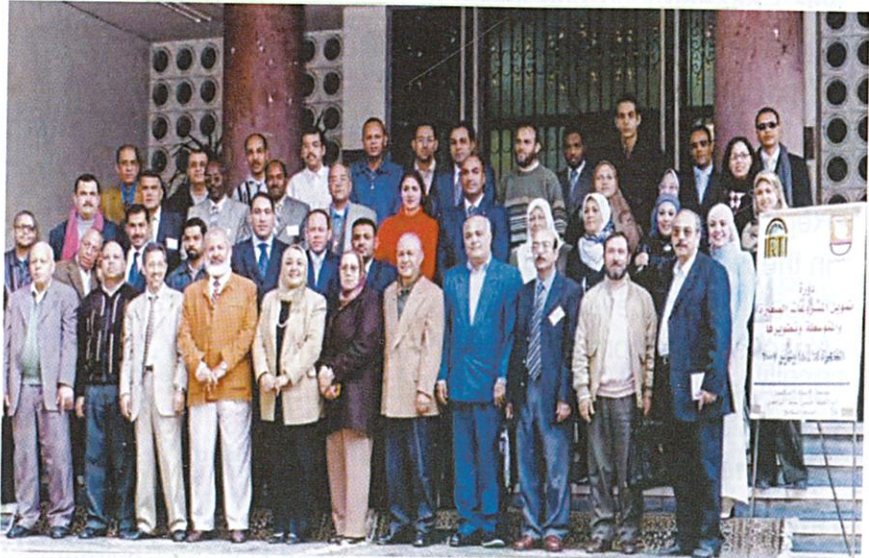
- Potentials and prospects for industrial development in African countries (African Institute for Economic and Social Development, Dakar, Senegal).
- The exploitation of energy resources in African countries, (African Institute for Economic and Social Development in Dakar, Senegal).
- Determinants and policies for agricultural investment in the Arab Republic of Egypt (FAO).
- Building agricultural institutional capacities in the Near Eastern Countries (FAO).
- Regional trade and integration in the field of livestock production in the Near Eastern Countries (FAO).
- Local human development reports for 19 governorates (United Nations Development Programme and the Ministry of Planning and Administrative Development).

(C) Consultancies

- Preparing the national strategy for integrated management of dangerous waste in Yemen for the United Nations Environment Programme for Western Asia.
- Preparing the agricultural sector strategy in Egypt for the World Bank.
- Preparing financial and economic feasibility studies , agricultural sector planning, and environmental impact assessment studies for FAO, Arab Organization for Agricultural Development, and US-AID.
- Policy studies for agricultural development in the region of Hael in the Kingdom of Saudi Arabia for the directorate of Villages and Municipalities Affairs in the region of Hael in the KSA.

INSTITUTE'S ACTIVITIES

- Policy studies for developing and promoting small enterprises in the United Arab Emirates for the Ministry of Villages and Municipalities affairs in Dubai, UAE.
- Program of participatory urban management for the German Co-operative Development Program, GTZ.



6- TRAINING

The Institute provides training services to employees and individuals from Egypt as well as the Arab and African countries through the following programs:

Long Term Training Program (The Institute's Diploma) in planning and Economic and Social Development:

It is held annually for one academic year starting in October and ending in June. The number of participants ranges from 70 to 100 participants.

Short Term Training Programs:

The Institute organizes short term training courses targeted to employees in governmental agencies and the public sector on the central, regional and local levels. These courses are usually tailored to the training needs of these agencies. Some of these programs are held in the Institute's premises while others are held in the premises of those agencies. The number of programs ranges between 20 and 25 programs annually and participants range between 25 and 30 per program.

Besides, the Institute arranges short-term programs for the private sector and civil society and other agencies on a contractual basis. The annual number, subjects and type of participants and programs depends on the contractual agreements with the contracting party. The number of programs held in this category ranges between 15 and 20 courses annually. Trainees range between 5 and 25 per program.

Computer and Information Programs:

The Institute organizes these types of programs for trainees in order to increase the capacity of information technology and new communication methods, to remain updated with the information technology and the new digital revolution. The number of computer courses ranges from 20 to 35 per year targeted for 5 to 20 trainees per course. The most important topics covered are: Oracle, Visual Basic, Excel, AutoCAD, Internet, Access, Word, Web Design, Basic, SPSS, Primavera, Java , computer maintenance and modern office management.

7- PLANNING DATA AND INFORMATION

This division provides technical IT support to the academic staff of the Institute. Last year, the division started to provide linkages to many databases in order to supply the required information needed for research purposes. The division also performs the substantive, mathematical and statistical analyses needed by professors to fulfill their researches and studies.

8- DOCUMENTATION AND PUBLICATION

The Documentation and Publication Division, has one of the largest specialized libraries on developmental and related issues in Egypt. It possesses a good collection of up-to-date documents, bulletins, and references in the field of development and planning. It has three main sections for Arab and foreign references, periodicals, and publications of international organizations.

The division always possesses the most recent publications. It holds a continuous link with other academic divisions, agencies and institutions on the local, regional and international levels.

It is worth mentioning that the documentation and publication division of the Institute was selected by the World Bank as a depository for World Bank publications in Egypt.

PART III
DRAFT PROPOSALS FOR DEVELOPING INP

PART III: DRAFT PROPOSALS FOR DEVELOPING INP

Upon assuming her duties as a new director of INP, she took the initiative of embarking on soliciting views on how to develop the Institute to cope with the new and rapid changes both nationally, regionally, and internationally. A committee was set up for this purpose. Many promising and enlightening proposals were raised.

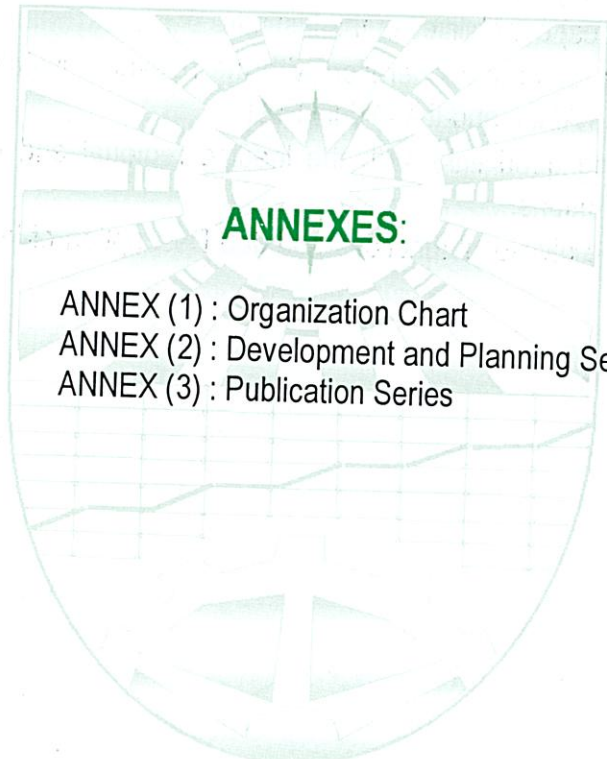
The amalgamation of the functions of the former Demographic Center in INP through the creation of a new division with the same name was a good opportunity to reconsider the development initiative of INP from a wider perspective building upon and capitalizing on the added capabilities of the new Demographic Center. The establishment of a new ministry for Economic Development was another impetus for such review. In its last meeting on 1 October 2006, the Board of Directors of the Institute adopted a decision requesting the Director to take the necessary steps to prepare solid recommendations to subsume the new functions of the former Demographic Center within a new development and restructuring plan for INP.

Towards this end, sincere efforts are envisaged to prepare recommendations for the consideration of the Board of Directors for institutional capacity-building along the following directions:

- A new Vision and Mission statements for INP compatible with the state of economic development in Egypt on the one hand, and the global trends on the other.
- A new image for the Institute.
- Securing flexibility of operations through delegation and control.
- Review the legislative mandate of the Institute.
- Revisiting the organizational structure of INP together with the

substantive contents of its activities.

- Benefiting from, and harnessing the capabilities of ICT's in the internal office operations of INP and in delivering its substantive outputs.
- Seeking the accreditation of INP Diploma and certificates.
- Strengthening the Technical Assistance (consultancy and advisory services) capabilities of the Institute.
- Increasing regional cooperation with the relevant institutes and agencies in Africa and the Middle East.
- Establishing good links with the leading regional and international institutions.
- Review the divisions' functions and Job Description of key positions.



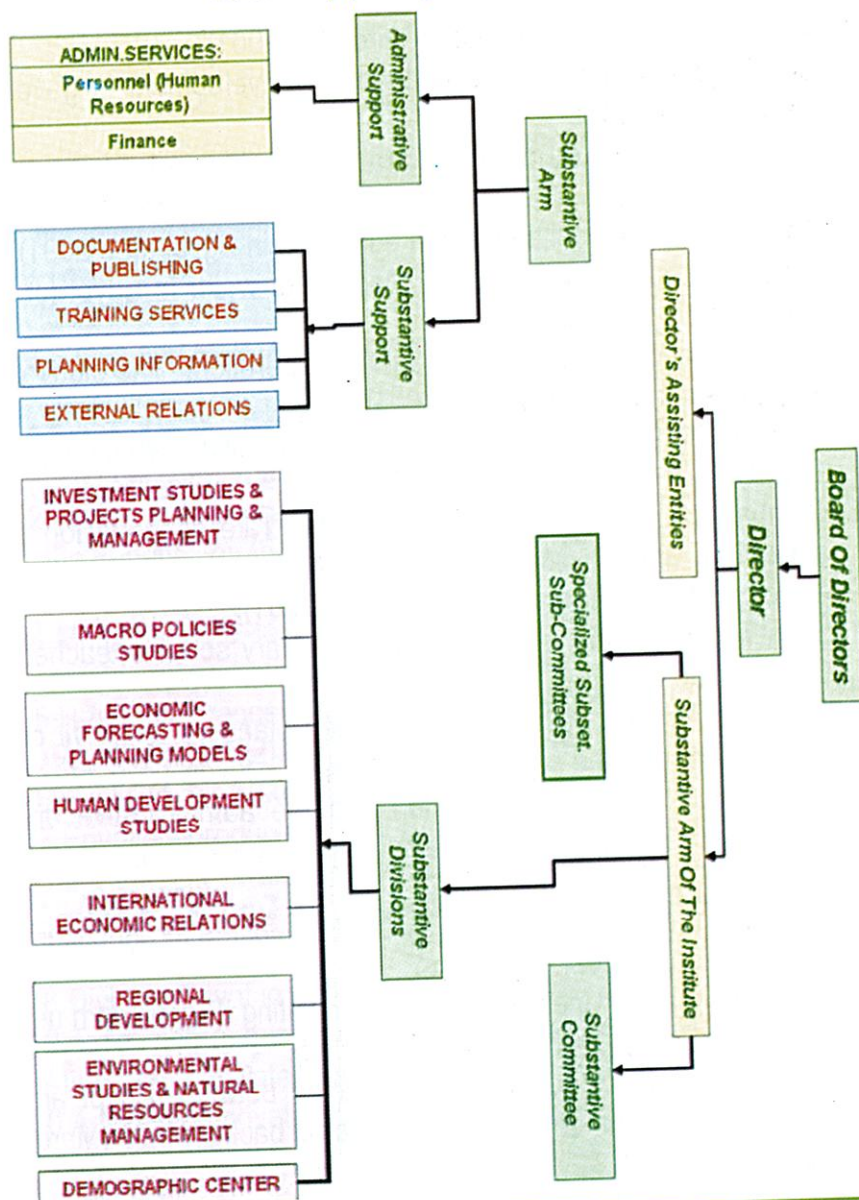
ANNEXES:

ANNEX (1) : Organization Chart

ANNEX (2) : Development and Planning Series

ANNEX (3) : Publication Series

ANNEX (1) : Organization Chart



ANNEX (2) : Development and Planning Series.

1. Improving nurseries in Greater Cairo (Jan 2001).
2. Civil organizations and the priorities of development in governorates (Jan 2001).
3. Prospects and future of agricultural cooperation in the next period (Jan 2001).
4. Upgrading vocational and health education in Egypt (Jan 2001).
5. A new methodology for the optimal use of water in Egypt (Jan 2001).
6. The international Egyptian economic cooperation. "The study of some partnership cases" (Jan 2001).
7. Classification and arrangement of Egyptian cities (according to 1996 census data) (Jan 2001).
8. Comparative advantage and the effective rate of protection of agricultural and industrial goods (Jan 2001).
9. Development of vegetable exports (Dec 2001).
10. Identification of training needs for secondary schools teachers (Dec 2001).
11. Planning through collaboration between planners and civil organizations on the central and governorate levels (Feb 2002).
12. The impact of institutionalization and the administrative and marketing barriers on the development of the Egyptian manufacturing sector (March 2002).
13. Measuring the response of agricultural producers to agricultural policies (March 2002).
14. Developing a new methodology for calculating the optimum use of water in Egypt (2nd Phase) (March 2002).
15. A future vision for economic cooperation between Egypt and the external Community (Part I- A basic background) (March 2002).

16. Grass roots participation and its role in maximizing the objectives of current local rural and urban development plans (April 2002).
17. Estimating the social accounting matrix for the Egyptian economy in 1998–1999 (April 2002).
18. The organizational schemes and mechanisms for enhancing participation in the planning process on the level of the agricultural sector (July 2002).
19. Towards a strategy to benefit from electronic trade in Egypt (July 2002).
20. Shoes and leather products in Egypt. "Reality and Future." (July 2002).
21. Estimating the financial needs for upgrading pre-university education according to a multidimensional strategy (Jan 2002).
22. Practical and strategic needs of Egyptian women and setting the priorities on the governorate level (July 2002).
23. Egypt and regional blocs (July 2002).
24. Managing the local public debt and financing public investments in Egypt (July 2002).
25. Health insurance in the context of the current health sector in Egypt (July 2002).
26. Applying networks in the agricultural sector (July 2002).
27. Egyptian production and exports of frozen goods, vegetables and fruit juices and recommendations for developing their competitive advantage in local and international markets (July 2002).
28. Dividing Egypt into planning regions (Jan 2003).
29. Assessing and improving the performance of some public utilities "Potable water and drainage" (July 2003).
30. A vision on privatizing some public utilities (July 2003).
31. Identification of the financing needs for higher education "A

- theoretical, analytical and field study" (July 2003).
32. A study on the most important environmental impacts of tourism activities in the Red Sea Governorate "Focusing on Hurghada" (July 2003).
 33. Specific factors for economic growth in theory and the current Egyptian economy (July 2003).
 34. The equal distribution of the benefits of development in Egyptian governorates "Analytical study" (July 2003).
 35. Assessing and improving the quality of some public services provided by the education and health sectors using networks (July 2003).
 36. A study on foreign markets and the means for their penetration (July 2003).
 37. Investment priorities in the agricultural sector (July 2003).
 38. A field study on obstacles facing the leather shoes industry in Egypt "Applied to Cairo and the city of 10th of Ramadan" (July 2005).
 39. Employment and unemployment on the international, national and local levels (July 2003).
 40. Building and developing Egyptian human capacities "Main issues and obstacles" (July 2003).
 41. A proposed national strategy for integral management of dangerous waste in Egypt (July 2004).
 42. Building the bases for technological development in the Egyptian industry from the perspective of competitiveness and the operational sectors (July 2004).
 43. Improving total quality in some areas of the health sector (July 2004).
 44. International market risks facing strategic food products and proposed policies and tools to overcome them (July 2004).
 45. Potentials and impacts of establishing a free trade area be-

tween Egypt and United States of America and the qualified industrial zones (July 2004).

46. Towards a clean air for a huge city (July 2004).

47. Identifying the needs in the health, pre-university and university sectors (July 2004).

48. Identifying the needs required by the drainage, roads and bridges sectors (July 2004).

49. Characteristics and variables of the Egyptian market "An analytical study of some Egyptian markets" (Jan 2005).

50. Characteristics and variables of the Egyptian market "An analytical study for some Egyptian markets." Part II: The applied framework on the educational market, health and software markets (Jan 2005).

51. Characteristics and variables of the Egyptian market. "An analytical study for some Egyptian markets." Part III: The applied framework. "The pharmaceutical market, the agricultural and industrial goods market, steel, iron and cement market (Jan 2005).

52. Intellectual property and development in Egypt (Aug 2005).

ANNEX (3) : Publication Series.

1. Tourism development: Its concepts, determinants and importance "The Egyptian case" (Jan 2001).
2. The benefit of building frameworks and examples of small industrial enterprises for enhancing the principle of self-employment in the Arab Republic of Egypt (Jan 2001).
3. A comparative study of some forecasting methods using time series (April 2001).
4. The complete system for planning land usage in the Emirate of Dubai to achieve sustainable urban development (Nov 2001).
5. Financial planning as a tool to achieve transparency and credibility in non profit civil organizations (Sept 2002).
6. Stock market indicators and their role in taking investment decisions and evaluating their consistency with the economic performance indicators of the Egyptian economy (Sept 2002).
7. Experience systems, determinants and experiences in building, location and use in organizations (Sept 2002).
8. Economic equilibrium and input/output tables in Egypt; theory, approach and application.
9. Applying the regional economic accounting methodology in light of the national accounting system of 1993 on Cairo (Cairo / Kalioubia / Giza) (March 2003).
10. The real Estate financing law and development in Egypt (March 2003).
11. The executive plan targeted to follow the gender inclusion in the five year plan 2002/2007 for the health and education sectors (Jan 2003).
12. The economic and social impacts of spending on drugs in the Arab Republic of Egypt (Aug 2003).
13. Commercial relations between Egypt and the European Union

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- during the 1973–2000 period. Reality and Practice (Sept 2003).
14. Integration and agricultural risk management in Egypt (Jan 2004).
 15. Youth problem (A preliminary study on the Internet on a sample of Egyptian university youth, Jan 2004).
 16. The social reflections of the street children phenomenon (July 2004).
 17. An analytical study of the sources of supply and demand of foreign currencies in Egypt and their impact on the value of the national currency (July 2004).
 18. Small enterprises in the context of overall development (July 2004).
 19. Credit policies and the necessity of enhancing their role in economic development (July 2004).
 20. The role of external auditing in enhancing the operation of public companies (Aug 2004).
 21. The gender inclusion in national budgets initiatives. A comparative study (March 2005).
 22. The Local Development Fund and its role in financing economic projects in the rural areas of Egypt (May 2005).
 23. Evaluating production inputs for the Egyptian economy (A study on measurement methodologies) (May 2005).
 24. The role of the tax system in achieving the objectives of the monetary policy in Egypt (Sept 2005).
 25. Statistical analysis using SPSS (October 2005).
 26. Local management in Egypt (Concepts, goals and directions) (November 2005).



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