

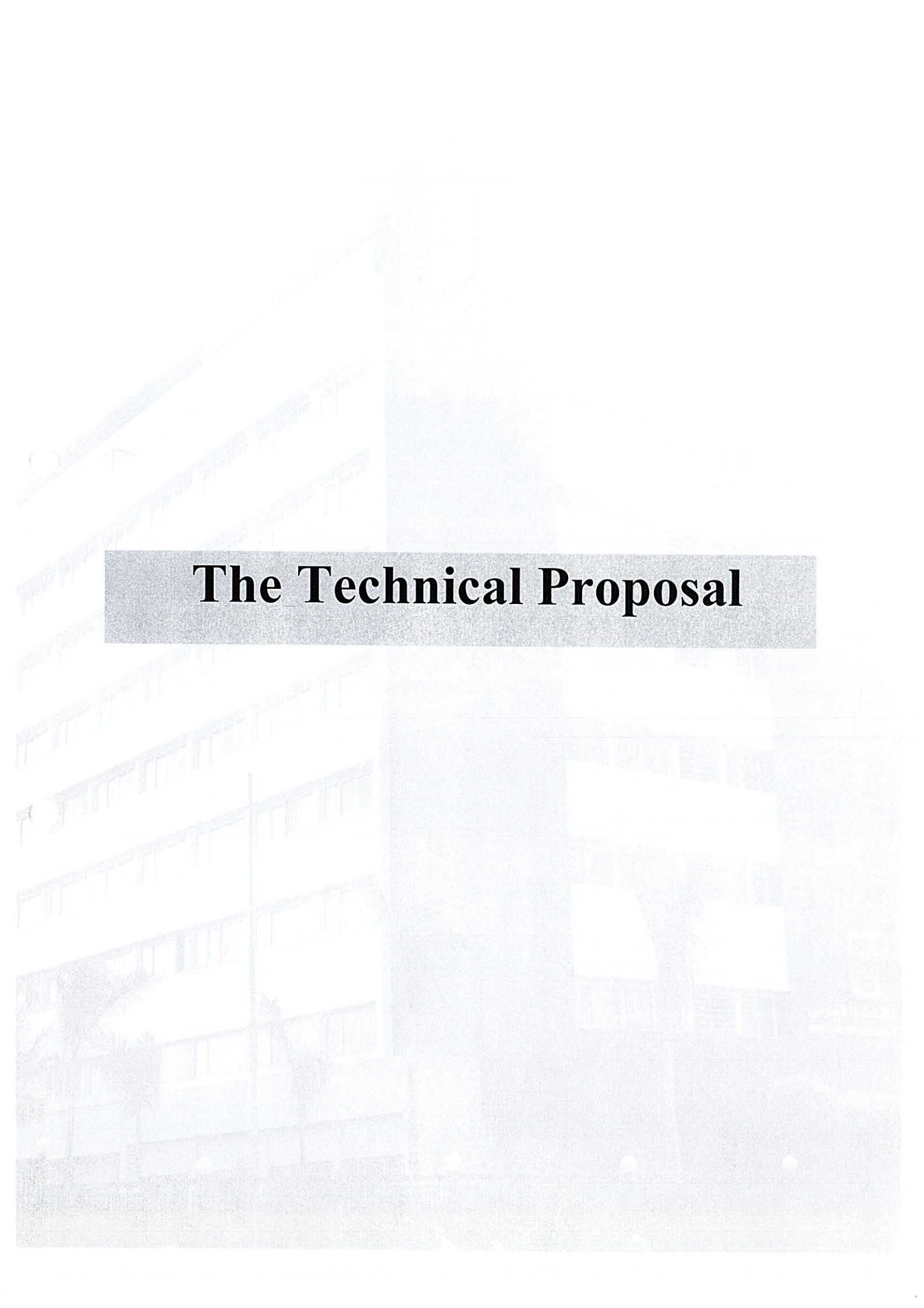
Contents

1. The Technical Proposal
2. The Financial Proposal
3. About the institute of National Planning
4. Previous experience of INP in the field of training, especially in "Social Inclusion and Decentralization"
5. A list of INP research papers in the field of social inclusion and decentralization
6. Attachments in Arabic

أ- السيرة الذاتية لمعهد التخطيط القومي

ب- سابقة خبرة المعهد في مجالات التدريب والدراسات
بالتركيز على مجالات "الشمول المالي
واللامركزية"

ت- سابقة أعمال معهد التخطيط القومي



The Technical Proposal

Institute of National Planning



Project:

**Social Inclusion and Decentralization
Training for the Parliament of the Arab
Republic of Egypt**

**Technical Proposal
Cairo: 31/03/2019**

Table of Content

TECH-1 Technical Proposal

Submission Form

**TECH-2 Consultant's Organization
and Experience**

**TECH-3 Description of Approach,
Methodology, and Work Plan in
Responding to the ToR**

**TECH-4 Work Schedule and
planning for deliverables**

**TECH-5 Team Composition,
Assignment, and Key Experts'
Inputs**

TECHNICAL PROPOSAL SUBMISSION

FROM:
Institute of National Planning

TO:
African Development Bank

Subject: Social Inclusion and Decentralization Training for the Parliament of the Arab Republic of Egypt

Ms. Malinne Blomberg
Country Manager, COEG
African Development Bank

Regarding Technical Proposal

We are the Institute of National Planning (INP) have the pleasure to enclose herewith a technical proposal regarding your request for proposal on Social Inclusion and Decentralization Training for the Parliament of the Arab Republic of Egypt.

We hereby declare that all the information and statements made in this technical proposal are true and we accept that any misinterpretation or misrepresentation contained in this proposal may lead to our disqualification by the Bank and/or may be sanctioned by the Bank.

We understand that the Bank is not bound to accept any technical proposal that it receives.

Yours faithfully,

Signature: _____
(Authorized Representative)
Full Name: Khalid Attia
Designation: Vice President of Institute of National Planning
Address: Salah Salem Road
Contact information (01068285595):
inpafdb@gmail.com

Prof.Khalid Attia

Vice President of Institute of National Planning

TECH-2 Consultant's Organization and Experience

2.A Consultant's Organization

Institute of National Planning (INP) was established by Law No. 231 in 1960 as the first independent think tank institute in the area for Planning and Development and as a technical arm for the Government of Egypt (GoE) with the mandate of promoting scientific planning through research and development studies, supporting the technical role of the Ministry of Planning, Monitoring and Administrative Reform (MPMAR), mainstreaming planning concepts in all national institutions, and promoting culture of planning and sustainable development in the Egyptian community. Through its scientific research, the INP is focusing on supporting the formulation of the national policies and plans (Sustainable Development Strategy: Egypt vision 2030) and on providing decision makers with different strategic policy alternatives in planning and sustainable development.

Between 1993 and 2010, the INP was responsible for developing Egypt's Human Development Report" National report for Egypt". Also, the institute embarked in delivering training programs for the Egyptian Government officials between 1990 and 2016 at the central and local levels.

The INP encompasses a number of specialized centers including the Macro-Economic Policy Center, International Economic Relationships Center, Industrial Development Center, Agricultural Development Center, and Environmental Studies Center. These centers have a long experience in conducting research and studies in issues related to social and economic development, as well as developing national and local human development reports. Additionally, the INP has an outstanding experience in providing training programs not only in Egypt, but also in the Arab and African countries.

The INP focuses mainly on supporting decision makers in Egypt and some other countries. The institute is used to share its experience with similar international think tanks. In addition, the INP has a mission to nationally and regionally cooperate with the academia, private sector and civil society.

In this context, INP signed a number of cooperation protocols with outstanding international, regional, and local institutions as reflected in the following table:

No.	Partner	Year of protocol Signature
-----	---------	----------------------------

1.	Korea Development Institute (KDI)	2014
2.	The African Institute for Economic Development and Planning (IDEP)	2004 & 2011
3.	The Egyptian Cabinet's Information and Decision Support Center (IDSC)	2016
4.	General Egyptian Book Organization	2017
5.	L'Institut Tunisien de Compétitivité et des Etudes	Since 1996
6.	Arab Water Council	2016
7.	Arab Administration Development Organization (ARADO)	2010
8.	Arab Society for Economic Research	2007
9.	Saudi Gulf Environmental Protection Company (SPECO)	2007
10.	Ministry of Planning and International Cooperation (Jordan)	Since 1998
11.	Islamic Research and Training Institute (GADA)	Since 2007
12.	General Secretariat of the Supreme Council for Planning and Development (Kuwait)	2009
13.	Arab Planning Institute (Kuwait)	2012
14.	Ministry of National Economy (Oman)	2009
15.	Diplomatic Institute Jordan	Since 1999
16.	Arab Federation For Wild Life Protection	2007
17.	Zalal organization for training, consultancy & media services (Suda)	2007
18.	Egyptian Environmental Affairs Agency	2017
19.	Academy Of Scientific Research & Technology	2016

20.	Arab Academy for Science, Technology & Maritime Transport	2007
21.	Association of Health & Environmental Development	2011
22.	National Center For Social & Criminological Research	2011
23.	Egyptian Center For Global Governance and Development	2016
24.	Faculty of Urban & Regional Planning- Cairo University	2012
25.	Higher Institute for Administrative, Financial Science & information System	2012

In 2018, INP got ranked among the most influential think tanks in the MENA region at the Global Think Tanks Directory (McGann, James G., "2018 Global Go To Think Tank Index Report" (2019), https://repository.upenn.edu/think_tanks/16). This came after 3 years from receiving ISO 9001.

The INP has provided the Egyptian Governments with high calibers since its establishment in 1960. The table below illustrates a sample of the INP main distinguished calibers:

Photo	Name	Position	Date
	H.E Dr. Kamal Al Ganzoury	-Former Prime Minister of Egypt	2011: 2012
		-Former Minister of Planning	1996:1999
		-Former Minister of Planning	1985:1987
		-Current Advisor to H.E President El-Sisi	1987: 1996
	H.E Dr. Ashraf Al Araby	Former Minister of Planning, Monitoring, and Administrative Reform	Aug 2012: May 2013 July 2012: Feb 2017



H.E Dr. Khaled
Fahmey

Former Minister
of Environment in
Egypt

2013: 2018



H.E Dr. Osman
Mohamed Osman

-Former Minister
of Planning
-Former Minister
of Economic
Development

2001: 2006
2006: 2011



H.E Dr.
Mohamed
Mahmoud Al
Emam

Former Minister
of Planning

1976: 1977



H.E Dr. Ibrahim
Helmey Abdel
Rahmen

Former Minister
of Planning

1975: 1976



H.E Dr. Ismaeel
Sabry Abdallah

Former Minister
of Planning

1972: 1974
1974:1975



H.E. Dr. Barakat
Al Farah

Former
Ambassador of
Palestine in Egypt

2009: 2014

For more information; see INP's Profile in Annex 1 (Attached).

1B. FIRM'S REFERENCES

Relevant Services Carried Out in the Last Five Years

Which Best Illustrate Qualifications

1.B Consultancy and Training experiences of Institute of National Planning

One of the important roles of the INP is to provide consultancy services to decision makers, international organizations, academia, private sector, and civil society institutions at the national and regional levels.

Since its establishment in 1960, the INP has provided successful consultancies to the UN organizations such as UNDP, IOM, FAO, ILO, and ESCWA.

The institute also worked with academic institutions in conducting research such as WIDER, UNU, and the International Peace Research Association (IPRA). Given its developmental role, the INP cooperates with international donors working in Egypt such as USAID, AFDB, and Fredrich Naumen, in addition to development agencies in Arab countries such as Saudi Arabia, Kuwait, Qatar, Syria, Palestine, and Lebanon.

1- Training Courses

Assignment Name: Training Course Management of National Strategic Plan		Country: Egypt
Location within Country: Sharm El-Shiekh		Professional Staff Provided by Your Firm: 6
Name of Client: • 18 African Countries		Nº of Staff: 7
Address: Sharm El-Shiekh		Nº of Staff Months:
Start Date (Month/Year): 8 January 2018	Completion Date (Month/Year): 18 January 2018	Approx. Value of Services (in USD or EURO): 58.000 (USD)
Name of Associated Firm(s), if any: African Development Bank- AFDP		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Khalid Attia Responsible for supervising the preparation, implementation and evaluation of the training course and		

ensure that training is meeting needs of African countries .
Narrative Description of Project: The training course aims to strengthen the capacities of officials in the ministries of planning, finance and economy in African countries in the field of : Management of National Strategic Plan .
Description of Actual Services Provided by Your Staff: Providing government officials and planners of African countries with modern skills and abilities of conducting and monitoring national strategic plans .
Consultants' Name: Institute of National Planning- INP& African Development Bank- AFDP

Assignment Name: Community Service Course social component in :Sustainable Development Strategy –Egypt 2030 with a focus on indicators of education and health		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 3
Name of Client: • Students of the Faculty of Arts - Department of Sociology : Helwan University		N° of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		N° of Staff Months: -----
Start Date (Month/Year): 2 April 2018	Completion Date (Month/Year): 4 April 2018	Approx. Value of Services (in USD or EURO): Free
Name of Associated Firm(s), if any: Faculty of Arts: Helwan University		N° of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Dr. Mogeda Imam Responsible for supervising the preparation, implementation and evaluation of the community service course and ensure that the course is meeting needs of participants .		
Narrative Description of Project: The community service course aims to focusing attention on education and health issues in the		

Sustainable Development Strategy.
Description of Actual Services Provided by Your Staff: Providing participants With appropriate background on the main indicators for assessing the national conditions of education and health in order to improve the social conditions in Egypt .

Consultants' Name: Institute of National Planning- INP& Faculty of Arts :Helwan University

Assignment Name: Training Workshop Feasibility Studies and Project Management for Nile-Basin Countries		Country: Egypt
Location within Country: Sharm El-Shiekh		Professional Staff Provided by Your Firm: 3
Name of Client: • Nile- Basin Countries : Ethiopia, Kenya, Rwanda, S.Sudan,Eritrea,Uganda, Congo and Tanzania		Nº of Staff:
Address: Sharm El-Shiekh -GAFY Resort		Nº of Staff Months:
Start Date (Month/Year): 29 January 2017	Completion Date (Month/Year): 9 February 2017	Approx. Value of Services (in USD or EURO): 40.000 (USD)
Name of Associated Firm(s), if any: African Development Bank- AFDP		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Khalid Attia Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting Nile-Basin countries needs.		
Narrative Description of Project: The training workshop aims to strengthen the capacities of officials in the ministries of planning, finance and economy in the Nile- Basin countries in the field of : Feasibility Studies and Project Management .		
Description of Actual Services Provided by Your Staff:		

Providing government officials and planners of Nile-Basin countries with modern skills and abilities in conducting feasibility studies and project management .

Consultants' Name: Institute of National Planning- INP& African Development Bank- AFDP

Assignment Name: Training Course Mechanisms and Requirements of Applying Programme Budgeting in Egypt		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:3
Name of Client: • Ministries of : Finance ,Planning , Health, Housing ,Transport , Investment &International Cooperation, • Central Agency for Organization & Administration -CAOA		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 30 April 2017	Completion Date (Month/Year): 4 May 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any:		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Hoda Sobhy Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The training course aims to improve using Budget as a framework in which the Egyptian Ministries and national agencies allocate their resources to different departments and activities based on solid objectives and priorities.		
Description of Actual Services Provided by Your Staff:		

Presenting lectures and practical exercises and preparing participants to use Programme Budgeting efficiently in their organizations.

Consultants' Name: Institute of National Planning- INP

Assignment Name: Training Course The Egyptian experience in combating poverty (with the application of Ismailia Governorate)		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:3
Name of Client: • Trainees from the state of : Sudan		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 29 January 2017	Completion Date (Month/Year): 2 February 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: Ismailia Governorate		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Sayed Abd Elmaksoud Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The training course aims to provide participants from Sudan with distinguished Egyptian experiences and approaches to combating poverty .		
Description of Actual Services Provided by Your Staff: Presenting lectures and practical case studies and experiences related to ways of combating poverty and enhancing citizen participation in this process.		

Consultants' Name: Institute of National Planning- INP& Ismailia Governorate

Assignment Name: Training Course	Country: Egypt
---	----------------

Integrating the environmental dimension into development plans		
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 4
Name of Client: • Governorates of : Cairo and Qalubia • Ministry of Planning, Monitoring and Administrative Reform • Egyptian Environmental Affairs Agency		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 8 May 2016	Completion Date (Month/Year): 12 May 2016	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any:		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Nefeesa Abo Elsood Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The training course aims to insert environmental issues in development plans to support Sustainable Development and conservation of natural resources in Egypt.		
Description of Actual Services Provided by Your Staff: Providing government officials and planners with the needed skills and abilities to take the environmental issues into account in preparing national development policies and plans.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Training Courses Conducting a Feasibility Study - 6 courses		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 5
Name of Client: • Ministries of : Agriculture ,Housing ,Education, Water Resources ,Cooperation, Transport ,Planning		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 6 March 2016	Completion Date (Month/Year): 14 April 2016	Approx. Value of Services (in USD or EURO): 120.000 (USD)
Name of Associated Firm(s), if any: United State Agency for International Development-USAID		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof.Dr. Ahmad Farahat- Project Advisor Prof. Dr. Abd Elaziz Ibrahim – Project Director Project director is responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The project aims to improve the capacities of government agencies in preparing feasibility studies for their projects, thus contributing to the rational allocation of their resources.		
Description of Actual Services Provided by Your Staff: Improving the capacity of government officials to conduct feasibility studies relevant to their field of work based on modern international instruments and methods .		

Consultants' Name: Institute of National Planning- INP & USAID

Assignment Name: Training Course Evaluating Feasibility Studies - 3 courses		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • Ministries of : Agriculture ,Housing ,Education, Water Resources ,Cooperation, Transport ,Planning		N° of Staff: 5
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		N° of Staff Months:
Start Date (Month/Year): 24 April 2016	Completion Date (Month/Year): 19 May 2016	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: United State Agency for International Development-USAID		N° of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof.Dr. Ahmad Farahat- Project Advisor • Prof.Dr. Abd Elaziz Ibrahim – Project Director Project director is responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The project aims to improve the capacities of government agencies in evaluating feasibility studies for their projects, thus contributing to the rational allocation of their resources.		
Description of Actual Services Provided by Your Staff: Providing government officials with the needed skills and abilities to evaluate feasibility studies relevant to their field of work.		

Consultants' Name: Institute of National Planning- INP & USAID

Assignment Name: Training Course Participatory development		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 3
Name of Client: • Governorate of Sharkia		Nº of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months: 3
Start Date (Month/Year): 3 April 2016	Completion Date (Month/Year): 7 April 2016	Approx. Value of Services (in USD or EURO): 3.000 (USD)
Name of Associated Firm(s), if any: -----		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Dr. Amal Zakria Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The course aims to improve the capacities and enlarging opportunities of the Egyptian governorates to participate effectively in formulating national policies and plans .		
Description of Actual Services Provided by Your Staff: Presenting lectures and practical exercises and preparing participants to use relevant new planning tools and processes at the local level .		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Training Course Government Programme		Country: Egypt
Location within Country: Cairo –INP		Professional Staff Provided by Your Firm: 3
Name of Client: • Governorates of: Qalubia and Giza. • Ministries of: Social solidarity, Communications and Information Technology , Finance and Manpower. • Parliament of the Arab Republic of Egypt		Nº of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 15 May 2016	Completion Date (Month/Year): 19 May 2016	Approx. Value of Services (in USD or EURO): 5000 (USD)
Name of Associated Firm(s), if any: None		Nº of Months of Professional Staff Provided by Associated Firm(s):--- -----
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof .Dr. Hoseen Saleh Responsible for supervising the preparation, implementation and evaluation of the training programme and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: Providing trainees with basic knowledge on the preparation, implementation, evaluation and follow-up of the Government Programme.		
Description of Actual Services Provided by Your Staff: Presenting lectures and practical exercises and managing relevant discussions and brain storming with trainees		

Consultants' Name: Institute of National Planning-INP

Assignment Name : Training Course Measuring the level of corruption at the governorate level		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 3
Name of Client: • Central Agency for Public Mobilization and Statistics- CAPMAS • Parliament of the Arab Republic of Egypt		Nº of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 29 May 2016	Completion Date (Month/Year): 2 June 2016	Approx. Value of Services (in USD or EURO): 5000 (USD)
Name of Associated Firm(s), if any: None		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Dr. Amal Zakria Responsible for supervising the preparation, implementation and evaluation of the training programme and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The course aims to Improve trainees' abilities to measure local corruption levels, handling appropriate data and developing relevant indicators.		
Description of Actual Services Provided by Your Staff: Presenting lectures and practical exercises and managing relevant discussions and brain storming with trainees.		

Consultants' Name: : Institute of National Planning-INP

Assignment Name: Training Course Development Planning Basics		Country: Egypt
Location within Country: Cairo –INP		Professional Staff Provided by Your Firm:
Name of Client: • Arab/ African Countries		Nº of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 6 December 2015	Completion Date (Month/Year): 17 December 2015	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: African Institute for Economic Development and Planning – IDEP		Nº of Months of Professional Staff Provided by Associated Firm(s):--- -----
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof .Dr. Neven Kamal Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting needs of Arab / African countries.		
Narrative Description of Project: The course aims to Improve the planning capabilities of officials in the planning agencies in some of Arab countries.		
Description of Actual Services Provided by Your Staff: Presenting lectures and conducting practical exercises, and managing relevant group discussions with participants.		

Consultants' Name: Institute of National Planning-INP& African Institute for Economic Development and Planning - IDEP

Assignment Name: Training Course Applying Problem solving methods using computer		Country: Egypt
Location within Country: Cairo –INP		Professional Staff Provided by Your Firm:
Name of Client: • General Organization of Culture Palaces		Nº of Staff: 3
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 2 February 2014	Completion Date (Month/Year): 6 February 2014	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: None		Nº of Months of Professional Staff Provided by Associated Firm(s):--- -----
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof .Dr. Moharam El-Hadad Responsible for supervising the preparation, implementation and evaluation of the training course and ensure that training is meeting business needs and improving performance.		
Narrative Description of Project: The course aims to Improve the ability of cultural workers to deal efficiently with work problems and find effective solutions.		
Description of Actual Services Provided by Your Staff: Presenting lectures and conducting practical exercises using PCs, and managing relevant group discussions with participants.		

Consultants' Name: Institute of National Planning-INP

2-Other Important Relevant Services

Assignment Name: High Level Policy Dialogue-HLPD Financing the SDGs in Africa: Strategies for Planning and Resource Mobilization		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 10
Name of Client: • Directors General and National Directors in charge of national development planning from the 54 African member States • Finance Experts from selected member States.		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 10 July 2018	Completion Date (Month/Year): 12 July 2018	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: Economic Commission of Africa-ECA		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Fadia Abd Elsalam		
Narrative Description of Project: The dialogue aims to make recommendations and identify elements of a resource mobilization framework for financing the SDGs in Africa.		
Description of Actual Services Provided by Your Staff: The INP organized and hosted the dialogue in collaboration with the : ECA , and the experts of INP provided important expertise during this important forum. .		

Consultants' Name: Institute of National Planning- INP and Economic Commission of Africa-ECA

Assignment Name: Group Research	Country: Egypt
--	----------------

Corporate Social Responsibility and its Role in Local Development in Egypt		
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • Governorates - INP Partners & Stakeholders		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): September 2017	Completion Date (Month/Year): April 2018	Approx. Value of Services (in USD or EURO): 4000 (USD)
Name of Associated Firm(s), if any: -----		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Hanan Ragaay		
Narrative Description of Project: The research aims to draw attention to the role of corporate social responsibility in improving social and economic development conditions and combating poverty in different Egyptian governorates .		
Description of Actual Services Provided by Your Staff: Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Individual Research	Country: Egypt
--------------------------------------	----------------

The reality of social capital within rural organizations		
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • INP Partners & Stakeholders		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): September 2017	Completion Date (Month/Year): April 2018	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any:		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Hanan Ragaay		
Narrative Description of Project: The research aims to Focus on the role of social capital in promoting sustainable development in rural areas of Egypt.		
Description of Actual Services Provided by Your Staff: . Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Knowledge Sharing Programme The role of Performance Budget in the integration of the development plan and the Egyptian Budget .		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 5
Name of Client: • INP , Ministry of Finance and Ministry of Planning		Nº of Staff:
Address:		Nº of Staff Months:
Start Date (Month/Year): 2015	Completion Date (Month/Year): 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: Korean Development Institute-KDI		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Hoda Sobhy		
Narrative Description of Project: The programme aims to exchange experiences on development issues and learn about the Korean experience in the field of financial planning and the link between planning process and budget.		
Description of Actual Services Provided by Your Staff: INP prepared a report regarding applying Performance Budget in Egypt , and implemented two training programs on the Performance Budgets for the staff of the Ministries of Finance and Planning in Egypt.		

Consultants' Name: Institute of National Planning:INP and Korean Development Institute-KDI

Assignment Name: Individual Research Towards improving food security and sustainable agriculture to reduce hunger and poverty in Egypt		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • INP Partners & Stakeholders		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): September 2015	Completion Date (Month/Year): April 2016	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: -----		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Hoda Elnemr		
Narrative Description of Project: The research aims to highlight the role of food security and sustainable agriculture in improving social and economic standard of living of the poor people in Egypt.		
Description of Actual Services Provided by Your Staff: Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Tuesday Seminar Growth, social protection networks and the most deserving categories in Egypt.		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • INP Partners & Stakeholders		N ^o of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		N ^o of Staff Months:
Start Date (Month/Year): 17 January 2017	Completion Date (Month/Year): 17 January 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: -----		N ^o of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: • Prof. Dr. Shereen El-Shawrby		
Narrative Description of Project: The seminar aims to shed light on the dimensions and components of the social safety net and its role in addressing the problems of poverty in Egypt.		
Description of Actual Services Provided by Your Staff: Conducting and hosting the seminar and sending a policy brief on the main results to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Scientific Symposium Social Innovation and Planning for Sustainable Development		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • INP Partners & Stakeholders		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): 2 April 2017	Completion Date (Month/Year): 2 April 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any:		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Atef el-Shabrawy		
Narrative Description of Project: The Scientific Symposium aims to shed light on strong link between social innovation and sustainable development, and the role of community participation in achieving SDGs and SDS goals in Egypt until 2030.		
Description of Actual Services Provided by Your Staff: Conducting and hosting the symposium and sending a policy brief on the main results to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Group Research Balanced regional development mechanisms		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 4
Name of Client: • INP Partners & Stakeholders		Nº of Staff: 5
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): October 2016	Completion Date (Month/Year): April 2017	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: -----		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Fared Abdel Aaal		
Narrative Description of Project: The research aims to highlights the importance of spatial development in ensuring appropriate population distribution across the country to support comprehensive development .		
Description of Actual Services Provided by Your Staff: Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Group Research The Problem of Citizenship in Egypt - Rights and Duties		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:4
Name of Client: • INP Partners &Stakeholders		Nº of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		Nº of Staff Months:
Start Date (Month/Year): Sep.2016	Completion Date (Month/Year): March 2017	Approx. Value of Services (in USD or EURO): 5000 (USD)
Name of Associated Firm(s), if any: -----		Nº of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Desooky Abd Elgaleel		
Narrative Description of Project: The research Aims to identify the most important problems of citizenship among the Egyptian youth and how to deal with these problems.		
Description of Actual Services Provided by Your Staff: Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Expert Panel Social protection system in Egypt		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm:
Name of Client: • INP Partners & Stakeholders		N° of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		N° of Staff Months:
Start Date (Month/Year): 13 December 2016	Completion Date (Month/Year): 13 December 2016	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: -----		N° of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Khedr Abo Kora		
Narrative Description of Project: The expert panel aims to identify the opinions of specialized experts regarding the adequacy and challenges of the social protection and safety network in Egypt .		
Description of Actual Services Provided by Your Staff: Conducting and hosting the expert panel and sending a policy brief on the main results to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

Assignment Name: Research Group Effect of decentralization on the development of the Egyptian governorates - Applying to the local development sector.		Country: Egypt
Location within Country: Cairo-INP		Professional Staff Provided by Your Firm: 4
Name of Client: • INP Partners & Stakeholders		N° of Staff:
Address: http://www.inplanning.gov.eg/ https://ar-ar.facebook.com		N° of Staff Months:
Start Date (Month/Year): Sep. 2011	Completion Date (Month/Year): March 2012	Approx. Value of Services (in USD or EURO):
Name of Associated Firm(s), if any: -----		N° of Months of Professional Staff Provided by Associated Firm(s):
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: Prof. Dr. Fared Abd Aal		
Narrative Description of Project: The research aims to highlight the role of decentralization in dealing with the problems facing the local administration in Egypt.		
Description of Actual Services Provided by Your Staff: Preparing the study and sending a policy brief on the main results and its expected impact to the concerned parties in Egypt.		

Consultants' Name: Institute of National Planning- INP

For more information, please, see Annex No. 2: Guidebook of Consultancy and training experiences of the Institute of National Planning (INP). (Attached)

TECH-3: Description of Approach, Methodology and Work Plan in Responding to the Terms of Reference

3.A Technical Approach and Methodology

The technical approach and methodology of the project is based on two main axes:

- **The Egyptian Constitution of 2014**, which grants the transformation to fiscal, administrative and economic decentralization. Furthermore, the Constitution states that the economic system of the country aims at achieving prosperity through social justice and ensuring equal opportunities and fair distribution of development returns.
- **Sustainable Development Strategy: Egypt's Vision 2030 (SDS 2030)**, which has pillar on social justice that focuses on promoting social inclusion; ensuring equal political, social and economic opportunities and supporting vulnerable groups. Also, in its economic pillar, the SDS 2030 aims at achieving inclusive and sustainable growth through balancing regional development; supporting women and disabilities groups' participation in labour market and decreasing poverty levels.

However, all these obligations and commitments need well-articulated policies and plans shaped by clear, updated and empowering laws and regulations .

Thus, the role of the Egyptian parliament, as the legislating and oversight body in the country, is imperative to ensure that all these commitments and issues are addressed in the laws without jeopardizing citizens' rights .

The parliament's staff and technical secretariats should have lucid understanding about the main concepts and aspects of decentralization and social inclusion .

The general objective of the training program is to support parliamentarians and parliament staffers in understanding the overall concepts and dimensions of decentralization, as well as providing them with the different international experiences and practices of decentralization .

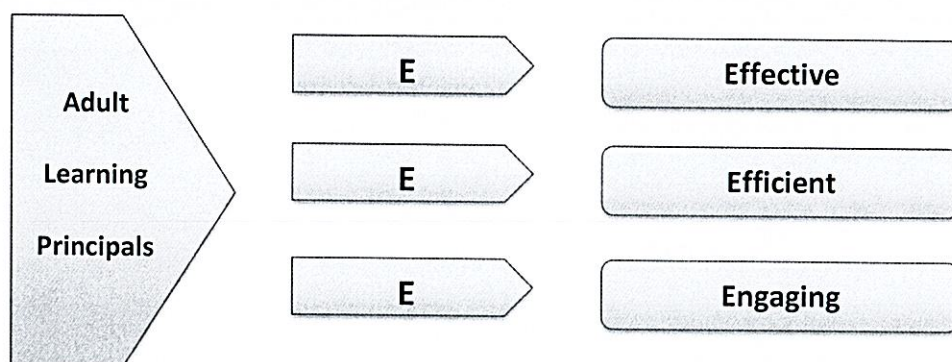
Moreover, the training sessions aim at shaping the trainees' comprehension with the concepts of social inclusion by focusing on specific policies such as, gender; elderly and disabilities policies. Consequently, this knowledge will help parliamentarians and staffers in supporting the formulation of related laws.

At the end of the training sessions, the training target group will be able to:

Knowledge	• Defines the concept of decentralization and its different forms and dimensions. • Recall the advantages and disadvantages of decentralization. • Defines the concept of social inclusion and its various dimensions. • Explains the concept of social accountability and its Importance • Discusses the responsibilities and powers relating to the decentralization of services such as education and health.
Skills	• Concludes the risk of social exclusion. • Analyzes institutional and legal relations in the decentralization process • Differentiates between intergovernmental fiscal transfers and determines of expenditure responsibilities. • Interprets the importance of participatory planning and the steps of preparing the plan and the participatory budgeting.
Attitudes	• Deduces the importance of participatory planning and budgeting on Promoting Social Inclusion. • Develops some of tools and practices of social accountability at the local level. • Shows a positive trend towards the importance of activating social accountability and its role in promoting inclusive growth. • Shows a positive trend towards the importance of decentralization, especially in priority services such as health, education and the need for legal reform.

Our didactic approach:

The cornerstones of our methodological approach is to develop training materials that are based on the principals of interactive adult learning:



Effective Training accomplishes its objectives relevant to participants; needs and their daily work. It provides a foundation that enables participants to put into practice what has been learned, which in turn should relate directly to desired performance on the job.

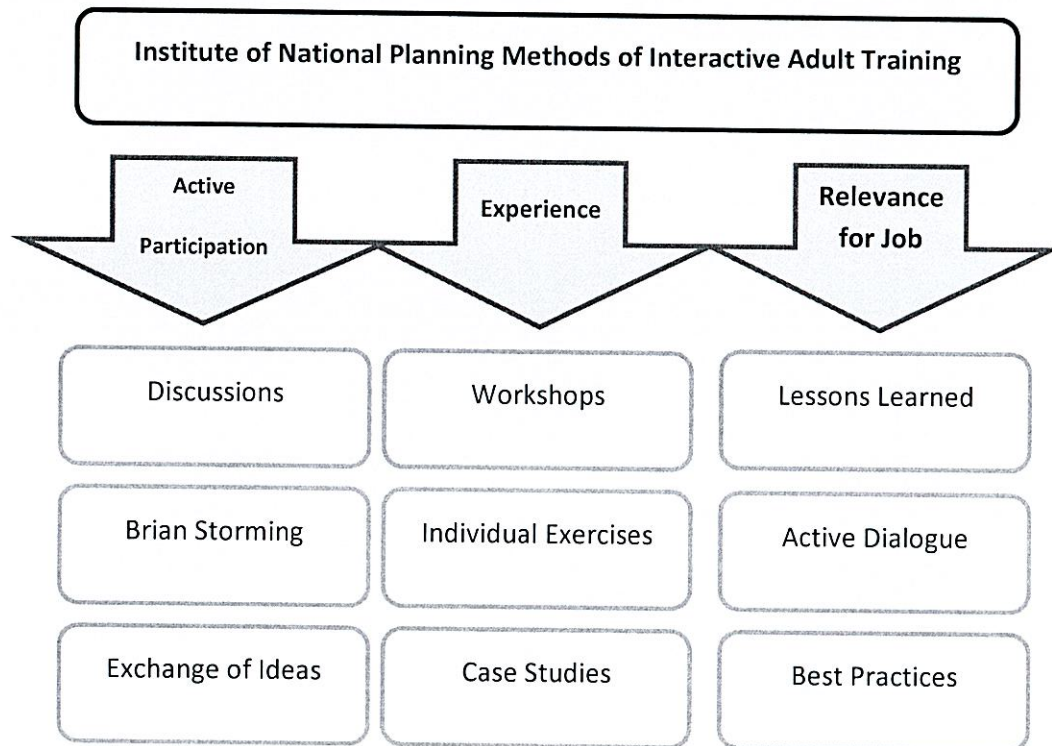
Efficient Training makes good use of participants' time and energies, maximizing the relationship between training time on the one hand and comprehension and retention on the other. The content and learning activities make the best use of time by directly supporting the learning objectives. The content and activities are straightforward and as uncomplicated as possible.

Engaging Training picks up the learners and takes them directly into process. The training supports them in interacting with each other, the trainer and with content. It draws forth the wealth of related experience about the topic and about learning and uses this experience to help them acquire, analyze and evaluate new learning.

Methods of Training:

In contrast to the traditional methods of training, the foundation of interactive training is the principle of multilateral communication, characterized by absence of unilateral communication and a minimal focus of the point of view of the other trainer.

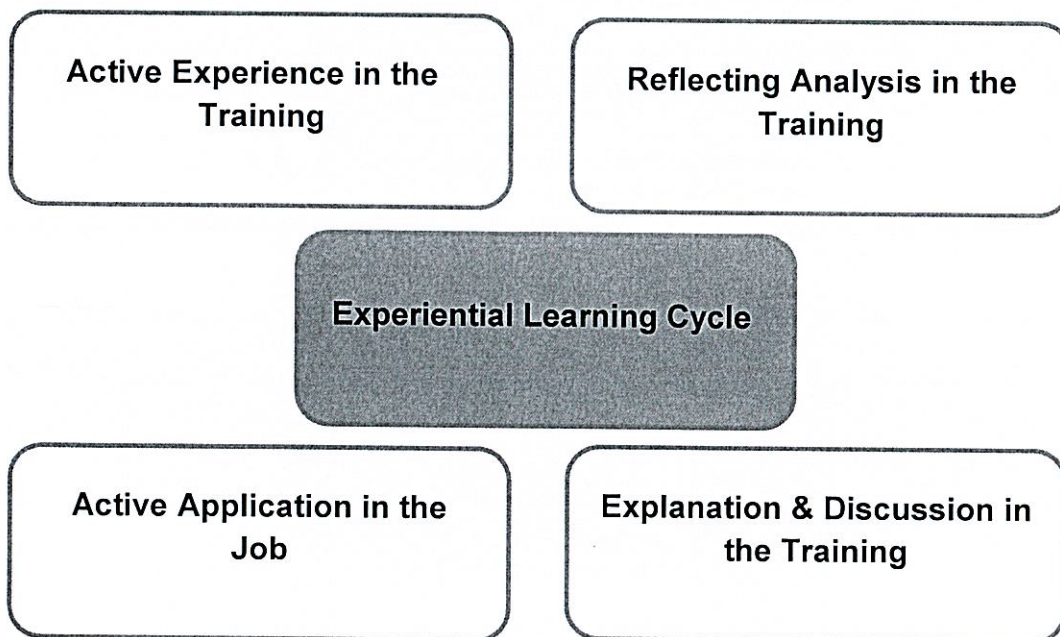
During the whole training program, the trainer will be subject to a mix of methods that include presentation, group works, tests, exercises, videos and practical exercises on some skills like nonverbal communication.



Since styles of adult learning differ, applying different methods of interactive training is more effective than applying a single method, which may work for some people and be unacceptable to others. Designing information is more effective when participants are given the opportunity to: hear, see, ask questions, take part in a role play, read, write, work with the equipment and discuss key questions.

Based on the principals of interactive learning, participants are not treated as passive recipients of theoretical knowledge, but instead are treated as the primary source of expertise through active participation or experiential learning. Learners can exchange their experiences or can act themselves.

We strongly believe into the principles of adult learning and experiential learning cycle where experience builds the focal point of training as reflected in the following diagram:



Training Toolkit:

Reflecting INP training standards; all training sessions are equipped with a training toolkit. The training toolkit will comprise the following training materials, which will guide the participants during the training:

- **Course Schedule-** will give an overview of the different sessions within the training, their timing and the type of the session (presentation, interactive session etc.).
- **PowerPoint Presentations-** will guide the participants through the training and outline the most important learning points and theory. PowerPoint

presentations support oral presentations and knowledge transfer. Through seeing what training participants are hearing will help them to better retain the new knowledge. The participants will receive a print-out of the material after the training for further reference.

- **Hand-outs** (Exercises, Case Studies, Discussion Materials) – will be used to cover the practical part of the training. Participants will directly apply their newly acquired knowledge in various exercises, apply it to real cases and will discuss it within the group. Through direct application of the knowledge, participants will test their understanding, will be able to clarify unclear points and the knowledge will be retained more sustainability.
- **Recommendations on Further Readings and Materials** – Trainers will recommend further readings and materials to the participants. With these materials, participants can expand their knowledge after the training and they can study areas of interest further.
- **Photo documentation:** During group work and other activities, participants will be asked to write down their ideas on flipcharts and cards that will be collected on poster. This participants' outcome will be documented by photo and provided to the participants after the training for review and further learning.

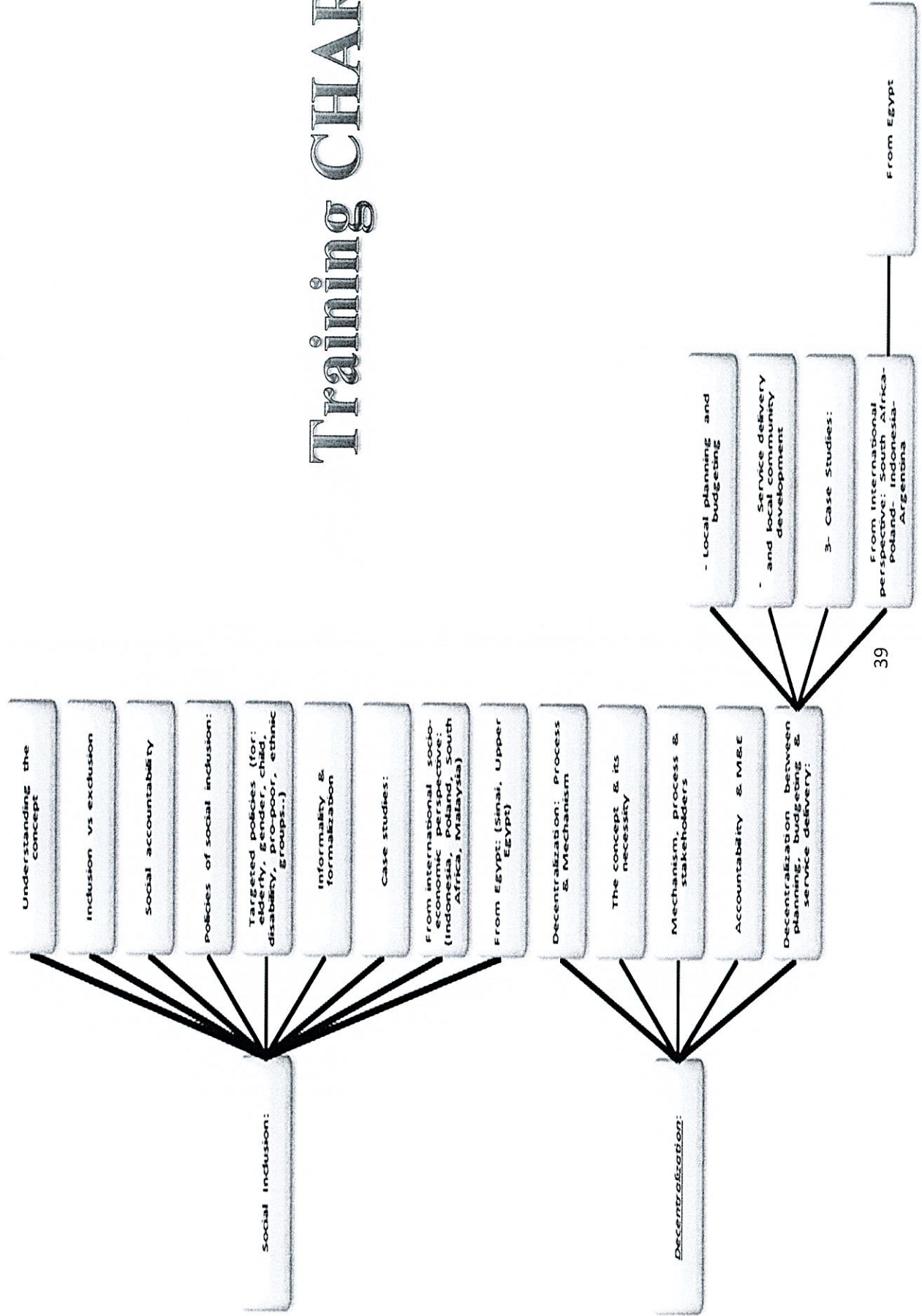
3.B Training Sessions

- ✓ Training Content: this training covers two main components: decentralization and social inclusion.
- ✓ Training workshops: (6 workshops, 3 days each)
- ✓ The total number of training days will be 18 days (2 days per week), during four and half calendar months.

Workshop	Topics	No. of Participants	Number of Training Days per Workshop
Workshop # 1 Overview on Social Inclusion	• Understanding the concept • Inclusion vs. exclusion • Social accountability	The expected number of participants 30-35	3
Workshop # 2 Policies of Social Inclusion	• Targeted policies promoting social inclusion (elderly, gender, child, disability, pro-poor, ethnic groups, etc.) • Informality and policies of formalization	The expected number of participants 30-35	3
Workshop #3 Social Inclusion Case studies	• From international socio-economic perspective: (Indonesia, Poland, South Africa, Malaysia) • From Egypt: (Sinai, Upper Egypt)	The expected number of participants 30-35	3
Workshop # 4 Overview on Decentralization	• Overview on Decentralization and its importance • Process, mechanisms and stakeholders of decentralization with a focus on roles, responsibilities, accountability and monitoring tools	The expected number of participants 30-35	3

	•		
Workshop # 5 Decentralization between planning, budgeting & service delivery	• Local planning and budgeting • Service delivery and local community development	The expected number of participants 30-35	3
Workshop # 6 Decentralization Case Studies	• From International perspective: South Africa- Poland- Indonesia- Argentina • From Egypt	The expected number of participants 30-35	3

Training CHART



TECH-4: Work Schedule and planning for deliverables

4.A Training Delivery Scheduled Plan

Proposed Days	Deliverables	Weeks																	TOTAL (Days)	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
	- Commencement of the Assignment -Concept Note(CN) prepared and submitted -Training Program Prepared and Submitted. -Learning Software and Literature identified and delivered.	Initial Phase																		
Saturday/ Sunday	Wk. 1:Social Inclusion																			6
Wednesday/ Thrusday	Wk.2:..Policies of social inclusion																			6
Saturday/ Sunday	Wk.3:Social Inclusion Case studies																			6
Wednesday/ Thrusday	WK.4:Decentralization: Process & Mechanism																			6
Saturday/ Sunday	WK.5: Decentralization between planning, budgeting & service delivery																			6
Wednesday/ Thrusday	WK.6: Decentralization Case Studies:																			6
	Final /Completion Report																	Final Phase		

WK: stands for workshop. D. Stands for deliverables

4.B : Monthly Program from date of assignment

Project Milestones	Monthly Milestones from Date of Assignment					
	1	2	3	4	5	6
Kick off meeting						
Signing contract with AFDB						
Financial arrangements						
Project Launching						
Wk. 1: Social Inclusion						
Wk.2: Policies of Social Inclusion						
Wk.3: Social Inclusion Case studies						
WK.4: Decentralization: Process & Mechanism						
WK.5: Decentralization between planning, budgeting & service delivery						
WK.6: Decentralization Case Studies						
Reporting						
Closing ceremony						

TECH-5: Team Composition, Assignment, and Key Experts' Inputs

In line with INP Commitment to develop a customized approach for each project, we are proposing a team of outstanding skilled experts with deep practical expertise in the topics of this training project. They combined vast technical knowledge and practical work experience with confirmed track record in providing training. We propose a team of key experts/trainers and a pool of co-trainers. All proposed experts/trainers will be supported by the INP backstopping team, which will be responsible for quality control and monitoring

An overview of experts/trainers is displayed below and followed by short pen portraits the key qualification of all staff. The following table shows the distribution of all experts/trainers. Please refer to char key experts input to see which trainer will be holding the training onsite.

Workshop topic	Key experts / Trainers	Co-experts / Co-trainers
Wk.1: Social Inclusion	Prof. Dr. Khaled Zakaria Amin	Dr.Ahmed Ashour Dr. Heba Gamal Eldin
Wk.2: Policies of Social Inclusion	Prof.Dr. Hesham El Helbawey	Prof.Dr.Farid Abdel Aaal Prof.Dr. Hanan Ragai
Wk.3: Social Inclusion Case Studies	Prof. Dr. Ahmed Al Bakely	Dr. Fatama El Hamlawy Dr. Ahmed Rashad
WK.4: Decentralization: Process and Mechanism	Prof.Dr. Sherifa Maher	Prof.Dr.Sayed Abdel Makssod Prof.Dr. Sahar El Bahaey
WK.5: Decentralization between Planning, Budgeting, and Service Delivery	Prof. Dr. M.Magid Khashaba Dr. Nahed Eskander	Dr. Dalia Ibrahim Dr.Ola Atef
WK.6: Decentralization Case Studies:	Prof.Dr. Khaled Abdel Halem	Dr. Amal Zakaria

**Form TECH-5
(Continued)
Curriculum Vitae for Key Experts**

Position Title and No.	Key Expert/Trainer
Name of Expert:	Prof. Dr. Khaled Zakaria Amin
Date of Birth:	10/06/1972
Country of Citizenship/Residence	Egypt

Education:

Institution [Date]	Degree(s) or Diploma(s) obtained:
Robert F. Wagner School of Public Affairs, New York University, USA January 2000-January 2005	Ph.D. in Public Administration: ▪ Specialized in public economics and finance, public sector reform, decentralization, quantitative analysis, and international development. ▪ Dissertation Title: Fiscal Decentralization and Poverty: A Cross-Sectional Analysis and A Case Study of Egypt.
Robert F. Wagner School of Public Affairs, New York University, USA January 2000-May 2003	M.Phil.in Public Administration ▪ Specialized in Public Policy and Finance.
School of Economics & Political Science, Cairo University September 1996 – June 1999	B.Sc. in Economics
School of Economics & Political Science, Cairo University September 1993 – August 1996	M.Sc. in Public Administration ▪ Thesis Title: Privatization Program Management: The Case Study of Egypt.
School of Economics & Political Science, Cairo University September 1989 – June 1993	B.Sc. in Political Science

Employment record relevant to the assignment:

Period	Country / Position	Employing organization and your title/position. Contact information for references	Summary of activities performed relevant to the Assignment

April 2017 – Present	Advisor to the Minister Egypt	The Ministry of Planning, Monitoring, and Administrative Reform (MoPMAR) Ref: Dr. Hala El-Saied Egypt's Minister of Planning Halaelsaid@ad.gov.eg	- Providing advice to the minister regarding national mega development projects and governance. - Providing advice to the minister regarding local development and finance issues. - Evaluating the progress and impact of the ministry's projects on the macroeconomic indicators. - Supporting the minister in formulating new system for regional and local planning including governance aspects, designing funding formula, budgeting, and MTEF. - Supporting the Minister in formulating the socio-economic plan, and in adopting a new approach of participatory planning to achieve the goals of the Sustainable Development Strategy: Egypt's Vision 2030 - Representing the Ministry in High-Level committees - Drafting laws and executive regulations such as, the Civil Service Law, the State General Planning Law and the Local Administration Law in order to support the reform process led by the Ministry
August 2013 – September 2017	Senior Advisor Egypt	The Ministry of Planning, Monitoring, and Administrative Reform (MoPMAR) Effective Planning and Services Project (EPSP) - USAID Ref: Dr. Ashraf El-Arabi Egypt's Former Minister of Planning ashraf.araby@gmail.com Ref: Mr. Rudy Runko EPSP Chief of Party rudy.runko@epspegypt.org	- Supporting MoP in formulating a comprehensive sustainable development strategic vision for Egypt till year 2030. - Supporting MoP in formulating a three-year national social and economic plan for Egypt that covers fiscal years between 2014 and 2017. - Supporting MoP in designing fiscal decentralization system for the devolved services and local development. - Supporting MoP in drafting a unified planning law that covers national, regional, and local planning processes. - Supporting MoP in reforming the regional planning offices in the economic regions. - Supporting MoP in formulating a unified law for planning in Egypt. - Supporting MoP in formulating a civil service law for Egypt. - Supporting MoP in assessing the effect of foreign economic assistance on Egypt's education sector. - Supporting MoP in formulating vision and strategy for public administration reform in Egypt and communicating this vision with relevant stakeholders including parliamentarian and civil society organizations. - Supporting MoP in formulating a system to monitor the progress of governance issues including rule of law, transparency, efficiency, effectiveness, and anti-corruption. - Supporting MoP in evaluating major social and economic programs.
October	Expert	The World Bank	- Developing technical note on the evaluation

2015 – June 2016	Egypt	MENA-Urban Development Ref: Axel E. N. Baeumler Project Manager, MENA- Urban Development abaeumler@worldbank.org Ref: Balakrishna Menon PFM Program Director in Egypt bmenonparameswar@worldbank.org	of local governance and finance in Egypt. - Developing fiscal profiles on the governorates of Sohag and Qina. - Providing technical assistance to the World Bank team in designing the fiscal and accountability aspects of “Upper Egypt Local Development” project in cooperation with the Egyptian ministries of planning, local development and Industry and Trade.
June 2014 – June 2015	Senior Consultant Oman	UNICEF and the Ministry of Social Development Ref: Osama Makkawi UNICEF Resident Representative in Oman omakkawi@unicef.org	- Supporting the Ministry of Social Development (MSD) in evaluating the status of social development policy in Oman and its governance aspects. - Supporting the Ministry of Social Development (MSD) in developing a 10-year strategic plan for social development. - Coordinating the MSD’s technical relationships with the relevant legislative bodies (El-Shoura Council and State Council) and governmental entities regarding the plan, specially the Supreme Council of National Planning. - Supporting MSD in exploring different approaches to finance its social development programs.
May 2013 – September 2013	Consultant Egypt	Local Development Observatory (LDO) at the Ministry of Local Development (UNDP funded Project) Ref: Dr. Khaled Abd El-Halim LDO Manager kabdelhalim@nationaldsu.gov.eg	- Supporting the Ministry of Local Development in evaluating the status of local governance in Egypt through a field based research project that addresses the dimensions of governance at the local level. The dimensions addressed are efficiency, effectiveness, responsiveness, transparency, accountability, rule of law, combatting corruption, equity, and participation. A particular focus on the role of the Parliament’s Local Administration Committee and elected local councils.
September 2006 – July 2013	Advisor Egypt	Egypt’s Decentralization Initiative (EDI) (USAID funded project) Ref: Mr. Rudy Runko (EDI Chief of Party) ipaguiness@yahoo.com +2-016-5522-746	- Supporting the process of formulating the local administration chapter of Egypt’s 2013 and 2014 constitutions and proposing amendments to local administration law and its executive regulations. - <u>Major tasks include:</u> ✓ Providing technical and institutional support to Egypt’s Parliament, mainly the committees of local administration and human development and planning and budgeting, on organizing and implementing study tours, training parliamentarians and researches on soft skills (communication, decision making, presentation, people addressing, agenda setting, negotiation skills, meetings management, media dialogue, social media interaction, and computer skills) and technical skills (legislation steps, legislation techniques, legislation procedures, planning, budgeting,

			budget analysis, political reform, economic reform, administrative reform, international organizations, and comparative politics), and supporting the infrastructure of the Parliament's technical secretariats and committees. ✓ Supervising EDI activities, mainly PFM, local revenue mobilization, intergovernmental fiscal transfers, financing social services, external audit, drafting fiscal decentralization strategy for Egypt and financial capacity building at central and local levels, with the involved ministries, mainly, Ministry of Finance, Ministry of Planning, The Central Agency for Audit, Ministry of Local Development, and Ministry of Administrative Development, and with the project's pilot governorates: Behira, Assuit, and Qina. In addition, designing matching grants to support the investment budgets of local governments to finance the output of participatory planning process. ✓ Designing and supervising technical study tours to high rank governmental officials to get aware of the sophisticated administration system in public finance, local administration, and decentralization. ✓ Conducting evaluations, assessment briefs, and fiscal analysis on local administration budget using different approaches such as Medium Term Expenditure Framework (MTEF), Performance-Based Budgeting, and Gender-Based Budgeting. The job also comprises supervising technical research and training conducted by EDI at the central and local levels, and serving as a mission technical advisor with international fiscal experts who provide technical support to selected entities of the Government of Egypt for developing a strategy for decentralization in Egypt.
--	--	--	---

Membership in Professional Associations and Publications:

Membership:

- Membership in several ministerial committees since 2007 at the ministries of Planning, Monitoring and Administrative Reform, International Cooperation, Finance, education, and Local Administration in Egypt working on reforming strategic planning at the central and local levels, improving public financial management system and introducing fiscal decentralization, and modernizing public and local administration systems and restructuring authorities and responsibilities between central and local entities.
- Board member in E-Finance Corporation and the Upper Egypt Development Authority.
- Membership in the Egypt's Supreme Council of Civil Service since 2016.

- Membership in the Government of Egypt's Administrative Reform Supreme Committee since 2015.
- Membership in academic associations and councils at Cairo University, the American University in Cairo, and New York University.

Publications:

- Property Tax in Egypt, in Property Tax in Africa: Status, Challenges, and Prospects (Edited book by: Riel Franzsen and William McCluskey), Massachusetts: Lincoln Institute of Land Policy, 2017.
- Co-Editor, Towards A New Map of Fiscal Decentralization in Egypt. Center for Economic and Financial Research and Studies, Cairo University, 2017.
- Chief Editor, Public Financial Management as a Means of Improving Transparency and Accountability. Egyptian National Competitiveness Council, Occasional Paper Series OP1, 2016.
- Editor, How to Achieve State Budget Transparency in Egypt, Cairo, Partners in Development, 2016.
- The Analysis of Extra Budgetary Fund in Egypt, the Case of Local Development Funds, in How Budget Transparency could be Achieved in Egypt?: A Step Towards Social Accountability, Edited Book in Arabic, Partners in Development, 2016.
- Pre-University Education Outputs in Egypt: Does Money Matter?, Forthcoming
- Social Accountability and Fiscal Policy Making in Egypt: the Case Study of the International Monetary Fund's Proposed Loan in 2011, Advances in Management & Applied Economics, Volume 5, No.5, 2015.
- International Assistance to Egypt after the 2011 and 2013 Uprisings: More Politics and Less Development, Mediterranean Politics, Volume 19, No.3, 2014.
- International Economic Assistance and Development at the Local Level: The Case Study of Egypt, Forthcoming.
- Local Administration System in Egypt: Realities and Reform Prerequisites, research paper presented to the Annual Conference of the School of Economics and Political Science, Cairo University, May 2013.
- Social Accountability as an Approach to Support Local Economic Development in Egypt, research paper presented to the conference on "Enabling Local Dimension of Economic Development", Department of Economics, Cairo University, December 2010.
- The Governance of Local Economic Development, research paper presented to the workshop on "Localizing Economic Development", Economics Department, School of Economics and Political Science, Cairo University, June 2010.
- Co-authored with Laila El-Baradi, Community Participation in Education: A Case Study of the Board of Trustees' Experience in Fayoum Governorate in Egypt, African Education Review, Volume 7, Issue 2, 2010.
- Fiscal Decentralization and Economic and Social Development: Lessons Learnt from Literature Review, research paper presented to the conference on "Decentralization in Egypt: International and Egyptian Experiences", Cairo, Political Science Committee, Egypt's Culture Supreme Council, May 2010.
- Evaluating the Role of Central Government in Financing Public Services at the Local Level: The Case Study of Pre-University Sector in Egypt, Forthcoming, Cairo: Partners in Development Publications, 2009.
- Local Finance in Egypt: The Reality and Reform Approaches, El-Nahda Journal, April 2009.
- Decentralization and Social Policies with Application on Poverty Reduction Policies in Egypt, Research Paper Presented to the conference on "Decentralization in Egypt: Challenges and Opportunities" organized by the Public Administration Department in

Cairo University and Andrew Young School of Public Policy in Georgia State University, June 2008.

- Decentralization and Local Governance in the Middle East and North Africa: A Survey of Policies, Institutions, and Practices (Egypt Country Study), World Bank Report No. 36516-MNA, Sustainable Development Department, Middle East and North Africa Region, March 2007.
- Municipal Management and Local Governance in Middle East and North Africa: A Service Delivery Perspective (Egypt Country Study), World Bank Report No. 36516-MNA, Sustainable Development Department, Middle East and North Africa Region, March 2007.
- Education Finance in Egypt: Fiscal Profile and the Issue of Equity, USAID's Education Reform Program, January 2007.
- Co-authored with Laila El-Baradi, Reforming Public Administration System in Egypt, in El-Said, Mostafa K. (editor) Institutional Reform and Development in Egypt, Cairo: Partners in Development Publications, 2007.
- Fiscal Decentralization As an Approach to Development in Egypt: Prerequisites and Application Problems, El-Nahda Periodical, School of Economics and Political Science, Cairo University, Vol.7(1), January 2006.
- Co-authored with Robert Ebel, Intergovernmental Relations and Fiscal Decentralization, Egypt Public Expenditure Review, Note 8, The World Bank, January 2006.
- Local Administration, Fiscal Intergovernmental Arrangements, and Fiscal Decentralization in Egypt, Egypt Public Expenditure Review, World Bank, August 2005.
- Food Subsidy Policy in Egypt: Reality and Reform Scenarios, Policy Forum Series, Public Administration Research and Consultation Center, June 2005.
- Fiscal Decentralization and Poverty: A Cross-Sectional Analysis and A Case Study of Egypt, Ph.D. Dissertation, Robert F. Wagner School of Public Service, New York University, 2004.
- School Vouchers as an Approach to Reform Education in Egypt: A Conceptual Framework, in Attia El-Afandi (ed.), Public Administration and the Citizen in the Twenty First Century, Cairo: Public Administration Department, Cairo University, 2002.
- The Role of Private Sector in Environmental Protection in Egypt, in Salwa S. Gomaa (ed.), Environment and Development, Cairo: Public Administration Research and Consultation Center, 2000.
- The Relationship between Economic Development and Democracy in South Korea and Taiwan: A Comparative Study, in Mohamed E. Selim & Niven A. Mosaad (eds.), The Relationship between Economic Development and Democracy in Asia, Cairo: Center for Asian Studies, 1997.
- Privatization Programs Management: The Case of Egypt, Masters Thesis, School of Economics and Political Science, Cairo University, 1996.
- The Relationship between Democracy & Development in South Korea, in Mohamed E. Selim (ed.), The Korean Model for Development, Cairo: Center for Asian Studies, 1996.
- The South Issues on the United Nations Agenda, in Attaya H. Afandy (ed.), The United Nations and The South, Cairo: Center for the Study of Developing Countries, 1996.

Language Skills (indicate only languages in which you can work):

- Fluent in English and Arabic, speaking and writing.
- Experienced user of Word Processing; Econometric packages such as SPSS, Stata, Minitab, and Eviews; and Internet applications.

- Excellent experience of working with ministries and governmental agencies.
- Sound interpersonal and communication skills.
- Outstanding ability to lead and to work in teams.
- Well-established experience in project/program management and evaluation with most of international donors and organizations.
- Prominent ability in negotiating contracts, agreements, memorandums of understanding with international donors, government entities, and non-governmental actors.
- Familiarized with the international organizations operations and project financing instruments.

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Key Expert/Trainer on Decentralization and Social Inclusion	Advisor to the Minister of Planning for Mega Project and Local Development
	Senior Advisor at the USAID Effective Planning and Services Project
	Senior Consultant at the UNICEF developing Social Development Strategy in Oman
	Local Development Expert at UNDP
	Senior Advisor at USAID Egyptian Decentralization Initiative Project

Expert's contact information: (e-mail ; Khza200@yahoo.com phone +2-0100-1090-241)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date

20/02/2019

Khaled Z. Amin

Khaled Ami

Khalid Attia

28/3/2019

Vice President of Institute of National Planning

(the same who signs the Proposal)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	Hesham El Helbawy
Date of Birth:	{10 /November /1968}
Country of Citizenship/Residence	Egypt

Education:

Institution:	Department of Rural Development. Faculty of Agriculture. Alexandria University.
Date :from (month/ year): to (month/ year):	1993- 1998
Degree(s) or Diploma(s) obtained:	Ph.D. Rural Development. Dept. of Rural Development. Dissertation Title: "Role of non-Governmental Organizations in Rural Development".

Institution:	Cairo Demographic Centre
Date: from (month / year): to (month / year):	1995- 1996
Degree(s) or Diploma(s) obtained:	Postgraduate Diploma in Population and Sustainable Development

Institution:	Faculty of Agriculture. Alexandria University.
Date: from (month / year): to (month / year):	1991- 1993
Degree(s) or Diploma(s) obtained:	M.Sc. Rural Sociology

Institution:	Faculty of Agriculture. Alexandria University.
Date: from (month / year): to (month / year):	1987-1990
Degree(s) or Diploma(s) obtained:	B.Sc. Rural Sociology

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
November	Director of Program Coordination Office for Upper	Egypt	Project management and Strategic

2017-	Egypt Local Development Program at the Ministry of Local Development		- Planning o - Networking & communication with national & international partners. o - Local Economic Development o - Economic development promotion o - Corporate strategy development & implementation o - Enhancement of Competitiveness market positioning & market entry
May – November 2017	Position: Minister Assistant, Ministry of Local Development	Egypt	
2016- 2017	Head of Local Administration Reform Unit (LARU), Ministry of Local Development	Egypt	
2013 – 2015	Position: National Coordinator for local development		Local administration reform unit is a technical unit supporting ministry of local development in different components (policy reform ,systems development Local Economic development , local governance , capacity development & international cooperation)

Membership in Professional Associations and Publications:

Egyptian Society of Rural Sociology.

Society of management Sciences for Health.

Member of Executive Assembly of the Arab Association for Human Development.

Member of Protection Association for Egyptian Environment.

Member of Executive Assembly of Our Alexandria Association for Environment and Social Development.

- Developing of local economic development strategies in 4 governorates in Egypt (2013- 2015)
- Participated in the development of the international report for doing business 2014 – 2015 and also 2015 – 2016
- Institutional Changes Required For the Promotion of Rural Societal Development.
- Academy of Scientific Research and Technology, Cairo, Egypt, 1990-1999.
- Socio-Economic Aspects of Rain-fed Agriculture Systems in North Western Coast of Egypt, National Agricultural Research Project (NARP). An American-Egyptian Projects 1990-1993.
- Study of Consumption patterns, Consumer Final Behaviour and Expected changes in some Basic Goods, Academy of Scientific Research and Technology, Cairo, Egypt, 1990-1995.
- Agricultural Development in Egyptian Villages, the Center for Development Studies, Free University of Berlin, Germany, 1991-1992.
- A Review of the Role of Rural Women in Egypt's Agriculture. Canada-EgyptMcGill Agric. Response Program (EMARP), 1993.
- Basic Socio-Economic & Technical Indicators for Investment and Location of Land
- Reclamation Projects for Public Private Sector in Egypt, Desert Research Center, Socio-Economic Sector Division, 1996-1998.

Language Skills (indicate only languages in which you can work):

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Arabic	5	5	5
English	5	4	4

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Policies of Social Inclusion	Director of Program Coordination Office for Upper Egypt Local Development Program at the Ministry of Local Development

Expert's contact information: (e-mail : helhelbawy@nationaldsu.gov.eg , phone : 01221607195 – 01060002720)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date

27/3/2019

Hesham EL helbawy

Date

28/3/2019

Khalid Attia

Vice President of Institute of National Planning

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	Ahmed Abdel Aziz Ahmed El-Bakly
Date of Birth:	27 Jan. 1962
Country of Citizenship/Residence	Egypt

Education:

- **Ph.D.** (Demography/Labour Force) Geography Department, the University of Liverpool, Liverpool, **United Kingdom**, 2001. (**The Informal Sector and Urban Labour Markets in Egypt: A Life Path Approach**).
- **M.Phil.** (Demography/Fertility), Cairo Demographic Centre (CDC), 1991.
- **Diploma** (Urban and Regional Planning), Institute of Regional Planning, Szczecin, **Poland**, 1993.
- **Special Diploma** (Population and Development), Cairo Demographic Centre (CDC), 1990.
- **General Diploma** (Demography), Cairo Demographic Centre (CDC), 1989.
- **Diploma** (Planning and Development), Institute of National Planning (INP), Cairo, 1986.
- **B.Sc.** (Regional and Urban Planning), Faculty of Regional and Urban Planning, Cairo University, June, 1984.

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2015-2019	Institute of National Planning / Professor Dr. of Population and Labour Force Planning, and Director of Regional Development Centre	Egypt	• Preparing a research paper on "<u>A Review of Population Policies in Egypt</u>", Al-Ahram Strategic Centre, Jan 2018. • Preparing a research paper titled "<u>A Critical Evaluation of Urban Development Experiences in the Egyptian deserts</u>". • Preparing a research paper titled "<u>Factors Influencing Youth's Decision in Entering Formal and Informal Labour Markets in Egypt</u>". • Preparing a research paper titled "<u>From the 'Margins' to the 'Engine of Growth' - Conceptualisation of the Informal Sector in Egypt</u>". • Preparing a research on "<u>Urban Observatory and City Management</u>". • Analysis of content of publicly available statistics for population,

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
			labour force, education, and health. • Preparation and execution of training courses in the field of census and survey data analysis in the areas of population, labour force, education, and health. • Research projects management, includes field surveys (preparation of TOR, Time table and budgeting).
2004-2014	Ministry of Planning Supreme Council for Planning and Development / Population and Labor Force Consultant	State of Kuwait	• Participating in the preparation of "Mid-term Development Plans. • Participating in the preparation of a regional report on "Population Profile in the GCC, 2011, December, 2013. • Participating in the preparation of a Kuwait national report on "the progress in executing the recommendations of the Population and Development Conference 1994, beyond 1994, December, 2012. • Participating in the preparation of "Strategy for Program for Labour Restructure and Government agencies". • Reviewing the following consultation studies: • <u>Labour Demand estimate within the strategic development goals.</u> • <u>Labour Force planning within the current development situation and future challenges.</u> • <u>Unemployment in Kuwait and its future prospects.</u> • <u>The Future Occupational Demand in the Kuwait labour Market.</u> • Preparing Future indicators in the areas of population, labour force, education, and social aspects for the development plans. • Preparing <u>population, labour force projection 2003-2023</u> for the state of Kuwait. • Preparing a research on "<u>Work in the Informal Sector of Urban Egypt</u>".
2003-2004	Madina Municipality / Project Director : Madina Urban Observatory	KSA	• Preparing technical reports for the "Setting up Al-Madinah Urban Observatory", 5 reports, Al-Madinah Municipality and UNDP.

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2001-2004	Institute of National Planning / Teacher of Population and Labor Force	Egypt	- Preparing a research on “Child Labour and Labour Markets in Egypt”. - Working on a project on ‘<u>The Socio-Economic Impact of Restructuring and Privatising Public Sector Companies in Egypt</u> focusing on the Impact of <u>Early Retirement Programme on Labour Market and unemployment</u>’.
1997-2000		UK	Carrying my Ph.D. Research (The Informal Sector and Urban Labour Markets in Egypt: A Life Path Approach).

Membership in Professional Associations and Publications:

Global Partnership for Sustainable Development Data (GPSDD)

Working Group on Interlinkages of SDG’s.

Associate Trainer (IBCT).

Language Skills (indicate only languages in which you can work):

Arabic: Mother tongue.

English: Read, Speak & Write (very good).

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant’s Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Informality and Policies of Formalization: Preparation of the training Course, Design, and Implementation.	- Associate Trainer (IBCT). - Conducting research on: - The Informal Sector and Urban Labour Markets in Egypt: A Life Path Approach. - Child Labour and Labour Markets in Egypt”. - The Socio-Economic Impact of Restructuring and Privatising Public Sector Companies in Egypt focusing on the Impact of Early Retirement Programme on Labour Market and unemployment.

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	• Factors Influencing Youth's Decision in Entering Formal and Informal Labour Markets in Egypt. • From the "Margins" to the "Engine of Growth - Conceptualisation of the Informal Sector in Egypt. • Preparation and execution of training courses: • Census and survey data analysis in the areas of population, labour force, education, and health. • Research projects management, includes field surveys (preparation of TOR, Time table and budgeting).
	• Teaching Experience: • Local Development and Regional Planning. • Regional Development – Tools and Analysis. • Preparing and monitoring Regional Development Strategies and plans. • Preparing and monitoring mid-term and annual Development plans in the field of population and labour force. • Population projection techniques. • Labour force projection techniques. • Population and labour force data analysis. • Human development indicators (population, labour force, education, and health), data collection, techniques, and interpretation and analysis. • Population and Development relationship. • Demographic aspects and urban and regional planning. • Preparation of Structural Plans. • Teaching of Microsoft Office (Excel, Word, PowerPoint).
	• Training Experience: • Management of National Strategic Plan - Preparing and

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	monitoring Regional Development Strategies and plans. • Participatory Development, Case Studies: Lessons Learned", part of a workshop on "Participatory Development. • Data collection and Analysis 'The Socio-Economic Impact of Restructuring and Privatising Public Sector Companies in Egypt. • Labour Force Planning and Regional Development. • Reasons behind Unemployment", as part of a Regional Development. • Human and Sustainable Development. • Work and Human Development. • Problems in goals' identification on the regional level • Working With Youth", as part of Workshop on "Investment in Youth leisure time in science and technology. • Youth Problems in Kuwait" part of "Enlightening meeting for High School Students. • Regional Development – problems.

Expert's contact information: (e-mail : ahmed.elbakly@inp.edu.eg,
ahmedbakly@hotmail.com, phone : 00202 34017390, Mobile (Egypt): 002 0106 339 1095)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date {27/03/2019}

Prof.Ahmed Abdel Aziz Ahmed El-Bakly

Prof. Khalid Attia

28/3/2019

Vice President of Institute of National Planning

Position Title and No.	{e.g., K-1, TEAM LEADER}
------------------------	--------------------------

Name of Expert:	Sherifa Maher
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	Egypt

Education:

PhD in Economic Faculty of Economics and Political Science, Cairo University, Egypt, Thesis: "Intergovernmental Transfer System as a tool for Fiscal Decentralization; The case of the Egyptian Health Sector, March 2016.

Master in Economics: Faculty of Commerce and Business Administration- Foreign Trade Section, Helwan University, 2007.

General Diploma in Statistic: The Institute of Statistical Studies and Research, Cairo University (2003-2005), General Statistic Section, 2005.

Bachelor Degree in Foreign Trade: Faculty of Commerce & Business Administration - Helwan University (2000), Foreign Trade Section.

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2018-	Deputy Director, Local Administration Reform Unit (LARU), Ministry of Local Development (MLD) & Senior Economist for Local Development in Upper Egypt local Development Program	Egypt	Supporting the preparation process of the mid-term investment plan for local development in Qena and Sohag governorates. – Technical support for preparing documents and term of reference about rural development discussing the policies and main aspects, as well as the local development for supporting the governorates

			development. – Support the LED national coordinator in communication and coordination between LARU and relevant ministries related to local economic development. – Representing the MoLD and focal point in following the implementation process and monitoring activities of the Local Development Program in Upper Egypt (Sohag & Qena governorates), this program is a joint effort between the Ministry of Trade and Industry, the Ministry of International Cooperation (MoIC), the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR), MoLD and the World Bank. – Focal point in following and monitoring activities of the Human security through inclusive socio-economic development in Upper Egypt- Minya Governorate (Edwa and Maghagha Districts), The project is a joint effort of five UN agencies UNIDO, UN WOMEN, ILO, UN-Habitat and IOM. – Participating and
--	--	--	--

			representing the Ministry of Local Development in Economic, Environmental and Transparency & Accountability Pillars of “The Sustainable Development Strategy: Egypt Vision 2030” working groups. Participating and representing the Ministry of Local Development in a Regional Conference entitled “Decentralisation and Local Governance in the Arab World”, held on the 25th and 26th of November 2016, Jordan. MoLD and high level delegates participating from different Arab countries, including Egypt, Sudan, Iraq, United Kingdom, Lebanon and Jordan. Assist in coordinating with international development agencies interested in decentralization and supporting LARU.
January 2013-December 2017	Senior Economist and Local Economic Development Officer (LARU) Ministry of Local Development (MLD)	Egypt	

November 2011 until December 2012.	Senior Economist, Local Administration Reform Unit (LARU), Ministry of Local Development (MLD)	Egypt	
---	--	--------------	--

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Arabic mother language, Good command of written and spoken English language.

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Decentralization: Process and Mechanism	Deputy Director, Local Administration Reform Unit (LARU), Ministry of Local Development (MLD) & Senior Economist for Local Development in Upper Egypt local Development Program

Expert's contact information: (e-mail smaher@nationaldsu.gov.eg, phone 01222527248

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Sherifa Maher

27/3/2019

Prof.Khaled Attia: .

28/3/2019

Vice President of Institute of National Planning

}

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	Pro.Dr.Mohammed Magid Khashaba
Date of Birth:	20 March 1955
Country of Citizenship/Residence	Egypt

Education:

Ph. D (B.A) in Management, Zagazik university-Egypt.	1993
MBA in Management, Zagazik university-Egypt	1987
Diploma in Planning and Development I.N.P.- Egypt	1983
Bachelor in Commerce, Mansoura University- Egypt	1977

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2016- 2019	Head of : "Futures Studies Department"- INP.	Egypt	Preparation of strategic studies based on an assessment of the current situation in various areas of social and economic development
2014- 2019	2014-Now: Emeritus Professor – Futures studies and strategic planning (I.N.P- Egypt).	Egypt	Providing consultancy, research, teaching and training services in the areas of sustainable development, especially the areas

			of governance, monitoring, evaluation and accountability.
--	--	--	---

Membership in Professional Associations and Publications:

- Khashaba, M.M. (2018), Principal Investigator (Group research).“Belt and Road Initiative and its future economic and political reflections on Egypt” . Institute of National Planning- INP. Planning and Development Issues Series, No. 289.
- Khashaba, M.M. (2016), Principal Investigator (Group research) “Towards a Comprehensive Framework to Measure and Study the Impact of Sustainable Development Goals –SDGs after 2015 on the State of Sustainable Development in Egypt between 2015 – 2030”. Institute of National Planning- INP. Planning and Development Issues Series, number 268.
- Khashaba, M.M. (2016), “Areas and Specifics of the role of Human Resources in Supporting Sustainability in Arab Banks and Financial Institutions”. Research presented to: The First Arab Conference on Human Resources in Arab Banks and Financial Institutions. Union of Arab Banks and the Arab Administrative Development Organization.

Language Skills (indicate only languages in which you can work):

Arabic: Mother tongue.

English: Read, Speak & Write (very good).

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Decentralization between Planning, Budgeting, and Service Delivery	Responsible for preparing "Governance pillar" in the team of : Updating Sustainable Development Strategy – SDS: Egypt Vision 2030 . Ministry of Planning, Monitoring and Administrative Reform &USAID. Which includes key observations on the efficiency of systems and mechanisms for Monitoring and Evaluation at the macro level, the level of the governmental apparatus and the level of the Egyptian governorates .
	Preparing a complete chapter (No.4) on evaluation the system of : Management, Monitoring and Evaluation of Sustainable Development Strategy : Egypt Vision 2030 , and the adequacy of related statistical support. In: (Khashaba, M.M. (2016), Principal Investigator (Group research) "Towards a Comprehensive Framework to measure).
	Responsible for the process of : Building and developing : "The Automated System for the Preparation and Follow-Up the Development Plans ".Kuwait :Ministry of Planning & General Secretariat of the Supreme Council for Planning and Development.2011-2014. Responsible for preparing the periodical reports for the Monitoring and Evaluating of the Annual Development Plans 2010/2011 ,2011/2012 ,2012/2013 and the Medium Term Development Plan for 2010/2011 – 2013/2014.Kuwait. General Secretariat

	of the Supreme Council for Planning and Development.
	-Responsible for preparing the periodical reports for the Monitoring and Evaluating of the Annual Development Plans 2010/2011 ,2011/2012 ,2012/2013 and the Medium Term Development Plan for 2010/2011 – 2013/2014.Kuwait. General Secretariat of the Supreme Council for Planning and Development.
	A team member tasked with : Monitoring and Evaluating the Strategic Plan – National Guard, Kuwait. February 2012 – July 2012.
	-Khashaba M.M, Albakly A. et al (2009), Evaluation and Development of the Planning and Monitoring System of the Ministry of Finance - within a framework of creating a new Vision for the Ministry. Kuwait; Ministry of Finance and First One Consultations and Training company, 2009.
	Technical team member , Council of Ministers-State of Kuwait (Committee for Monitoring Government Performance); "Presentation of the progress in applying UN Treaty Obligations in combating corruption', in association with the World Bank-WB, 2009.

Expert's contact information: (e-mail : magidmansoura@gmail.com -01097140066)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

{27/3/2019}

Prof. Mohammed Magid Khashaba

{28/3/2019}

Prof.Khaled Attia: Vice President of Institute of National Planning

Position Title and No.	{e.g., K-1, TEAM LEADER}
------------------------	--------------------------

Name of Expert:	Nahed Eskndar
Date of Birth:	31/July/1966
Country of Citizenship/Residence	Egypt

Education:

Institution:	faculty of Economic & political science , Cairo university
Date: from (month / year): to (month / year):	9/ 2000 11/ 2001
Degree(s) or Diploma(s) obtained:	Diploma of ENGOs management

Institution:	Assuit University , Faculty of medicine & surgery
Date: from (month / year): to (month / year):	1983 1989
Degree(s) or Diploma(s) obtained:	BSc.in medicine & surgery

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
	Deputy Director – Upper Egypt Local Development Program -Ministry of local development		
March 2017 – December 2017	Deputy Director – Local administration reform unit		Local administration reform unit Is a technical unit supporting ministry of local development in different

			components (policy reform ,systems development service improvement , local governance , capacity development & international cooperation) In this position I am responsible for coordinating and supervising all the tasks related to the different components , in addition to handling EU funded projects.
October 2012 – Feb 2017	/ Capacity development & training Program -Local administration reform unit – ministry of local development		In this position I am responsible for Development of the national capacity building & Training strategy and tools for local government., Set the process and guidelines to assess the training needs among different stakeholders' institutions at the central and local levels and set tailored training plans and curricula.
September 2009 – October 2012	Capacity building specialist		In this position I was responsible for coordinating CB activities with the Governorates , handling tasks related to the preparation and implementation of training programs and seminars in addition

			to dealing with the external consultants
--	--	--	--

Membership in Professional Associations and Publications:

- Member of Egyptian Medical Syndicate since 1990
- Participated in the design of 4 manuals on skills for women candidates to Local elections , new women association, 2015
- Developed a policy paper about improving services in water company , for CARE international 2014
- Designed an Advocacy strategy for facing violence against women , Un women 2013
- Developed a policy paper about decentralization in health sector , Maat association, 2012
- Developed a conference paper on local administration in Egypt . problems and areas need reform, MAAT association , 2011
- Design a manual on social accountability and monitoring of public services, Social contract center , 2011
- Participated in design of manual on planning & management of awareness campaigns, For NCCM ,2010
- Developed an operational plan to implement the national strategy for facing street children problem , For NCCM ,2010

Language Skills (indicate only languages in which you can work): (Mark 1 to 5 for competence, 5 being the highest)

Language	Reading	Speaking	Writing
Arabic	5	5	5
English	5	4	4

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Deputy Director – Upper Egypt Local Development Program -Ministry of local development	Local administration reform unit Is a technical unit supporting ministry of local development in different components (policy reform ,systems development service improvement , local governance , capacity development & international cooperation) In this position I am responsible for coordinating and supervising all the tasks related to the different components , in addition to handling EU funded projects.

Expert's contact information: (e-mail neskander31@gmail.com, phone 01002550682)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

{27/3/2019}

Nahed Eskander

{28/3/2019}

Prof.Khaled Attia : Vice President of Institute of National

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	Khaled Mahmoud Abdel halim
Date of Birth:	27/3/1968
Country of Citizenship/Residence	Egypt

Education:

- 2003 **Ph.D.**, Birmingham School of Architecture, Faculty of the Built Environment, (UCE) University of Central England in Birmingham.
- 1995 **M.A.** in Architecture, Housing Studies, (CARDO) Centre for Architectural Research and Development Overseas, Department of Architecture, University of Newcastle, Newcastle upon Tyne. **Grade:** Distinction.
- 1991 **M.Sc.** Prerequisite Courses in Architecture, Faculty of Engineering, Cairo University, Cairo. **Grade:** Very Good.
- 1990 **B.Sc.** in Architecture, Department of Architecture, Faculty of Engineering, Cairo University, Cairo. **Grade:** Good.

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct. 2017 – to date	Upper Egypt Local Development Program, World Bank supported program to the Egyptian governorate Deputy Director for Planning and Local Development (representative of the Ministry of Planning, Monitoring and Administrative Reform)	Egypt	
Sept. 2012 – to date	Public Policy and Administration Department, School of Global Affairs and Public Policy, the American University in Cairo Assistant Professor of Urban Policy	Egypt	
Jan. 2014 – Dec. 2015	Local Administration Reform Unit (LARU), UNDP support program to the Ministry of Local Development	Egypt	

Membership in Professional Associations and Publications:

- 2016 – 2018 Member of the Governorates Committee, National Council for Women.
- 2012 Founding member of the Manifesto for Development and Urbanism movement.
- 2011 Founding member and Chairperson of Takamol Foundation for Integrated and Sustainable Development, NGO Registration no.8340, 2011, Cairo.

- 1997 - 2001* Member of the Town and Country Planning Association, London, UK.
- 1996 - to date* Founding member of the Egyptian Earth Construction Association (EECA), NGO promoting Appropriate Building Technologies for Sustainable Urban Development, Registration no. 367, 1997, Cairo.
- 1995 - 1997* Member of the Egyptian Association for Graduates and Trainees at British Universities, Cairo.
- 1990 - to date* Member of the Engineering Syndicate, Architectural Division, Cairo.
-
- 2018* Abdelhalim, K. Stakeholders' Relations and Power Dynamics in Development Cooperation: Lessons Learnt from Egypt, Development in Practice.
- 2014* Abdelhalim, K. AUC input for Egypt's Strategy for Dealing with Slums, Center for Sustainable Development, AUC.
- 2012* Shehayeb, D. & Abdelhalim, K. et al, Assessment Housing Policies in Egypt from Human Rights and Gender Perspective, a research study for Care Egypt.
- 2012* Shehayeb, D. & Abdelhalim, K. Issues of Participation in Egypt, Journal of Architectural and Planning Research.
- 2010* Several presentations on informal areas within the urban development framework in Egypt, delivered as part of training modules on 'Participatory Urban Development' at the Urban Training Institute - Housing and Building National Research Centre, Cairo, in cooperation with IHS and ITC, the Netherlands.
- 2010* Abdelhalim, K. & Shehayeb, D., Crime Prevention and Urban Development – The Case of Greater Cairo, a presentation at workshop No. 3: Practical Approaches to Urban Crime Prevention of the 12th UN Congress on Crime Prevention & Criminal Justice, Salvador, Brazil.
- 2010* Participatory Upgrading of Informal Areas; A Decision-makers Guide for Action, a GTZ-Egypt publication, Participatory Development Programme in Urban Areas, Cairo.
- 2009* Participated in 'Gender Mainstreaming and Women's Participation in Local Governance,' a UN habitat regional report produced by Shehyeb Consult, UN habitat, Nairobi.
- 2009* PDP's Methodology for Participatory Urban Upgrading, an article in a book published by GTZ-Egypt 'Cairo's Informal Areas between Urban Challenges and Hidden Potentials: Facts, Voices, Visions.'
- 2009* Informal Housing within the Policy Framework in Egypt, Lecture at AUC.

2008 District, Governorate, Ministry: Responsibilities and Instruments for Dealing with Informal Areas, a Presentation at the World Urban Forum (WUF4) in China

Language Skills (indicate only languages in which you can work):

(Arabic – English) Fluent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Decentralization Case Studies	Analysis and development of urban and rural policies, producing policy papers, briefs and policy reform and advocacy tools. Was involved in the development of Egypt's decentralization strategy, reviewing the local administration law, development of the national strategy for dealing with informal areas.
	Designed and managed the implementation of local governance assessment in selected local services; involved in local governance and decentralization reforms, including policy, legislative and institutional reforms; can provide advisory service and technical support to local government and NGOs on institutional assessment and reform in relation to good governance

Expert's contact information: (e-mail

kabdelhalim@aucegypt.edu., phone 002 (0) 12 23285521)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement

or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Name of Expert: Khaled Abdel Halim

27/3/2019

Prof. Khaled Vice President of Institute of National Planning

28/3/2019

**For more details on CVs of Key and Non Key Experts, see Annex No(3).
(Attached)**

CURRICULUM VITAE

Objective: to engage in efforts which make the development and management of human settlements and communities more people-centred and environmentally-friendly

Name: Khaled Mahmoud Abdelhalim
Sex: Male
Date of Birth: 27 March, 1968
Nationality: Egyptian
E-mail kabdelhalim@aucegypt.edu
Tel. 002 (0) 12 23285521

PROFESSIONAL TRAINING

2003 **Ph.D.**, Birmingham School of Architecture, Faculty of the Built Environment, (UCE) University of Central England in Birmingham.
1995 **M.A.** in Architecture, Housing Studies, (CARDO) Centre for Architectural Research and Development Overseas, Department of Architecture, University of Newcastle, Newcastle upon Tyne. **Grade:** Distinction.
1991 **M.Sc.** Prerequisite Courses in Architecture, Faculty of Engineering, Cairo University, Cairo. **Grade:** Very Good.
1990 **B.Sc.** in Architecture, Department of Architecture, Faculty of Engineering, Cairo University, Cairo. **Grade:** Good.

EMPLOYMENT HISTORY

Sept. 2012 – to date **Public Policy and Administration Department, School of Global Affairs and Public Policy, the American University in Cairo**
Assistant Professor of Urban Policy

Oct. 2017 – to date **Upper Egypt Local Development Program, World Bank supported program to the Egyptian governorate**
Deputy Director for Planning and Local Development (representative of the Ministry of Planning, Monitoring and Administrative Reform)

Jan. 2014 – Dec. 2015 **Local Administration Reform Unit (LARU), UNDP support program to the Ministry of Local Development**
Director of LARU

Oct. 2010 – Dec. 2013 **Executive Director of the Local Development Observatory & Supervisor of the Local Economic Development Component**

Oct. 2010 – Sept. 2012 **German Technical Cooperation (GIZ), Participatory Development Programme in Urban Areas, Cairo**
Consultant for urban development and capacity and institutional development

Jan. 2008 – Sept. 2010 **Manager of Urban Development Unit & advisor to Giza Governorate on informal areas**

Apr. 2004 – Dec. 2007 **Manager of Boulaq el Dakrou (informal area) Urban Upgrading Pilot Project**

Aug. 2010 – June 2011 **UN Habitat – Egypt, Strategic Planning of Governorate & Districts Project**
Consultant on preparation of strategic planning guidelines for the local level

Feb. 2004 - to date **Helwan University, Cairo**
Lecturer of Housing and Urban Planning at Department of Architecture, Faculty of Engineering, Mataryia (currently on leave).

Feb. 1997 -Feb. 2004 **Assistant lecturer at Division of Architectural Education, Faculty of Education.**

<i>Oct. 2000 - Oct. 2001</i>	Birmingham School of Architecture, UCE, Birmingham Assistant researcher, IDG (International Development Group).
<i>Sept. 1995 - Feb. 1997</i>	Community Design Collaborative (CDC) - Prof. Abdelhalim I. Abdelhalim, <i>Consultancy office in Architecture, urban planning and community development.</i> Co-ordinator of community development projects and project co-ordinator of Al-Darb Al-Ahmar Rehabilitation Project, a UNDP/AKTC contract project.
<i>Oct. 1990 - Sept. 1994</i>	Architect and planner in the office team.
<i>Mar. 1991 - Feb. 1992</i>	Touristic Development Authority - UNDP & World Bank Project Unit, Cairo <i>A unit of the Ministry of Tourism that promotes sustainable touristic development.</i> Architect and planner in the core team.
<i>Oct. 1990 - Mar. 1991</i>	Organisation for Housing, Building and Urban Planning Researches, Cairo Research Assistant, National Research of Upgrading the Environment of Deteriorated Urban and Rural Communities.

PROFESSIONAL EXPERIENCE

Development Policies	Analysis and development of urban and rural policies, producing policy papers, briefs and policy reform and advocacy tools. Was involved in the development of Egypt's decentralization strategy, reviewing the local administration law, development of the national strategy for dealing with informal areas.
Development Projects	Design, management and evaluation of development programs and projects, with due attention to sustainability and impact orientation. Particular expertise for informal areas upgrading projects
Local Governance	Designed and managed the implementation of local governance assessment in selected local services; involved in local governance and decentralization reforms, including policy, legislative and institutional reforms; can provide advisory service and technical support to local government and NGOs on institutional assessment and reform in relation to good governance
Teaching	Teaching a range of urban and public policy courses including Policy for Sustainable Cities, Greening the Built Environment, as well as CSR, Local Economic Development, Management of Development Programs, and Strategic Management for Governmental and Non-profit Organizations, etc.
Capacity Development	Design of capacity development modules, development of material including manuals and training modules, implementation of trainings, TOT and on-job training, and a qualified facilitator of participatory training sessions and dialogues
Planning and Community Needs Assessment	Engaged in the national efforts to reform the urban and budget planning processes at the national, regional and local levels. Developed guidelines for strategic planning of governorates and districts with UN Habitat. Managed participatory needs assessment and action planning on neighbourhood and district levels in densely-populated large districts.

Other Skills:

- Interdisciplinary research and conceptual development skills, including research design, publication, development of capacity development material (see list of publication);
- Project management skills, including project planning, fund management, personnel, public relations and handling media;
- Advisory capacity on policy and strategic planning, and high negotiation and coordination skills;

- High facilitation and moderation skills, with capacity for training, TOT (Training of Trainers) and academic teaching;
- Excellent presentation skills (oral presentation skills & power-point presentations);
- Command of English language (reading, speaking and writing).

RESEARCH WORK AND PUBLICATIONS

2018	Abdelhalim, K. Stakeholders' Relations and Power Dynamics in Development Cooperation: Lessons Learnt from Egypt, Development in Practice.
2014	Abdelhalim, K. AUC input for Egypt's Strategy for Dealing with Slums, Center for Sustainable Development, AUC.
2012	Shehayeb, D. & Abdelhalim, K. et al, Assessment Housing Policies in Egypt from Human Rights and Gender Perspective, a research study for Care Egypt.
2012	Shehayeb, D. & Abdelhalim, K. Issues of Participation in Egypt, Journal of Architectural and Planning Research.
2010	Several presentations on informal areas within the urban development framework in Egypt, delivered as part of training modules on 'Participatory Urban Development' at the Urban Training Institute - Housing and Building National Research Centre, Cairo, in cooperation with IHS and ITC, the Netherlands.
2010	Abdelhalim, K. & Shehayeb, D., Crime Prevention and Urban Development – The Case of Greater Cairo, a presentation at workshop No. 3: Practical Approaches to Urban Crime Prevention of the 12th UN Congress on Crime Prevention & Criminal Justice, Salvador, Brazil.
2010	Participatory Upgrading of Informal Areas; A Decision-makers Guide for Action, a GTZ-Egypt publication, Participatory Development Programme in Urban Areas, Cairo.
2009	Participated in 'Gender Mainstreaming and Women's Participation in Local Governance,' a UN habitat regional report produced by Shehyeb Consult, UN habitat, Nairobi.
2009	PDP's Methodology for Participatory Urban Upgrading, an article in a book published by GTZ-Egypt 'Cairo's Informal Areas between Urban Challenges and Hidden Potentials: Facts, Voices, Visions.'
2009	Informal Housing within the Policy Framework in Egypt, Lecture at AUC.
2008	District, Governorate, Ministry: Responsibilities and Instruments for Dealing with Informal Areas, a Presentation at the World Urban Forum (WUF4) in China
2007	Guidelines for Housing Provision Policies in Egypt, 'Towards Low-Cost Housing' International Conference, Housing and Building Research Centre, Cairo.
2004	Participatory City and Community-based Planning: Can Urban Development be Sustainable without them, 'Sustainable Architectural and Urban Development' conference, Department of Architecture, Cairo University, Cairo.
2002	An alternative approach for housing the urban poor in Egypt: prospects and constraints, Ph.D. thesis.
2002	Government approach to housing the urban poor in Egypt: the need for an alternative, in Thornley, A. and Rydin, Y., Planning in a Global Era, Ashgate, Aldershot.
2000	The impact of environmental quality on human health, working paper 1, DFID research project no. R7396, IDG, UCE, Birmingham.
2000	Environmental quality and human health in informal settlements of developing countries, working paper 2, DFID research project no. R7396, UCE, Birmingham.
1999	Standards and procedures of housing for the urban poor in Egypt, case study for the Enabling Housing Standards and Procedures Project, ITDG, Rugby.
1999	The need for a localised and community-based planning system for housing the urban poor in Egypt, 'Futures Planning, Planning's Future' conference, Sheffield University, Sheffield.
1999	Communication and participation in the housing development process in Egypt, 'Communicating for Development' 16th inter-schools conference, University of Westminster, London.

- 1996 The enablement of urban local communities between theory and practice, Ru'ya (Vision), the Institute of Cultural Affairs, Cairo, No. 9, summer issue, pp. 7-9.
- 1995 Community enablement approach for Egyptian urban local communities, M.A. thesis.

AWARDS AND MEMBERSHIP

- Awards:** The British Council Chevening Scholarship, 1994/95 for MA in Architecture.
- Membership:**
- 2016 – 2018 Member of the Governorates Committee, National Council for Women.
- 2012 Founding member of the Manifesto for Development and Urbanism movement.
- 2011 Founding member and Chairperson of Takamol Foundation for Integrated and Sustainable Development, NGO Registration no.8340, 2011, Cairo.
- 1997 - 2001 Member of the Town and Country Planning Association, London, UK.
- 1996 - to date Founding member of the Egyptian Earth Construction Association (EECA), NGO promoting Appropriate Building Technologies for Sustainable Urban Development, Registration no. 367, 1997, Cairo.
- 1995 - 1997 Member of the Egyptian Association for Graduates and Trainees at British Universities, Cairo.
- 1990 - to date Member of the Engineering Syndicate, Architectural Division, Cairo.

Annex (3)

Position Title and No.	Non key 1
Name of Expert:	Ahmed Ashour Abd Allah Soltan
Date of Birth:	29 / 1 / 1985
Country of Citizenship/Residence	Egypt

Education:

- PHD in Economics from the Faculty of Economics and Political Sciences (FEPS), Cairo University. Thesis's name is "Assess the impact of financial globalization on the Egyptian Capital Market by focusing on crises of South- East Asia in 1997 and global economic crisis 2008" With Grade Excellent(June 2013).
- Masters in Economics from (FEPS), Cairo University. Thesis's name is "Evaluation of the performance of mutual funds in Egypt" With Grade very good (August 2009).
- Diploma in planning and development from Institute of National Planning (INP), With Grade very good (June 2008).
- B.Sc. in Economics from (FEPS), Cairo University (May 2006) with grade Very good with the grade of honor.

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Spetember 2018 till Now	Associated professor of Economics at macroeconomic policies center at (INP). Prof Alaa Zahran	Egypt	Teaching Macro Economic and Public finance.
Spetember 2018 till Now	Public Invesment Consultant at Macro-Economic Stabilization and Reform (MESR) Project funded by USAID. Prof	Egypt	Responsible for updating and reviewing the electronic integrated

	Khaled Zakria Amin		planning system for Plan preparation, monitoring, and evaluation.
from June 2016 till December 2018.	Editorial Manager of the Egyptian Journal of Development and Planning at (INP)/ Prof. Osman Mohamed Osman	Egypt	

Membership in Professional Associations and Publications:

- Evaluation of Egyptian monetary policies since 2003 with focusiong on the role in supporting the objectives of development plans, INP, under publication 2018.
- The Strategic Plan of the Sudanese Maritime Ports Authority (2015-2031) submitted to the Sudanese Ports Authority, in cooperation with the Arab Academy for Science, Technology and Maritime Transport, Cairo, under publication 2018.
- Requirements for the transformation of a knowledge based economy in Egypt, INP, August 2017.
- Paths to Enhance Public Business Sector in Egypt. INP, July 2017.
- The Role of Performance- Based Budget and the Medium-Term Expenditure Framework in Integration of the Plan and Budget, Korean Development Institute and Institute of National Planning, Knowledge Sharing Program with Egypt, March 2017.
- The Impact of National Private Investment on Manufacturing in Egypt , International Journal of Economics and Financial Issues (IJEFI), Vol 7, No 1, January 2017.
- Showcase of Egypt's Path towards SDG6: Clean Water and Sanitation, UNU-MERIT conference "Pathways to the SDG: Macro to Micro Perspectives". 19th -20th November 2016, New Delhi, IndiaEgypt's Path towards SDG- Goal 6, UNU-MERIT conference "Pathways to SDG – Macro to Micro Perspectives" 19-20 November 2016 in New Delhi, India.
- Public Investment Efficiency in Egypt: Determinants, Opportunities, and Reform Policies. INP, September 2016.

- Mechanisms for Achieving Balanced Regional Development in Egypt. INP, August 2016.
- Toward improving food security and sustainable agriculture situation and reducing hunger in Egypt "Ways and mechanisms to achieve the second goal of sustainable development goals (2016 - 2030) INP, July 2016.
- Requirements for Enhancing System of National Accounts in Egypt. INP, July 2016.
- Public Economic Authorities: Problems and Remedies, with EPPA as a case study. INP, January 2016.
- Egypt Progress Towards Millennium Development Goals (MDGs) - Egyptian Human Development Report for 2015 in collaboration with UNDP.

Language Skills (indicate only languages in which you can work):

Arabic and English

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Decentralization between planning, budgeting & service delivery	Public Investment Consultant at Macro-Economic Stabilization and Reform (MESR) Project funded by USAID.
	Responsible for updating and reviewing the electronic integrated planning system for Plan preparation, monitoring, and evaluation.

Expert's contact information: (e-mail: ahmedashour29@hotmail.com, phone +2 01005538781)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date {26/03/2019}
Ahmed Ashour
Name of Expert

Signature

Date {28/3/2019}

Prof.Khalid Attia
Vice President of Institute of National Planning

Position Title and No.	Non key 2
------------------------	-----------

Name of Expert:	{Amal Zakaria Mohamed Amer}
Date of Birth:	{14/12/1980}
Country of Citizenship/Residence	Egypt

Education:

PHD: in Economics 2010, Ain Shams University – Faculty of Commerce - Economics Department.

Thesis: under the title "The Determinants of Industrial Location in Egypt Governorates – focused on Upper Egypt Governorates".

Masters: in Economics 2005, from Ain Shams University –Faculty of Commerce - Economics Department.

Thesis: under the title ‘The Impacts of the discrepancies between public budget estimates and final accounts on the national economy during the Period of 1988-2003’.

Bachelor: Degree in Economics 2001, Cairo University, Economics & Political Science Faculty, Department of Economics.

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2018-2019	Ministry of Planning, Monitoring, and Administrative Reform / Supervisor of Regional Planning Sector	Egypt	Responsible for the management of the regional planning sector and its regional planning offices in governorates (7 offices). Preparing governorates plans (local development plan) and follow-up Responsible for following up the World Bank loan project in Qena and Sohag within the Ministry of Planning, and other projects related to local development implemented in governorates.
2002-2017	Institute of National Planning	Egypt	Experience from <u>Implementing projects</u> , by : “The role of performance based budget and medium term expenditure framework in the

		integration of national plan and state budget”, knowledge share program KSP with Korean Development Institute KDI 2015 - 2017. - "Governorates Human Development Reports" (7 governorates) 2013/2014, and (8 governorate) in 2008. - "Gender mainstreaming in national budgets – finance for women" project – Ministry of Finance & Unifem 2007-2009.
		Experience from <u>Researches & Reports</u>, by participating in: A collective research "Paths to Enhance Public Business Sector in Egypt", INP 2017. A collective research "Egypt's Path towards SDG- Goal 6", presented Conference “Pathways to SDG – Macro to Micro Perspectives” on 19-20 November 2016 in New Delhi, under publication as UNU-MERIT working paper series. A collective research "Public investment efficiency, INP 2016. A collective research "Balanced regional development mechanisms", INP 2016. A collective research "The development of national accounts requirements in Egypt", INP 2016.

		A collective research "The development of Berenice area: Halayb and Shalateen and Abu Ramad", INP 2016. A collective search "Urban Observatory of the city of Luxor" INP 2016. "Mechanisms for Fostering Transparency as a Means of Fighting Corruption at the Local Level, with Possibilities of Application in Egypt", INP 2015. A collective research about "Exploring growth opportunities through logistics services: The Case of Egypt's ports", INP, 2013. A collective research about "Special funds: philosophy of establishing, reasons, feasibility and future", INP 2013. A collective research about "The role of fiscal policy in achieving growth and justice in Egypt (with a focus on taxes and public investment)", INP 2013. A collective research about "The Impact of Industrial Areas on Egypt's Governorates: The Case of Suez Canal Region", INP 2013. A collective research about "The Impact of Decentralization on Egypt's Governorates: applied on Local Development Sector", INP 2012.
--	--	---

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Arabic: Mother tongue.

English: Read, Speak & Write (very good).

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Social inclusion and Decentralization: Preparation of the training Course, Design, and Implementation.	Experience from <u>Teaching & Training</u>, by participating in: - Training courses about "Performance Based Budget", "Measuring Corruption Indicators in governorates", "Strategic Planning", "Preparing Action Plans", "Decentralization", "Gender mainstreaming", "Governorates plans", and "Participatory planning", "Poverty Alleviation" in INP. - Training courses about "Egypt's Strategy 2030", "Fiscal Policy and Financial Analysis", "Fiscal Decentralization and MTEF", "Public Debt Information Management", and "Budget Preparation and Estimation", in Ministry of Finance. - Short course "Fundamentals of development planning" with African Institute for Economic Development and Planning IDEP 7-18 Dec. 2014 and 6-17 Dec. 2015 (organizing and teaching). - Lectures of "Principles of Economics", "Regional planning and local development" and "National Accounting" in INP Diploma & Masters. - Workshops about "Gender Sensitive Programs & Performance Budget", National Center for Women, May-June 2010.

Expert's contact information: (e-mail: amal.zakaria14@gmail.com, phone +201003560746)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date {27/03/2019}

Name of Expert : Amal Zakaria Amer

Signature

{28/3/2019}

Date 28/3/2019

Prof.Khalid Attia

Vice President of Institute of National Planning

Position Title and No.	Non key 3
Name of Expert:	Heba Gamal Eldin Mohamed
Date of Birth:	{01/10/1984}
Country of Citizenship/Residence	Egypt

Education:

_PhD in Public Policy Making Process, 2014 (Faculty of Economics & Political Science. Cairo University) "Excellent"

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Since 2016	Lecturer of Comparative Politics, Institute of National Planning, and futurologist Senior researcher at Future Planning Methods, Institute of National Planning	Egypt	Writing research in public policy & future studies to support decision making Providing training & consultancy Teaching in INP masters programs
2013-2016	Development & GCC Partnership Manager at Misr El Kheir Foundation (MEK) which is a philanthropic organization specialized in social service	Egypt	Writing project proposals on integration development & social inclusions Designing development project in social integration Managing development projects in integrated development in the poorest villages in Egypt Fund raising from GCC on

			community development projects
2011-2013	Vice Manager of Training, Research & Consultation Center at the Egyptian Humanitarian Relief and Rehabilitation Organization (HRRO).	Egypt	Needs assessment for the poorest villages & remote areas. Drafting project proposals & writing researches & studies on Sinai, disasters & crises in Egypt & on international experiences Trainers at HRRO training center at its training programs for Egyptian NGOs
2008: 2011	International Cooperation Specialist at the Egyptian Cabinet Information and Decision Support Center (IDSC)		Participating in Organizing the African Conference of Think Tanks: Policies for a Better Future on 8-9 November 2010 & the International Conference of Think Tanks in Developing Countries: Challenges & Solutions on 17-18 January 2009 Organizing & participated in IDSC's delegation's study visit to Spain (9 Think Tanks & 3 Governmental institutions in Madrid, Cordoba & Granada), Sept 2009. Rapporteur at the Egyptian German Think Tanks Conference 2008, at the International

			Conference of Think Tanks in Developing Countries: Challenges & Solutions on 17-18 January 2009. And at the Egyptian Economic Freedom Seminar Oct. 2009.
2006: : 2008	Political Researcher at the Egyptian Humanitarian Relief and Rehabilitation Organization (HRRO	Head Team of Field Researchers working on improving performance of El Demardash Hospital for maternity	
2016:- 2019	Consultant at El Najah for Charity Organization (Kuwaiti NGO)	Egypt/ Kuwait	Evaluating project proposals Opening new partnerships with Egyptian NGOs Drafting development strategic plans Drafting PROJECT PROPOSALS Training Egyptian NGOs on GCC criteria for accepting the integrated development project proposals
2015:- 2016	Consultant at Masr El Mahrousa Baladi Association (Egyptian NGO)	Egypt	Drafting strategic plans Drafting fund raising annual plans Evaluating project proposals Providing training for Masr Mahrousa NGO Staff on fund

			raising techniques
2015: 2016	Consultant at El Wedad for Orphans Association (Egyptian NGO)	Egypt	Drafting annual strategic fund raising plans
2015-2016	2015: 2016 Lecturer of Political Science, Cairo University: Faculty of Economics & Political Science.	Egypt	Teaching course on public policy making (Diploma of Israeli Studies)

Membership in Professional Associations and Publications:

Membership:

2017:- Member of Egyptian Council for Foreign Affairs (ECFA)

Chapters in Books:

1., Educational Policies in Iran & Israel: Window towards National Identity, in Institute of National Planning, Annual International Conference: Towards Supportive Education for Sustainable Development in Egypt, 6-8 May 2017, pp.488: 542
2., Map of Virtual Civil Society, in Ezabawy Yousry, (editor), Change in Civil Society's structure after the Egyptian Revolutions, Cairo: Al-Ahram Center for strategic Studies, 2015.
3., International Experiences in Facing Climate Change: Egypt, India & U.S.A, In Arafat, Alaa Eldin (editor), Cairo: Partners for Development, 2011.
4., Role of the Egyptian Think Tanks towards Africa), in Abo El Enaeen, Mahmoud (editor), The Strategic African Report, (Giza; Institute of African Studies, Cairo University), 2010.
5., Deterioration of Humanitarian Conditions in Somalia with the Continuous Conflict", in Abo El Enaeen, Mahmoud (editor), (Giza; Institute of African Studies, Cairo University), 2008.
6., "The Humanitarian Impact of the Ethiopian Intervention in Somalia", in Abo El Enaeen, Mahmoud (editor), (Giza; Institute of African Studies, Cairo University), 2007

Periodicals:

English:

1., The Role of Think Tanks in Influencing Policy-Making in Israel, Contemporary Arab Affairs, (Published by Taylor & Francis Group), Volume 9, Issue 2, March 31, 2016, pp. 187:211.

- Arabic:

..., Belt & Road Initiative is a new approach for mutual interest in the Chinese & Arab Relations, Point of Views Around Gulf, (Published by Gulf Research Center, Gada, Saudi Arabia), Jan 2019, No. 133, pp 51: 59

.... & (Others), Silk Road Initiative & Its future economic & Political implications on Egypt, Series of Planning & Development Issues, (published by Institute of National Planning), (July 2018), No. 289, pp 1: 180

..., Virtual Civil Society & Future Scenarios, The Reviewer of Political Studies,

(published by University of Mohamed Khider University, Biskara Algeria), No. 2, (April 2018), pp 9 : 34

..., Intellectual Elite from Enlightenment to Policy.. Definitions & Approaches, World Politics: Theoretical Trends, (published by Al- Ahram Institution),(April, 2018), No. 212, pp 5:10.

..., Sustainable Development Strategy: Egypt Vision 2030 & Status of NGOs and Cooperatives, Egyptian Conditions, (published by Al- Ahram Institution), No. 68, pp 37 :46

..., Limited Effectiveness: Management of International Crisis between Intervention of Third Party & International Organizations, Trending Events, August 2017, No. 22, pp 6:9 (Published by Future for Research & Advanced Studies, United Arab Emirates)

..., Public Policy in Egypt & influence of virtual Society: Calling for Political Change, Cancelling the social contract & Evaluating the government's policies, Democracy Digest, July 2016, (published by Al- Ahram Institution),

..., Available Alternatives in Reshaping relation between Think Tanks & Public Policy makers in Egypt, Journal of Arab Research & Studies, (published by Institute for Arab Research Studies; Arab Organization for Art Research & Science at Arab League), June 2016 (published also at Arab Reform Initiative: <http://www.arab-reform.net/ar/node/1143>)

...,Virtual Civil Society in Egypt: Map & Role, State of Egypt, (Published by: Regional Center for Strategic Studies No. 23, , Jan- Feb, 2016, pp. 1:4

..., Israeli Strategy for surviving: Anti- Semitism Strategy, Strategic Studies, (published by Institute for Arab Research Studies; Arab Organization for Art Research & Science at Arab League), October 2015.

..., Israel & Iranian Role after the nuclear agreement, World Politics, (published by Al- Ahram Institution), No. 202, October 2015, pp. 124: 126

..., 30 June Revolution & Israeli Plans to Shake Egypt Stability (2-2), Israeli Digest, (published by Al-Ahram Center For Strategic Studies), August 2015.

..., 30 June Revolution & Israeli Plans to Shake Egypt Stability (1-2), Israeli Digest, (published by Al-Ahram Center For Strategic Studies), July 2015.

..., Early Israeli Election ... Difficult Government & Impossible settlement, Political Horizon, (published by Arab Center for Research Studies), July 2015.

..., Future of Arab Region, East Affairs, (published by Strategic Studies Center in Beirut, May. 2015, No. 150.

..., Future of Arab Countries from Israeli Think Tanks perspective, Political Horizon, (published by Arab Center for Research Studies;), April. 2015, pp 6: 36.

..., Risk Society and Confrontation Polices, Egyptian Conditions, (published by Al- Ahram Institution), April 2015..

I. Conferences & Workshops

- Egypt & Belt & Road initiative: New Approaches for potential political opportunities on National & Regional Level, Presented at Seventh Seminar of Beijing Arab Studies University: National Patterns of Transitions of Egypt & Saudi Arabia: Third Paradigm of Modernization", Beijing, 27-28 Sept, 2018.
- "Virtual Civil society & Future Scenarios: Case Study of Egypt", Presented at Seventh Seminar of Beijing Arab Studies University: National Patterns of

Transitions of Egypt & Saudi Arabia: Third Paradigm of Modernization", Beijing, 27-28 Sept, 2018.

- "Future Political Dimensions of Belt Road Initiative and its influence on Egypt", at INP Seminar titled : "Egypt & Belt Road Initiative: Political & Economic impacts towards positive reactions", Organized by Egyptian Council for Foreign Affairs & Institute of National Planning, Cairo, 23 Sept, 2018
- "China & African NGOs: New Message from Egypt, at Fifth China Africa People to People Forum", Organized by China NGOs Network for International Exchange (CNIE), Sichuan, July 23-24, 2018
- Egypt & Belt Road Initiative: Between Regional Neighborhood and future Scenarios, Presented at Second Egyptian Chinese Strategic Forum co-organized by Beijing University & Cairo University (Confusious Center), Cairo: Cairo University, April 22, 2018
- "Good Governance of NGOs in Egypt: Between Compulsion, Development Role & Future Cooperation", 3rd International Seminar on Modern Governance, China Institutes of Contemporary International Relations (CICIR), Beijing, September 19-21, 2017.
- Virtual Society is a Perspective to Miss Confidence Crises between Youth, Presented at Generation forum at Institute of National Planning, June 2017.
- "Educational Policies in Iran & Israel: Window for National Identity (Comparative Study), Presented at the First International Conference on Education in Arab World at Institute of National Planning, May 2017.
- "Importance of Education & Experience of Egyptian NGOs", Presented at Kuwaiti The First Conference of Cancer Hospital School, I Want to Learn Foundation in Kuwait, October 2016.
- "Future of Virtual Civil Society in EGYPT" Presented at Bibliotheca Alexandrina: Future of Arab Countries, September 2016.
- "Map of Virtual Civil Society in Egypt after 25 Jan Revolution" Presented Virtual Civil Society in Egypt after 25 Jan Revolution:, Regional Center for Political & Strategic Studies, March 2016.
- Impact of Public Opinion in making Egyptian Foreign Policy after 25 Jan Revolution, Regional Center for Political & Strategic Studies, Feb 2016.
- "Think Tanks and Responsibility of Public Policy" Presented at Arab Research Center "Development & Modernizations": Towards Research & societal Change, 26-27 November 2015, Organized by Institute for Arab Research Studies; Arab Organization for Art Research & Science at Arab League..
- "Role of Egyptian Civil Society towards Africa" presented at African Peace & Security Conference, 15- 17 May 2015, Organized by Institute of African Studies; Cairo University.
- Research and Studies under the auspices of Ministry of Youth in Egypt.
- "Role of Egyptian Relief Organizations in Nile Basin Countries after 25 January Revolution", presented at January 25th Revolution and the future of Egypt's relations with the Nile Basin Countries Conference, 30 - 31 May, 2011, Organized by the Institute of African Studies, Cairo University.
- "Critical Review of El Shahed First Annual Report, presented at Discussion of El Shahed First Annual Report, , May 2010, Institute of African Studies ; Cairo

University.

- "the Role of Civil Society in the Arab Countries, presented at "The Opinion of Youth Seminar Over the Arab Human Development Report ", 2005
- (Co-author with Khalifa, Maher)," Landmine and Development in Egypt", Presented at Civil and National Platform for Euro Mediterranean Partnership, November 2006

Participation:

- Dubai International Humanitarian Aid & Development Conference & Exhibition (DIHAD): Opportunity, Mobility and Sustainability: The Humanitarian Aid and Development Perspectives, Dubai, 24th – 26th March 2015._

Language Skills (indicate only languages in which you can work):

Arabic & English (Fluent)

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Drafting training materials Drafting PPT for the training materials Drafting KSA TEST Providing training on the following topics: • social inclusion & risks • Policies on social inclusions • Case studies on social inclusion	Research Award: • Institute of Arab Research Studies 2016 (Arab Organization for Art Research & Science at Arab League). Research Topic: Challenges of Arab Youth Empowerment and the possible Opportunity (Second Rank) • Durat Watan Prize 2016: Emirates Center for Strategic Studies and Research. Research Topic: Policy of United Arab Emirates in Foreign Aid. (Fourth Rank) • Arab Reform Initiative (ARI) 2015- 2016. Research Topic: Role of Egyptian Think Tanks in Democratization Process. 15 years experiences in civil society organizations on the following work areas: • Writing project proposals on integration development & social inclusions • Designing development project in social integration • Managing development projects in integrated development in the poorest villages in Egypt • Fund raising from GCC on community development projects • Needs assessment for the poorest villages & remote areas. Drafting project proposals & writing researches

	& studies on Sinai, disasters & crises in Egypt & on international experiences • Trainers at HRRO training center at its training programs for Egyptian NGOs
	• 5 years Consultants for NGOs in Egypt & Kuwait on the following: • Evaluating project proposals • Opening new partnerships with Egyptian NGOs • Drafting development strategic plans • Drafting PROJECT PROPOSALS • Training Egyptian NGOs on GCC criteria for accepting the integrated development project proposals • Drafting strategic plans • Drafting fund raising annual plans • Evaluating project proposals • Providing training for Masr Mahrousa NGO Staff on fund raising techniques • Drafting annual strategic fund raising plans
	Visiting scholar at Nasser Higher Military Academy (NHMA) on Decision Making Process & structures and Future Scenarios Techniques in Public Policy Making since 2018
	Research on civil society & social topics on: •, Educational Policies in Iran & Israel: Window towards National Identity, ..., Map of Virtual Civil Society, in Ezabawy Yousry, (editor), Change in Civil Society's structure after the Egyptian Revolutions,. • International Experiences in Facing Climate Change: Egypt, India & U.S.A, In Arafat, •, Role of the Egyptian Think Tanks towards Africa), •, Deterioration of Humanitarian Conditions in Somalia with the Continuous Conflict",. •, "The Humanitarian Impact of the Ethiopian Intervention in Somalia • Silk Road Initiative & Its future economic & Political implications on Egypt, Series of Planning & Development Issues •, Virtual Civil Society & Future Scenarios, The Reviewer of Political Studies, •, Sustainable Development Strategy: Egypt Vision 2030 & Status of NGOs and Cooperatives, Egyptian Conditions,

	• ..., Limited Effectiveness: Management of International Crisis between Intervention of Third Party & International Organizations, Trending Events, • ..., Public Policy in Egypt & influence of virtual Society: Calling for Political Change, Cancelling the social contract & Evaluating the government's policies, • ..., Available Alternatives in Reshaping relation between Think Tanks & Public Policy makers in Egypt, • ..., Virtual Civil Society in Egypt: Map & Role, State of Egypt, •, Risk Society and Confrontation Policies • "Virtual Civil society & Future Scenarios: Case Study of Egypt", Presented • "China & African NGOs: New Message from Egypt, at Fifth China Africa People to People Forum", Organized by China NGOs Network for International Exchange (CNIE), Sichuan, July 23-24, 2018 • Egypt & Belt Road Initiative: Between Regional Neighborhood and future Scenarios, Presented at Second Egyptian Chinese Strategic Forum co-organized by Beijing University & Cairo University (Confusious Center), Cairo: Cairo University, April 22, 2018 • "Good Governance of NGOs in Egypt: Between Compulsion, Development Role & Future Cooperation", 3rd International Seminar on Modern Governance, China Institutes of Contemporary International Relations (CICIR), Beijing, September 19-21, 2017. • Virtual Society is a Perspective to Miss Confidence Crises between Youth, • "Importance of Education & Experience of Egyptian NGOs", Presented at Kuwaiti The First Conference of Cancer Hospital School, I Want to Learn Foundation in Kuwait, October 2016. • "Future of Virtual Civil Society in EGYPT" Presented at Bibliotheca Alexandrina: Future of Arab Countries, September 2016. • "Map of Virtual Civil Society in Egypt after 25 Jan Revolution" Presented Virtual Civil Society in Egypt after 25 Jan Revolution:, Regional Center for Political & Strategic Studies, March 2016. • Impact of Public Opinion in making Egyptian Foreign Policy after 25 Jan Revolution,
--	--

	• "Think Tanks and Responsibility of Public Policy" Presented at Arab Research Center "Development & Modernizations": Towards Research & societal Change, 26-27 November 2015, • "Role of Egyptian Civil Society towards Africa" presented at African Peace & Security Conference, • "Role of Egyptian Relief Organizations in Nile Basin Countries after 25 January Revolution", presented at January 25th Revolution and the future of Egypt's relations with the Nile Basin Countries Conference, 30 - 31 May, 2011, . • "the Role of Civil Society in the Arab Countries, presented at "The Opinion of Youth Seminar Over the Arab Human Development Report ", 2005 • (Co-author with Khalifa, Maher)," Landmine and Development in Egypt", Presented at Civil and National Platform for Euro Mediterranean Partnership, November 2006
--	--

Expert's contact information: (e-mail :heba.gamaleldean@inp.edu.eg , phone01285555367)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

Date {28/03/2019}

Name of Expert
Heba Gamal Eldin

Signature

Date {28/3/2019}

Prof.Khalid Attia
Vice President of Institute of National Planning

1E. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED NON -KEY EXPERTS

Position Title and No.	Non key 4
Name of Expert:	Dalia Ahmed Aly Ibrahim
Date of Birth:	06/09/1977
Country of Citizenship/Residence	Egypt

Education:

- **Ph.D. Degree in Accounting (April 2013)** - Accounting Department - Faculty of Commerce- Cairo University, with a thesis title: ***"The Impact of Fair Value Accounting on Financial Stability: Evidence from the credit Crisis and Implications for the Egyptian Market"***. Thesis written in English.
- **Master Degree in Accounting (June 2006) – English Section-** Accounting Department -Faculty of Commerce - Cairo University, with a thesis title: ***"An Investigation of Internet Financial Reporting and its Implications for the Standard Setters and Regulators: The Case of the Egyptian Companies"***. Thesis written in English.
- **Bachelor of Commerce - English section (May 1999)** - Accounting Department- Faculty of Commerce- Ain Shams University.
 - **Grade: Excellent with honour degree Rank: The Third**

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2013-present	Assistant Professor of Accounting and Finance- International Economic Relations Center- Institute of National Planning	Egypt	Sharing in scientific researches, training courses and academic activities conducted in the field of accounting, finance, planning and economic development.
Sep. 2018-Jan.2019	Part- time Assistant Professor of Accounting and Finance -Cairo University (CU)- Faculty of Commerce- Georgia State University Joint Program	Egypt	Course taught: <i>Introduction to Business Technology</i>
Sep.	Part- time Assistant Professor of	Egypt	Courses taught:

2014-Sep. 2018	Accounting and Finance - The British University in Egypt (BUE) – Faculty of Business Administration, Economics and Political Sciences – Economics Department		• <i>Business Finance</i> • <i>Financial Economics I</i> • <i>Financial Economics II</i>
Sep. 2014-Jan. 2015	Part- time Assistant Professor of Accounting and Finance- Badr University in Cairo (BUC) – Faculty of Business Administration and Economics- Accounting Department	Egypt	Course taught: Principles of Accounting
2006-2013	Assistant Lecturer- International Economic Relations Center- Institute of National Planning	Egypt	
2001-2006	Teaching Assistant- International Economic Relations Center- Institute of National Planning	Egypt	

Membership in Professional Associations and Publications:

- **Associations Membership:**
 - A member of the Egyptian Society of Accountants and Auditors (Since 2013)
 - Passed the Chartered Financial Analyst (CFA) Level 1 exam (June 2014).
 - Associate Trainer certified by the International Board of Certified Trainers (IBCT), Dec. 2018
- **Publications:**
 - ***“Financing the SDGs in Africa: Current Practices and Challenges”***_(2018), with Ahmed Ashour, “A paper presented at the **UNECA** “2018- High Level Policy Dialogue: Financing the SDGs in Africa- Strategies for Planning and Resources Mobilization” (10-12 July) - United Nations Economic Commission for Africa, UNECA, Cairo- Egypt.
 - ***“Return on Investment in Human Resources in a Knowledge- Based Economy”*** (2016), with Manal AbdelAzeem, A paper presented to “The First Arab Forum on Human Resources in Banks and Arab Financial Institutions” (2-4 October 2016). Arab Organization for Administrative Development and the Union of Arab Banks, Cairo- Egypt.
 - ***“Review of practical implementation issues relating to international financial reporting standards: Case study of Egypt”*** (2008), with Ashraf M.K. El-Sharkawy and Ahmed Fouad. A paper presented for the **UNCTAD** Intergovernmental Working Group of Experts on International Standards of

Accounting and Reporting, twenty-fifth session (4–6 November 2008) Geneva. **UNCTAD**. Available online at: http://www.unctad.org/en/docs/c2isard45_en.pdf

- A translation of “**C. Oman, Charles.1989. “New form of investment in developing country industries: Mining, petrochemicals, automobiles, textiles, food. OECD. Development Center Studies: 9-32”,** with Amany Abdelwahab. Published in “ The Egyptian Journal of Planning and development.(2008). Vol. 16 – No. (1):162-205.
- **"An Investigation of Internet Financial Reporting: The Case of the Egyptian Companies"** (2007), with Ashraf M.K. El-Sharkawy. A research paper presented to " The Accounting and Auditing Profession and the Current Challenges Conference" - United Arab Emirates Accountants and Auditors Association (3-5 Dec. 2007) - Abou Dhabi.
- Shared in the research team of some INP researches, the most recent are:
 - **"Paths to Enhance Public Business Sector in Egypt".** The Series of Planning and Development Issues No. 278 - Institute of National Planning (July 2017)
 - **Prerequisites for a Transition Towards Knowledge Based Economy".** The Series of Planning and Development Issues No. 277 - Institute of National Planning (August 2017)

Language Skills:

- Arabic : Native language
- English: Fluent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Shared as a co- instructor in the following training courses: 1) Inside INP: ➤ <u>"Measuring corruption indices on the governorates level"</u> – The role of financial follow up and control in combating corruption (22-26 May 2016) - Institute of National	➤ Certified Associate Trainer(IBCT) ➤ Teaching experience ➤ Being a member in a strategic planning study applied on INP. ➤ Research experience on different fields of accounting,

Planning ➤ <u>"Strategic Planning"</u> (8 Feb.-25 Mar.2015) for IDSC - Institute of National Planning. ➤ <u>"Measuring corruption indices on the governorates level"</u> (9-13 Feb. 2014) - Institute of National Planning ➤ <u>"Strategic Planning"</u> (8-15 Dec. 2013) - Institute of National Planning 2) Outside INP: ➤ <u>"Environmental, social and governance reporting (ESG issues)"</u> (20-21 Jan. 2014) - The Egyptian Corporate Responsibility Center.	finance and development. ➤ Attending as a trainee in several training courses in different fields including: • <u>"Analysing Monetary Policies and Indicators"</u> (29-31 Jan. 2018)- Center for Economic and Financial Research and Studies- Faculty of Economics and Political Science- Egypt. • <u>"Impact Assessment and Evaluation"</u> (10-14 Jul. 2017) - Public Administration International PAI- - United Kingdom. • <u>"Corporate Governance Action Planning Workshop for SMEs"</u> (7-8 May 2017) - Egyptian Institute of Directors And IFC, Cairo- Egypt. • <u>"Country-level and Global governance"</u> (11-21 Jan. 2016) - Egyptian center for Global Governance and Dvelopment- Egypt. • <u>"Corporate Governance Report"</u> (4 Dec. 2013) - The Egyptian Society of Accountants and Auditors- Egypt. • <u>"Corporate Governance"</u> (30 May- 2 Jun. 2013) - The Egyptian Society of Accountants and Auditors- Egypt. • <u>"Transparency in the Egyptian Public Budget Allocation"</u> (14-15 May 2011) - Partners in Development (PID).
---	--

Expert's contact information:

e- mail : dahmed30@yahoo.com
Mobile : (+20100) 5606424

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

31/3/2019

Date

Dalia Ahmed Aly Ibrahim

Signature

Date 29/3/2018

Prof.Khalid Attia

Vice President of Institute of National Planning

1E. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED KEY EXPERTS

Position Title and No.	Non key 5
Name of Expert:	Fatma Khamis Elhamalawy
Date of Birth:	21/07/1980
Country of Citizenship/Residence	Egypt

Education:

- **Ph.D Degree in Economics (April 2017)** Faculty of Economics & Political Science, Cairo University, with a grade of "Excellent". **Thesis Title:** *" The Impact of FDI in the Insurance Sector on Economic Growth in the Emerging Economies With Reference to the Egyptian Case"*.
- **M.Sc Degree in Economics (May 2009)**, Faculty of Economics & Political Science, Cairo University, with a grade of "Very Good". **Thesis Title:** *"Liberalization of International Trade in Insurance & Reinsurance Services (case study: Egypt)"*.
- **B.Sc. in Economics, (June 2002)** , Faculty of Economics & Political Science, Cairo University, with a grade of "Very Good".

Employment record relevant to the assignment:

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
2017-present	Assistant Professor of Economics and International Finance- International Economic Relations Center- Institute of National Planning	Egypt	Course taught: "The basics of development" Planning and Development Master- 2018/2019
2009-2017	Assistant Lecturer- International Economic Relations Center- Institute of National Planning	Egypt	Sharing in scientific researches, lecturing, training courses and academic activities conducted in the field of economics, finance, planning and economic development

2004-2009	Teaching Assistant- International Economic Relations Center- Institute of National Planning	Egypt	
-----------	--	-------	--

Membership in Professional Associations and Publications:

- Associate Trainer (AT) certified by the International Board of Certified Trainers (IBCT), Dec. 2018.
- **Publications:**
 - **Exchange rate and its relationship to foreign investments in Egypt - Some international experiences** (2018) Series of Planning & Development Issues, Institute of National Planning.
 - **FDI in Financial Sector in Emerging Market Economies** (2017) Egyptian Review of Development and Planning, Institute of National Planning.
 - **Insurance Sector in Emerging Market Economies and its Role in Development Process** (2016) Arab Economic Journal, Centre for Arab Unity Studies.
 - Sharing in many scientific researches and academic activities conducted in the field of economics, finance, planning and economic development - Institute of National Planning.

Language Skills:

- Arabic : Native language
- English: Very Good

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Inside INP: Lecturer in the following subject: • "The basics of development" Planning and Development Master- 2018/2019 - Institute of National Planning.	• Certified Associate Trainer(IBCT) • Teaching experience • Research experience on different fields of economics, finance and development.

Shared as a co- instructor in the following training course: • <u>"Concepts in the international economy for media professionals"</u> – Introduction in international economics and the main concepts as well as how we can read the economic indicators in the international reports (22-25 April 2018) - Institute of National Planning.	• Attending as a trainee in several training courses in different fields including: ➤ <u>"Analysing Monetary Policies and Indicators"</u> (29-31 Jan. 2018)- Center for Economic and Financial Research and Studies- Faculty of Economics and Political Science- Egypt. ➤ <u>STATA for Labour Market Analysis</u>, 30 July- 3 August 2018, International Labour Organization (ILO), International Training Center (ITC), Turin- Italy.
--	--

Expert's contact information:

E-mail : fatma_khamis2004@yahoo.com

Mobile: (+2) 01095867119

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Bank, and/or sanctions by the Bank.

{27/3/2019}

Fatma Khamis Elhamalawy

{28/3/2019}

Prof.Khalid Attia

Vice President of Institute of National Planning

CURRICULUM VITAE

1. **Family name:** eskander
2. **First names:** Nahed
3. **Date of birth:** July 31st 1966
4. **Nationality:** Egyptian
5. **Civil status:** single
6. **Contact information**
Mobile : 01002550682
E mail : neskander31@gmail.com
7. **Education:**

<i>Institution:</i>	<i>faculty of Economic & political science , Cairo university</i>
<i>Date: from (month / year): to (month / year):</i>	9/ 2000 11/ 2001
<i>Degree(s) or Diploma(s) obtained:</i>	Diploma of ENGOS management

<i>Institution:</i>	<i>Assuit University , Faculty of medicine & surgery</i>
<i>Date: from (month / year): to (month / year):</i>	1983 1989
<i>Degree(s) or Diploma(s) obtained:</i>	BSc.in medicine & surgery

8. **Language skills:** (Mark 1 to 5 for competence, 5 being the highest)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Arabic	5	5	5
English	5	4	4

9. **Membership of professional bodies:**

- Member of Egyptian Medical Syndicate since 1990

10. **Other skills (e.g. computer literacy, etc.):**

- Capacity assessment and development of governmental and non governmental organizations
- Training and development of training manuals ,
- Monitoring & evaluation of developmental projects

11. **Present position:** Deputy Director – Upper Egypt Local Development Program - Ministry of local development

12. **Years within the Association:** 10 years

13. **Key qualifications:**

- Project management
- Training & capacity development

- Networking & communication with national & international partners.
- Local Economic Development
- Citizen/ Government dialogue , tools & methodologies
- Participatory local planning

14. Professional Experience Record:

<i>Date: from (month / year) to (month / year)</i>	March 2017 – December 2017
<i>Location:</i>	Egypt
<i>Company:</i>	Local administration reform unit – ministry of local development
<i>Position:</i>	Deputy Director – Local administration reform unit
<i>Description:</i>	Local administration reform unit Is a technical unit supporting ministry of local development in different components (policy reform ,systems development service improvement , local governance , capacity development & international cooperation) In this position I am responsible for coordinating and supervising all the tasks related to the different components , in addition to handling EU funded projects.

<i>Date: from (month / year) to (month / year)</i>	October 2012 – Feb 2017
<i>Location:</i>	Egypt
<i>Company:</i>	Local administration reform unit – ministry of local development
<i>Position:</i>	Capacity development & training manager
<i>Description:</i>	In this position I am responsible for Development of the national capacity building & Training strategy and tools for local government., Set the process and guidelines to assess the training needs among different stakeholders' institutions at the central and local levels and set tailored training plans and curricula.

<i>Date: from (month / year) to (month / year)</i>	September 2009 – October 2012
<i>Location:</i>	Egypt
<i>Company:</i>	Local administration reform unit – ministry of local development
<i>Position:</i>	Capacity building specialist
<i>Description:</i>	In this position I was responsible for coordinating CB activities with the Governorates , handling tasks related to the preparation and implementation of training programs and seminars in addition to dealing with the external consultants

<i>Date: from (month / year) to (month / year)</i>	August 2007 till -August 2009
<i>Location:</i>	Cairo: Egypt
<i>Company:</i>	CARE International
<i>Position:</i>	Deputy Project manager / Capacity Building Advisor ,
<i>Description:</i>	In this position my main responsibility was Providing on going supervision, leadership, support and guidance to the field operation in different governorates, In addition to Developing the CB strategy for the different target group of the project , Coordinating with the project partners the design and the implementation of strategies and methodologies that aims at building the capacity of the target group

<i>Date: from (month / year) to (month / year)</i>	January 2007 till July 2007
<i>Location:</i>	Cairo: Egypt
<i>Company:</i>	CARE International
<i>Position:</i>	Organizational Development& Training Advisor , PPDG (HEWAR Project)
<i>Description:</i>	I was responsible for Identifying the training needs , Developing the annual training plan for different target groups , and follow the execution, develop workshops, trainings and other activities to build the capabilities of local stakeholders.

<i>Date: from (month / year) to (month / year)</i>	January 2005 till October 2006
<i>Location:</i>	Cairo: Egypt
<i>Company:</i>	CARE International
<i>Position:</i>	Capacity Building & Training Technical Advisor , SAFE agriculture project
<i>Description:</i>	As a technical advisor in this project I supported newly established farmer NGOs to start designing , implementing and managing different projects , I n addition to building their capacity in community needs assessment ,initiative planning

<i>Date: from (month / year) to (month / year)</i>	Oct.2002 till Dec. 2004
<i>Location:</i>	Cairo: Egypt
<i>Company:</i>	NGO service centre : Office of Civil Society Strengthening and Promotion (OCSSP) / health and population department
<i>Position:</i>	Organizational development and training specialist for NGOs working in health sector
<i>Description:</i>	Worked as an advisor to Support and facilitate the institutional strengthening of NGOs to enhance the quality and outreach of their health services., also Providing training and technical assistance to NGO's individuals or clusters , Develop Training Materials, manuals, case studies, discussion tools, and other training tools .

<i>Date: from (month / year) to (month / year)</i>	Sep. 97 – till sept 2002
<i>Location:</i>	Cairo: Egypt
<i>Company:</i>	CARE International
<i>Position:</i>	Health & Environment Technical advisor in CAP (capability enhancement through citizen action) project
<i>Description:</i>	This project was working in 7 governorates in upper Egypt , in many sectors health & environment , microfinance , education and capacity development , as health technical advisor my main responsibilities were to Develop the strategy , methodology, tools , policy & procedures for health sector in CAP project in addition to Enhance the quality of institutional technical support available to CAP staff as well as CAP CDAs in the areas of Health and W&S/Environment also worked to Facilitate and follow up the networking and linkage activities serving Health and W&S/Environment sectors in the 7 governorates.

<i>Date: from (month / year) to (month / year)</i>	March 1990 – Sept 1997
<i>Location:</i>	Assuit & Sohag – Egypt
<i>Company:</i>	Ministry of health
<i>Position:</i>	General practitioner / medical doctor
<i>Description:</i>	Medical doctor ,managing health unit and then a medical doctor in coronary care unit

15. Others:

- With NCCM provided Technical support in preparing an operational plan to implement the national strategy for facing street children problem.
- Participated in the design & implementation of Baseline survey: assessment of the beneficiaries' satisfaction of service provision in the agriculture sector CARE international 2016
- Conducted final evaluation for the project , local partnership for social accountability , CARE international , 2015
- Design and implementation of “ External Context – Local Actors, Governance and Operating Environment” study
- Preparation of a baseline tool to assess the socioeconomic status in local communities with a desk review on the status of Assuit & Bani Suief governorates
- Develop a policy paper about improving services in water company
- With CARITAS – Alexandria , Design and implementation of final evaluation of Khodi Khatwa project which addressing the problem of violence against women .
- With El Sadat association : Conducted final evaluation for pull down the fence project , Mid Term evaluation for the project Tahrir Academy , Participated in the design & implementation of the final evaluation of the project mahalyat
- Design & implementation of participatory needs assessment surveys in 8 communities in upper Egypt and Delta , social contract centre 2009
- Conducted Online course on Social accountability for participants from Arab countries in addition to reviewing , updating and enriching the training material with case studies from Arab world 2014, And TOT training on the same topic , July 2015 with affiliated network for social accountability in Arab World (ANSA)
- Designed a manual and conducted workshop on organization development for NGOs from Syria , with MSI – USA(Management systems international) , 2013

- Conducted TOT program for trainers from Egypt and Eastern Europe, with Theodor Heuss Kolleg. Germany, 2012
- Designed the civic engagement manual and facilitated a TOT workshop on civic engagement, social contract centre , 2008
- Prepared and conducted a workshop on participatory governance for governmental & not governmental association from Egypt ,Yemen ,Jordan ,Lebanon and Palestine , for CARE international, 2008
- Facilitated workshops and dialogues between NGOs and representative of ministry of health & population On how the governmental officials could support the NGOs effort in developmental projects, NCCM , 2010
- Participated in a study tour with Egyptian government to Netherlands to study different aspects of public service delivery on national and local levels , EU , 2016
-
- Participated in a study tour to Poland to study transformation into decentralization , USAID 2013

16. Publications:

- Participated in the design of 4 manuals on skills for women candidates to Local elections , new women association, 2015
- Developed a policy paper about improving services in water company , for CARE international 2014
- Designed an Advocacy strategy for facing violence against women , Un women 2013
- Developed a policy paper about decentralization in health sector , Maat association, 2012
- Developed a conference paper on local administration in Egypt . problems and areas need reform, MAAT association , 2011
- Design a manual on social accountability and monitoring of public services, Social contract centre , 2011
- Participated in design of manual on planning & management of awareness campaigns, For NCCM ,2010
- Developed an operational plan to implement the national strategy for facing street children problem , For NCCM ,2010

Nahed Eskander

Nahed Eskander

► Sherifa Maher

Phone Number: Cell Phone (01222527248)

E-mail: smaher@nationaldsu.gov.eg

sherifamaher611@gmail.com

Education:

PhD in Economic

Faculty of Economics and Political Science, Cairo University, Egypt,
Thesis: "Intergovernmental Transfer System as a tool for Fiscal
Decentralization; The case of the Egyptian Health Sector, March 2016.

Master in Economics:

Faculty of Commerce and Business Administration- Foreign Trade
Section, Helwan University, 2007.

General Diploma in Statistic:

The Institute of Statistical Studies and Research, Cairo University
(2003-2005), General Statistic Section, 2005.

Bachelor Degree in Foreign Trade:

Faculty of Commerce & Business Administration - Helwan University
(2000), Foreign Trade Section.

Current Position:

Deputy Director, Local Administration Reform Unit (LARU), Ministry of
Local Development (MLD), January 2018 to Present.

And Senior Economist for Local Development in Upper Egypt local
Development Program (UELDP).

Current Position Experiences:

- Supporting the preparation process of the mid-term investment plan for local development in Qena and Sohag governorates.
- Technical support for preparing documents and term of reference about rural development discussing the policies and main aspects, as well as the local development for supporting the governorates development.
- Support the LED national coordinator in communication and coordination between LARU and relevant ministries related to local economic development.
- Representing the MoLD and focal point in following the implementation

process and monitoring activities of the Local Development Program in Upper Egypt (Sohag & Qena governorates), this program is a joint effort between the Ministry of Trade and Industry, the Ministry of International Cooperation (MoIC), the Ministry of Planning, Monitoring and Administrative Reform (MoPMAR), MoLD and the World Bank.

- Focal point in following and monitoring activities of the Human security through inclusive socio-economic development in Upper Egypt- Minya Governorate (Edwa and Maghagha Districts), The project is a joint effort of five UN agencies UNIDO, UN WOMEN, ILO, UN-Habitat and IOM.
- Participating and representing the Ministry of Local Development in Economic, Environmental and Transparency & Accountability Pillars of **“The Sustainable Development Strategy: Egypt Vision 2030”** working groups.
- Participating in following activities of the Joint EU Rural Development Programme under the ENPARD initiative in Fayoum and Minya Governorates, the project is a joint effort by five Ministries, the Ministry of Ministry of Agriculture and Land Reclamation (the main counterpart), Ministry of International Cooperation (following and monitoring the activities done by all ministries), Ministry of tourism Ministry of Local Development, Ministry of Water Resources and Irrigation, as well as the two governorates under implementation.
- Participating and representing the Ministry of Local Development in “Lagging Region Development: Goals and Policy Tools” Workshop in Korean from 5th to 9th July, 2016, Organized by the Korea Research Institute for Human Settlements (KRIHS) and The World Bank Group in Washington. MoLD and high level delegates participating from 12 countries.
- Participating and representing the Ministry of Local Development in a Regional Conference entitled “Decentralisation and Local Governance in the Arab World”, held on the 25th and 26th of November 2016, Jordan. MoLD and high level delegates participating from different Arab countries, including Egypt, Sudan, Iraq, United Kingdom, Lebanon and Jordan.
- Preparing and reviewing the Official memos and agreements concerning of the new projects, proposals or cooperation between MoLD and other UN-Agencies or Line Ministries.
- Participating in preparing LED Strategies at the pilot governorates (Fayoum, Ismailia, Sohag and Minya).
- Organizing two LED conferences in Fayoum & Sohag governorates, under supervision of minister of local development and Fayoum & Sohag governors, which were related to present LED works and projects that have been done and suggested.
- Review international and local experience related to local economic development issues and making summaries highlighting main lessons drawn.
- Developing some profiles of economic sectors in Fayoum and Sohag

governorates, and extracting list of projects with pre-feasibility studies.

- Participating in formulating environmental and crafts questionnaire and collecting them in Fayoum and Sohag governorates.
- Assist in preparing the suggested projects for developing the poorest villages in selected governorates.
- Working on the file of “developing skills of young people and enabling them to participate” in coordination between the Ministry of youth, the Ministry of social solidarity and the Ministry of local development.
- Supporting in structuring the LED teams in 27 governorates for being the core team (Technical Team) of local development in governorates, and trained them in the local development center in SAKAR.
- Participating in formulating feasibility studies under the umbrella of human and community and local development program "Mashroaak" in the ministry of local development.
- Participating and representing the Ministry of Local Development in Rural development for supporting local plans conference in Montpellier France, December 2014.
- Participating in representing the Ministry of Local Development in European Neighborhood Program for Agriculture and Rural Development (ENPARD) workshop in Lebanon in July 2014 for discussing the future activities for supporting LED training workplan.
- Organizing and participating in three different training implemented by European Neighborhood Program for Agriculture and Rural Development (ENPARD) from January to June 2014.
- Participate in the development of the unit’s work plan at the central and local levels and overseeing its implementation.
- Support the team in the implementation of the Local Economic Development (LED) process at the pilot governorates (Fayoum, Ismailia, Sohag and Minya).
- Support structuring of LED forum in the pilot governorates (Fayoum, Ismailia, Sohag and Minya).
- Support the national level LED coordinator in communication and coordination between LARU and relevant ministries related to local economic development.
- Assist in preparing background documents and concept notes related to the local economic development aspects.
- Review international and local experience related to local economic development issues and making summaries highlighting main lessons drawn.

- Prepare reports on main economic and political issues as requested by LARU senior staff.
- Assist in coordinating with international development agencies interested in decentralization and supporting LARU.
- Assist in coordinating the implementation of the unit's work plan, and participating in writing annual and quarter reports.
- Collect and analyze economic data relevant to local economic development strategies and its process.
- Participate as a local coordinator for preparing the field visits concerning with the Sub-National Doing Business Report 2013 in 15 governorates around the country of Egypt, in cooperation with the General Authority for Investment and Free Zones (GAFI) and International Finance Corporation (IFC).
- Assist in organizing a workshop for discussing the new articles for local administration system in new constitution, for the member of human resources enhancement and local administration Committee in Shura Council, Local administration Committee in People Assemble and members of the Constituent Assembly to the Constitution.
- Assist in organizing a group of workshops for Local administration Committee in People Assemble, discussing local revenues, local planning, financial system at different local levels and local administration system in whole.
- Providing technical support in preparing and establishing the New Electronic System for Planning and Budgeting (NESPb).
- Process and analysis data on NESPb for Governorates Local Development Plans FY 2009/2010.
- Preparing assessment reports on the implementation of decentralization in local development sector (2009- 2011).
- Preparing governorates citizen budget for local development sector (FY 2009/2010).
- Technical support to the director of the DSU in coordinating between the Ministry of Local Development and Line Ministries involved in applying Decentralization.
- Participating in coordinating a seminar organized by the Ministry of Local Development in Egypt and the Ministry of Foreign and European Affairs in France (called: "Towards a New Local Administration System in Egypt: Lessons Learned from the French Experience").
- Technical support in preparing and developing a Local Development Planning Manuals (Named as: Manuals of criteria for implementation fiscal decentralization at urban and rural governorates, 13 Manuals).
- Analyzing human development indicators at the governorates level.
- Technical support for the permanent steering committee for decentralization.

- Participating in Training of Trainer (ToT) program, that has been done by MLD for training heads of planning departments at the governorates level.
- Technical support in preparing comprehensive ToRs for developing Local Development Plans (LDPs), which reflect methodologies and procedures on how to manage participating budget.
- Technical support in developing detailed work plan for the adoption and implementation of the new local development planning system and process, both at the central and local levels.
- Technical coordinator for local Financial System committee, which was one of six committees established to amend the local administration law No. 43/1979.
- Technical support in reviewing process of all laws related to decentralization and acts for local administration system in different countries.
- Reviewing international best practices in "local development planning" methodologies, standards and concepts.
- Revising the local budget expenditure and revenues to stand on some ways that could help to mobilize local resources.
- Preparing achievements report (in FY 2007- 2008) for Ministry of Local Development.
- Preparing quarter reports about DSU achievements.

Work Experience:

- Senior Economist and Local Economic Development Officer (LARU) Ministry of Local Development (MLD), from January 2013 until December 2017.
- Senior Economist, Local Administration Reform Unit (LARU), Ministry of Local Development (MLD), from November 2011 until December 2012.
- Senior Economist in Economic Affairs Unit at Decentralization Support Unit (DSU) from July 2009 until October 2011.
- Research Assistant for Strategic Policy at Decentralization Technical Office in the Ministry of Local Development (July 2008 to June 2009).
- Research Assistant in policy Paper for Center for Economic and Financial Research and Studies, Faculty of Economics and Political Science, Cairo University, discussing mobilizing local revenues at different levels (July 2011).
- Research Assistant in policy Paper for UNIFEM and Ministry of Finance (MoF), Gender Analysis Project, analyzing Gender Budget in 2008/2009 and

2009/2010 (October 2008 to May 2009).

- Research Assistant in Policy Paper about Decentralization and Corruption, Presented in El- Ahram Center for Strategic and political Studies Conference 2009.
- Research Assistant in a Policy Paper about the Informal Economy in Egypt (2008) in TRAC Training, Research and Consultation Center, HRRO (the Egyptian Humanitarian Relief & Rehabilitation Organization) [Registered Egyptian NGO], and Presented to MoF.

Courses and Trainings:

- Participating in a training course discussing the Good Governance and Decentralization (French Experience) at ECOLE Nationale D'administration in Paris, France from 1st to 12h October, 2018.
- Participating in a training for Sustainable Development Goals (SDGs) of Agenda 2030 and Human Security Indicators in International Training Center (ITC) International Labour Organization (ILO), Turin- Italy from 1st to 4th August, 2017.
- Participating in a study tour about local services improvements in Germany for a week from February 14 to 20, 2016, studying and learning Germany experience in improving, delivering the local services and the responsibilities of each levels.
- Comprehensive Diploma about Strategic Planning for Social and Economic Development (Case study) for three weeks in the Arab Planning Institute in Kuwait from 10 to 28 November 2013, discussing many issues related to strategic planning systems in different Arab countries, the main components as follows;
 - Human Development Indicators: with more concentrating in education and health indicators, studying many cases of Arab countries and presenting the case of Egypt;
 - Social and Economic plans at national level: starting from discussing the different approaches of preparing strategic plans at central level and other issues related to the financial and budgeting systems in Arab countries case study; and
 - Monitoring & Evaluation development plans, the Approaches and criteria of selecting projects and following the implementation process.
- Training about Writing Reports, which has been organized by LARU from 16 to 17 July 2012.
- Training about Methods and Tools for Data Collection, which has been organized by LARU from 12 to 14 June 2012.
- Training about Indicators and Logical Framework for Monitoring and Evaluation, which has been organized by LARU from 3 to 7 June 2012.

- Participating in the Revenue Management Master Class, studying a master class on improving municipal services through improved revenue management, organized by The Public-Private Infrastructure Advisory Facility (PPIAF), Agence Française de Développement (AFD), and Municipal Institute of Learning (MILE), which was held on March 27– 29, 2012 in Durban, South Africa.
- Training program about public financial management and budgeting reforms, which organized by Ministry of Finance, Egypt, from 4 to 8 December 2011, introduced by Duke Center for International Development, Sanford School of Public Policy, Duke University.
- Statistics course using Stata 9 software in January 2009.
- From July to October - 2007:
ICDL (International Computer Driving License): Arab Academy for Science and Technology and Maritime Transport.
Training Includes:
 - Ms. Word
 - Ms. Excel
 - Ms. Outlook
 - IT (Information Technology Software)
- July / August – 2004:
PHE (Pathway to Higher Education) 138 hours training course – Advancement of Post graduate Studies & Research in Engineering Science (CAPSCU), Faculty of Engineering, Cairo University.
Course Included:
 - Mental Skills,
 - Personal Social Skills,
 - Managerial & Team Work Skills,
 - Communication Skills, and
 - Complementary General Knowledge.
- September / December -2002:
Three month Course, Basic Business Skills Acquisition (BBSA), AMIDEAST / NEW HORIZONS.
Course Included:
 - Business English,
 - Business Writing,
 - Presentation Skills, and
 - Computer Skills.
- Summer Courses From 1996- 2000:
English and Computer Courses at British Academy in Tahrir Branch.

Personal Skills:

- Excellent presentation skills.
- Ability to work under pressure.
- Able to learn new tasks quickly.
- Able to analysis data and problem solving.
- Hard worker and interested to learn more knowledge.
- Ability to work individually and as an effective team member.
- Leadership skills.

Language Skills:

- Arabic mother language,
- Good command of written and spoken English language.

Computer Skills:

- Excellent in using Microsoft office 2000.
 - Ms. Word, Ms. Excel, Ms. Outlook.
 - Ms. Power Point, Ms. Access.
 - Ms. Project
 - Ms. Publisher
 - Ms. Visio
- Excellent at surfing and searching the Internet and using a lot of Internet.
- Excellent in using Statistics Package such as Stata 9, E-Views 3 & 6, SPSS and Minitab.

Interests and Activates:

- Reading, walking for long distance, learning new knowledge and learning more in computer package and listening for others very careful.

Personal Data:

- Place of Birth: Egypt
- Nationality: Egyptian

CURRICULUM VITAE

- **Family name:** El Helbawy
- **First names:** Hesham
- **Date of birth:** November 10th 1968
- **Nationality:** Egyptian
- **Civil status:** Married
- **Contact information:**
 - Cell phone: 01221607195 - 01060002720
 - Email address: helhelbawy@nationaldsu.gov.eg

▪ **Education:**

Institution:	Department of Rural Development, Faculty of Agriculture, Alexandria University.
Date :from (month/ year): to (month/ year):	1993- 1998
Degree(s) or Diploma(s) obtained:	Ph.D. Rural Development, Dept. of Rural Development, Dissertation Title: "Role of non-Governmental Organizations in Rural Development".

Institution:	Cairo Demographic Centre
Date: from (month / year): to (month / year):	1995- 1996
Degree(s) or Diploma(s) obtained:	Postgraduate Diploma in Population and Sustainable Development

Institution:	Faculty of Agriculture, Alexandria University.
Date: from (month / year): to (month / year):	1991- 1993
Degree(s) or Diploma(s) obtained:	M.Sc. Rural Sociology

Institution:	Faculty of Agriculture, Alexandria University.
Date: from (month / year): to (month / year):	1987-1990
Degree(s) or Diploma(s) obtained:	B.Sc. Rural Sociology

- **Language skills:** (Mark 1 to 5 for competence, 5 being the highest)

Language	Reading	Speaking	Writing
Arabic	5	5	5
English	5	4	4

- **Membership of professional bodies:**
 - Egyptian Society of Rural Sociology.
 - Society of management Sciences for Health.
 - Member of Executive Assembly of the Arab Association for Human Development.
 - Member of Protection Association for Egyptian Environment.
 - Member of Executive Assembly of Our Alexandria Association for Environment and Social Development.
- **Other skills (e.g. computer literacy, etc.):**
 - Policy analysis
 - Statistical analysis
 - Socioeconomic studies
 - Monitoring & evaluation of developmental projects
 - Participatory needs assessment
 - Training & development of training manuals
- **Present position: Director of Program Coordination Office for Upper Egypt Local Development Program at the Ministry of Local Development**
- **Years within the firm: from November 2017 until now**
- **Key qualifications (relevant to the programme):**
 - Project management and Strategic Planning
 - Networking & communication with national & international partners.
 - Local Economic Development
 - Economic development promotion
 - Corporate strategy development & implementation
 - Enhancement of Competitiveness market positioning & market entry
- **Professional Experience Record:**

Date: from (month / year) to (month / year)	May to November 2017
Company/ Agency:	Ministry of Local Development - Local Administration Reform Unit
Position:	Minister Assistant, Ministry of Local Development
Date: from (month / year) to (month / year)	2016- 2017
Company/ Agency:	Ministry of Local Development - Local Administration Reform Unit
Position:	Head of Local Administration Reform Unit (LARU), Ministry of Local Development
Date: from (month / year) to (month / year)	2013 – 2015
Location:	Cairo – Egypt
Company/ Agency:	Ministry of Local Development - Local Administration Reform Unit (UNDP project till December 2015)
Position:	National Coordinator for local development
Description:	Local administration reform unit is a technical unit supporting ministry of local development in different components (policy

	reform ,systems development Local Economic development , local governance , capacity development & international cooperation) In this position I am working as a national coordinator for local development , with the objective of enhancing local administration performance and responsiveness to the needs of local population.as part of this reform, I worked on piloting systems and procedures for promotion of local economic development in several governorates to empower local administration to play a more effective role in stimulating economic growth and contributing to job creation.in addition to that formulating short & long term strategies on local ,subnational & national levels, I participated on drafting decentralization strategy, LA law & conducting policy dialogue at the local level for LA reform
Date: from (month / year) to (month / year)	2012-2013
Location:	Alexandria – Egypt
Company/ Agency:	Dep. Of Rural Development, Faculty of agriculture, Alexandria University.
Position:	Professor of Rural Development
Description:	In this position I was responsible for teaching in the rural development department, Courses most frequently taught were as follows: Sociology 1, Rural Sociology 1, Rural Community Development, Social Organizations, Social Psychology, Social data Analysis, Social Demography, Social Statistics, Social Theories, Social Work, Methods of Social Research, , Rural Community Organizations. Strategic planning & Human Development report for Alexandria Government 2003 – United Nation Program Incorporate with Regional Development Ministry.
Date: from (month / year) to (month / year)	2010-2012
Location:	Alexandria: Egypt
Company/ Agency:	Dep. Of Rural Development, Faculty of agriculture, Alexandria University
Position:	Associate Professor of Rural Sociology,
Description:	In this position, I used to conduct lectures in the same topics as the above.
Date: from (month / year) to (month / year)	2008-2010
Location:	Cairo: Egypt
Company/ Agency:	HSBC Bank
Position:	Policy advisor on informal areas in
Description:	In this post, I was working on the corporate social responsibility to develop the most poor and deprived Regions, in addition to introducing & empowering participatory

	development methodology in the slum (informal) areas. I worked also on empowering partnership among different stake holders, government, private sector and civil society
Date: from (month / year) to (month / year)	2007-2008
Location:	Cairo: Egypt
Company/ Agency:	GTZ
Position:	Senior Policy advisor,
Description:	During this position, I worked as a senior advisor for different departments & policy makers. Part of my job was to give the needed support for the integrated care society association on dealing with informal areas. In addition to that I also gave the needed support in policy analysis and reform in participatory development program in urban areas, GTZ I also worked on the same period as an advisor for the governor of Qalubeya governorate on upgrading of informal areas
Date: from (month / year) to (month / year)	2006-2007
Location:	Alexandria : Egypt
Company/ Agency:	GTZ & World Bank
Position:	Project manager,
Description:	I managed a participatory development project of informal areas in Alexandria, my main responsibility was to identify the informal areas in Alexandria & selecting 3 regions for development, we worked on El Hadra El gedida , El Amrawy and Maawa el sayadeen regions. We used a participatory methodology for development starting from gaining population trust, needs assessment & participatory planning, establishment of board of partners and implementation of community initiatives. In addition to developing an integrated development plan and monitoring its implementation
Date: from (month / year) to (month / year)	2005- 2008
Location:	Alexandria: Egypt
Company/ Agency:	Governorate of Alexandria
Position:	Senior advisor for the governor
Description:	The main focus of my roles in this position was the development and upgrading of informal areas, through technical support in assessing the needs of the governorates, developing plans to fulfil these needs specially in the rural and informal areas Also I supported the governors in managing the relations with different developmental national & international partners , NGOs and ministries

	Also I worked on coordination between different projects in the governmental plans , developing strategic & detailed plans , in addition to coordinating the implementation of local initiatives in partnership with private sector & civil society
Date: from (month / year) to (month / year)	2004- 2007
Location:	Cairo - Egypt
Company/ Agency:	GTZ
Position:	Project manager
Description:	I managed participatory development project of informal areas in Cairo, with Integrated care society and German Technical support Agency, This project implemented In Helwan , my main responsibility was to identify the informal areas in Helwan & selecting the most vulnerable regions for development , we worked on ezbet el walda & El maasara regions We used a participatory methodology for development starting from gaining population trust, needs assessment & participatory planning, establishment of board of partners and implementation of community initiatives. In addition to developing an integrated development plan and monitoring its implementation
Date: from (month / year) to (month / year)	2004- 2005
Location:	Alexandria - Egypt
Company/ Agency:	World Bank
Position:	Consultant
Description:	The main purpose of this mission was to develop Strategy for developing informal areas in Alexandria I started by identifying the concept of informal areas in Alexandria , developing criteria for describing & identifying the informal areas , developing a map for Alexandria informal areas based on filed visits and actual information . After developing this map I worked on needs assessment and development plans for each identified area
Date: from (month / year) to (month / year)	2003- 2004
Location:	Cairo - Egypt
Company/ Agency:	German Technical support Agency (GTZ)
Position:	Consultant for the participatory development program in urban areas
Description:	My responsibilities were establishing good communication channels with governorates, identifying the informal areas, needs assessment and selecting the local initiatives, which could be implemented in partnership among the government, civil society & private sector with financial and technical

	support from GTZ. Also building the capacity of different stakeholders.
Date: from (month / year) to (month / year)	2000- 2004
Location:	Alexandria - Egypt
Company/ Agency:	Governorate of Alexandria
Position:	Coordinator for the National program “Integrated Rural Development “ (Shrook)
Description:	My responsibilities included : needs assessment for rural areas and planning with the board of partners to fulfil these needs in addition to developing financial framework & implementation plans with complete partnership with the government & the civil society Coordinating between the governmental plans and the plans for international & national partners who implementing projects in the same rural areas.
Date: from (month / year) to (month / year)	1990- 2004
Location:	Alexandria: Egypt
Company/ Agency:	Faculty of agriculture, Alexandria University
Position:	Teaching and Research Assistant , Assistant Lecturer and Assistant Professor
Description:	I started as a Teaching and Research Assistant, in the Department of Rural Sociology, faculty of Agriculture 1990 – 1993, then promoted to Assistant Lecturer until 1998 then promoted to Assistant Professor until 2004.

▪ **Others:**

- Developing of local economic development strategies in 4 governorates in Egypt (2013- 2015)
- Participated in the development of the international report for doing business 2014 – 2015 and also 2015 – 2016
- Institutional Changes Required For the Promotion of Rural Societal Development. Academy of Scientific Research and Technology, Cairo, Egypt, 1990-1999.
- Socio-Economic Aspects of Rain-fed Agriculture Systems in North Western Coast of Egypt, National Agricultural Research Project (NARP). An American-Egyptian Projects 1990-1993.
- Study of Consumption patterns, Consumer Final Behaviour and Expected changes in some Basic Goods, Academy of Scientific Research and Technology, Cairo, Egypt, 1990-1995.
- Agricultural Development in Egyptian Villages, the Center for Development Studies, Free University of Berlin, Germany, 1991-1992.
- A Review of the Role of Rural Women in Egypt’s Agriculture. Canada-Egypt-McGill Agric. Response Program (EMARP), 1993.
- Basic Socio-Economic & Technical Indicators for Investment and Location of Land Reclamation Projects for Public Private Sector in Egypt, Desert Research Center, Socio-Economic Sector Division, 1996-1998.

- Socio-Economic Impact of Alternative Agriculture Methods and Systems for Production of Healthy Food in Egypt, IDRC, CAIRO, 1996-1997.
 - Establishing the Multiple Generations School as a Pilot Project in Some Egyptian Rural Villages, Egyptian Academy of Scientific Research and Technology, Starts July 1998 to March 2000.
 - The Role of Rural Organizations in Agriculture development under the policies and Programs of economic Liberation, Egyptian Academy of Scientific Research and Technology, Start 1998 to 2001.
 - Community Development through participation, Ministry of Community Development and UNFPA, from 2001 until now.
 - A needs assessment study on the area of Ezbet and Arab El-Walda in Helwan, GTZ in association with integrated care society, 2004
 - The social, economic and environmental characteristics of the inhabitant of informal areas in Helwan and Cairo, GTZ and integrated care society
 - Study on economic activities and small projects in informal areas, GTZ, 2005
 - Participatory needs assessment for Torra area in Maadi, Plan international
 - Evaluation study on the social, economic, and environmental impact of the project of upgrading informal areas in Helwan, ICS in cooperation with Helwan university
 - The economic, social and environmental characteristics of the informal areas in Alexandria, world bank and city alliance, 2005
 - Participatory needs assessment for 20 informal areas in Alexandria, world bank and city alliance, 2005
 - Participatory needs assessment for Ma'asra area in Helwan, integrated care society, 2006
 - Training on Geographical methods in the analysis of rural development, the center for development studies & Free University, Berlin. From 2/3/1993 to 16/4/1993.
 - Training on Population and Sustainable Development, 1995/1996, in Cairo Demographic Center, Cairo, Egypt, UNFPA and CDC from 1/10/1995 to 31/7/1996.
 - Training on Gender in development planning. Gender Planning and Policies Unit, Institute of National Planning, from 12/10/2000 to 16/10/2000.
 - Senior trainer; development training of each of Shorouk Committees in the villages of Alexandria Governorate, Shorouk group promoters, subsidiary women committees, development specialists of lower Egypt and Shorouk committees in lower Egypt .
 - Trainer, Executive Assembly for National Committee for Reclaimed Land – Ministry of Agriculture – Youth Graduated Project.
 - Trainer, Executive Assembly for National Committee in Alexandria Nile Center for Media – Alexandria.
 - Trainer EEAA & European Union and SMAP for the role of NGO'S in sustainable Development (2007- 2008).
- **Publications:**
- An analytical study for political participation in some villages in Minufiya Governorate". Journal of Agric. Sciences, Mansoura University, 20 (4): 1591-1605, 1995.
 - "Level and Determinants of Rural Women Political Participation (A case Study in an Egyptian Village)", Journal of Agric. Sciences, Mansoura University, 24 (6): 2883-2894, 1999.

- “Role of non-Governmental organizations in the Development of Rural Women”. Journal of Agric. Sciences, Mansoura University, 25 (10): 6249-6272, 2000.
- “A Path Analysis of Determinants of Voluntary Participation Community Activity’s in some Rural Areas”, Minufiya Journal of Agriculture Research. Vol. 25, No. (5): 1351-1383,2000.
- “A Path Analysis of Determinants Effectiveness of Non-Governmental organizations in Rural Development (Case Study of Social Welfare Societies), Egyptian Review of Development Planning (Accepted April 2000).
- “An Evaluative study of Community Development Societies in Rural El- Minufiya”, Egyptian Review of Development Planning (Accepted April 2000).
- Rural Society Book (352 Pages).In Collaboration with Others. Published by shinhaby Printing and Publishing Center, Alex, 2000.
- An Introduction to Sociology Book (185 Pages) In Collaboration with Others. Published by shinhaby Printing and Publishing Center, Alex, 2000