

CURRICULUM VITAE

Lobna Mohamed Abdellatif Ahmed

*Senior Public Sector Specialist, World Bank &
Professor of Economics, Economics Department,
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Lobna Abdellatif Ahmed is a professor of public finance in the Department of Economics, Faculty of Economics and Political Science, Cairo University. She is in secondment to the World Bank HQ for the post of a senior public sector specialist. Currently she is relocated to MoF in Oman to manage the FPM program. previously, she served as an economic advisor to many ministries and agencies. Dr. Abdellatif worked with international Development organizations such as the Arab League's Organizations, World Bank, UNIDO, UNDP, ILO, UNICEF, USAID. She led the work in specialized strategies, such as "Arab Industrial cooperation Strategy" and "Industrial Competitiveness Strategy for KSA", "Strategy for Childhood and Motherhood", "Decentralization Strategy" and "Urban Development and Agricultural Land reservation" in Egypt. Abdellatif has publications in the areas of public finance, economic policy and governance. She acted as the manager for two policy think tank centers.

GENERAL

- **Nationality:** Egyptian
- **Date of birth:** 12/7/1962
- **University Address:** Department of Economics, Faculty of Economics & Political Sciences, Cairo University, Giza, Egypt.
- **Home Address:** 2 Abu Hyan El-Tawhidi St., 7th Zone, Nasr City, Cairo, Egypt.
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EDUCATION

- **1990: PH. D in Economics (Excellent with Honor)**
"The Relation between the Monetary and Fiscal Policies in The Light of Financing Government Budget Deficit in Egypt." Faculty of Economics and Political Science, Cairo University.
- **1986: MA in Economics (With Honor)**
American University in Cairo.

- **1983: BA in Economics (Excellent With Honor)**
Faculty of Economics and Political Science, Cairo University.

ACADEMIC POSITIONS

- **2000 – Present:** Professor of Economics at Feps, Cairo University.
Responsible for research in the fiscal policy and public financial management and teaching public finance to graduate students. Founder of the course of “Local Economic Development” in Cairo University. Currently on annual leave
- **2008- 2011:** Chairperson of Department of Economics, Faculty of Economics and Political Science (Feps), Cairo University
Responsible for the accreditation of the Department of Economics and developing its research strategy and curriculum development. Establishing the network of Departments of Economics across Egyptian Universities to stimulate joint research and improve methodologies of teaching economics.
- **1995 - 2000:** Associate Professor of Economics at the Faculty of Economics and Political Science (Feps), Cairo University.
- **1990 -1995** : Assistant Professor of Economics at the Faculty of Economics and Political Science(Feps), Cairo University.
- **1986 - 1990** : Assistant lecturer, Faculty of Economics and Political Science (Feps), Cairo University.
- **1983 -1986** : Teaching Assistant, Faculty of Economics and Political Science (Feps), Cairo University.

Other Positions

- March 2014- present:** World Bank PFM Resident Adviser to MoF, Oman.
Responsible for leading the Bank Program’s components which includes: Macro fiscal Unit, Program Based Budgeting, Cash Management, Treasury Single Account, Capacity Building and Fiscal Communication. Giving close hand holding assistance to budget preparation and implementing program based budgeting in health and education, advising high level authorities on economic policy issues.
- **December 2012-March 2014:** Fiscal and planning advisor to Minister of Planning, Ministry of planning (MoP), Egypt
Responsible for reforming the planning system and linking it to the GFMIS, creating models for project selection based on planning benchmarks and standards, streamlining the link between planning and budgeting to improve implementation of socio-economic policies and service delivery.
- April 2010-February 2012:** Policy and Planning Coordinator for The National Council of Childhood and Motherhood (NCCM), Egypt
Responsible for capacity building of the Policy Research Unit and its policy studies. Principle investigator to the National Child Strategy and Action Plan.

- 2009-2011:** Head of the coordination component, UNDP project for “Technical support to the Ministry of Local Development in support of the Local development Program”
Responsible for the coordination of the unit activities and the policy notes and studies to support local development.
- 2008-2009:** The National Project Coordinator, the World Bank project for “Upper Egypt Integrated Development Project”
Responsible for managing the tendering process for the studies of economic roads covered by the project and on marketing them in the governorates through policy studies to implement them.
- 2006- January 2011:** The national coordinator of decentralization and Senior Advisor to the Minister of Local Development on local development and decentralization
Responsible for creating common understanding about decentralization and produce policy notes and studies to foster the implementation in addition to drafting a new law for local development.
- 2005- 2008:** Budgeting Advisor (NCCM), Egypt
Responsible for producing studies on budgeting for children.
- 2004-2010:** Deputy Chairman of “The National Society for Economic Policies NSEP” Scientific Non-Governmental Organization
Responsible for setting the research agenda for NSCP, conducting research and studies on different policy areas especially fiscal, monetary and trade and proposing amendments to the pertinent legal framework, provide technical advice to the government on different policy areas.
- 2000-2006:** Economic Advisor for the Egyptian Parliament, Committee of budgeting and planning.
Responsible for all the documents produced by the Budgeting and Planning committee, capacity building to staffers, provide policy analysis to the Committee and responses to government requests.
- 2003-2005:** Director, The American studies Center, FEPS, Cairo University
Responsible for the research and events for dissemination of the findings of the studies produced by the center.

Committee Memberships

- Governance Committee for the Oman Vision 2040, March 2017- present
- Industrial Strategy Committee, Federation of Egyptian Industries, February 2013- 2014
- Local Initiative Committee in the Water Sector”, Ministry of Water Utilities, Egypt September 2012- April 2013
- Urban Planning Advisory Committee, General Authority of Physical Planning, Egypt, 2009- 2011
- Science and technology Development Fund of Egypt, executive board, Ministry of Science and Technology, Egypt 2008- June 2011
- ARLEM, EU Cross Border Cooperation, 2010
- Egypt-EU Partnership, negotiation committee, 2009- 2010
- Decentralization Steering Committee, Egypt, 2009- Jan 2011
- Advisory board for the World Development report ”Reshaping economic Geography” 2009

October 2017

- Industry competitiveness Committee, Ministry of Industry, Egypt, 2000-2001

Visiting Professor:

- July- August 2011 Andrew Young School of Public Policy, Georgia State University: to conduct joint research on decentralization and local growth with Jorge Martinez-Vazquez and Musharraf Cyan.

- June 2013, Institute of Law and Economics, Hamburg University, Germany: to prepare for an academic research on the political economy of budget transparency of Egypt

EXPERIENCES

- **Teaching Experience:**

*Faculty of Economics & Political Science (FEPS)(1990- present): Industrial Economics, Economic Policy, Macroeconomics, Public Finance, Input-Output Analysis, Economic Policy, Financial Programming, Country-Economic Profiles, Research Skills, Local Economic Development, Public Finance.

- **Capacity building experience:**

- Ministry of Finance, Oman 2013-2015

“Implementing program based Budgeting” series of sessions presented to all government agencies to support the move to implement PBB in Oman.

Responsibilities included: design the user guide and the training guide. Train MoF staff and line ministries on different levels of PBB, changes in business process and methodologies for implementation of PBB.

- Ministry of Local Development, Egypt August 2009- 2010:

“Planning and budgeting for Decentralization” presented to executive and elected councils in addition to ToT program.

Responsibilities included: heading the team for preparing the material, consultation with stakeholders on the materials and modules, establishing a network for qualified trainers, preparing and conducting for TOT, conducting the training programs; as follows, August 2009, one month training program on Practicing and preparing a decentralized budgeting, March 2010 on shared budgeting responsibilities between elected and executives, July 2010 on identifying needs and stining priorities; all presented to all heads of elected councils and senior executives in addition to heads of planning and budgeting committees in the elected councils in all the three level of local administration in Egypt.

- Arab Planning Institute April 2004: “Competitiveness and performance in Industry”(3day- program)

Responsibilities included preparing the course material and teaching: material covered measuring competitiveness in industry, non-performing indicators, reading macro financial indicators for industrial activities,

- Flagship Program May 2006 (the World Bank with Institute of Health Harvard University): “Decentralization in the Health Sector in Egypt” (7day-program)

Responsibilities included preparing material and teaching: material covered status of decentralization in Egypt, decentralization of health sector of Egypt, reading fiscal quantities of health sector, PPP and health insurance in Egypt.

- National Council for Childhood and Motherhood(NCCM) June 2006: “Child-Rights Based Budgeting for Children”(3day-seminar)

Responsibilities included conducting the seminar in terms of substance and teaching: material covered analysis of Child Convention, role of NCCM, budgeting in Egypt.

- World Bank Jun 2006: “Internal Learning Seminar on Decentralization”(2-day seminar)

Responsibilities included preparing the seminar both in substance and logistics, teaching and moderating discussion. Material covered international experience, developmental agencies working in Egypt’s experience, status quo in Egypt both in law and practice.

▪ **Self-capacity building:**

- Arab Organization for Industry and Mining course on strategic planning and log frame analysis 2003, Cairo, Egypt.
- World Bank distance learning program on Decentralization 2004.
- Harvard Kennedy School of Government leadership program on mixing political and economic reform 2005, Boston, MA, USA
- National Democratic Party Egypt tailored training program on writing political messages and speeches with Sir Phillip Gold of Labor Party UK, Cairo, Egypt.
- World Bank training program on M&E 2007, Cairo, Egypt
- The Center for development communication training workshop International Executive Media& TV 2010, Beirut, Lebanon.
- Harvard business school executive program on microeconomics of competitiveness 2010, Boston, MA, USA.

▪ **Practical Experience:**

Public Financial Management: budget presentation and classification, GFS 2001, program based budgeting, public investment management, macro fiscal forecasting and cash projection.

Decentralization& territorial development: systems of decentralization; political, administrative and fiscal. Capacity building. Institutional development for both central and local levels. Funding formula, division of work among local authorities. Poverty reduction, education, health management under decentralization. Legal framework for applying decentralization. Strategic and annual plan and budget for decentralized systems, training programs on participatory budgeting and planning, project selection, fiscal decentralization (work done for ministries of Planning, Local development, Health, education, Administrative development, Housing and infrastructure, Finance in Egypt, All Governorates in Egypt).

Industry: Industrial strategies, small firm analysis, determinants of firm size, industrial structure and organization, productivity and growth implications. Trade Agreements and industrial patterns. NGOs and small enterprises. Integrating SMEs into the economic productive system. Technology and scale of operations. SMEs and industrial districts. National innovation systems. Measures of tech-content in industry. Competition Laws. Analysis of micro sources of growth- enterprise perspective (work done for Ministry of Industry of Egypt, Industrial modernization center in Egypt, Arab Organization for Industrial Development and Mining of Arab League, UNIDO, Ministry of Commerce and Industry of Saudi Arabia, ILO Egypt, Institute of National Planning Egypt, Arab Institute for Planning Kuwait, Egyptian Center for Economic Studies, Egyptian Federation of Industry, Egypt Cabinet Decision Support Center IDSC).

Investment and trade: Investment Incentives and Codes, Programs of industry modernization, Country-international rankings and competitiveness measures, Modeling macroeconomic Policy, County-economic Profile, Training Programs for developing researchers capabilities in handling economic Data and analyzing information, Global integration measures, Efficiency and productivity evaluation, writing country profiles , trade agreements (GATT,.COMESSA, EU PARTNERSHIP, GREATER AFTA),Construction of Social accounting matrix and its economic analysis, and multipliers derivations. Input/Output tables, leading sectors, linkages, cluster analysis (work done for Ministry of Trade and Industry Egypt, Ministry of Commerce and Industry Saudi Arabia, Egyptian Center for Economic Studies, Egyptian Federation of Industry, Arab Organization for Industrial Development and Mining of Arab League, UNIDO).

Fiscal policy and Public Financial Management: budget presentation and classification, GFS 2001, program based budgeting, public investment management, macro fiscal forecasting and cash projection, tax incidence, public utilities, rights based budgeting, program budgeting; performance based budgeting, decentralization, budget transparency, fiscal space, fiscal transparency, engaging local communities and NGOs in budgeting, budgeting and democracy(work done for Ministry of finance Oman, Ministry of Finance Egypt, Ministry of Planning Egypt, Ministry of Local Development, UNICEF Egypt, UNICEF Oman, International Budget Partnership, NGOs Egypt, World Bank DC and Egypt)

Urban/city development: housing and informal settlements, provision of urban services (clean water, sanitation, street lightening, street cleansing and solid waste management), urban spatial strategies (housing and activities), city branding, city-region relations, financing urban development (work done for Ministry of Housing Egypt, Ministry of planning Egypt, Ministry of Local Development, all districts of Egypt).

Youth and Children' rights: CRC components, budgeting for children, social budgeting, rights/program budgeting for children, integrated work plans among stakeholders: government, NGOs and international development agencies, national plan of action for children, work on family and local community, children integrated service centers. Children at risk, child poverty, children and youth participation in decision making in local communities (work done for UNICEF Egypt, UNICEF Oman, International Budget Partnership, NGOs Egypt, Council for Childhood and Motherhood Egypt) .

Planning: integrated planning framework: national, sectoral, and spatial, linking planning with time: strategic planning, medium and annual, planning and democracy, planning and

development (work done for Ministry of Local Development, Ministry of Planning Egypt, Ministry of Housing and Infrastructure Egypt, Eight Governorates in Egypt), programs and performance based planning.

▪ **Undergoing research**

- tracking inclusive growth from micro surveys (Household Income expenditure, Labor Market surveys)
- Public governance and doing business.

▪ **Consultancies and part time positions:**

- **Fiscal and Planning Advisor to the Minister of Planning, Ministry of Planning Egypt**

December 2012- March 2014

Responsibilities include the following: developing the system of planning in Egypt for better engagement of private and civic sectors, public engagement through producing Citizen' Guide to Planning and Citizen Budget, level up the M&E procedures, consolidate the planning process within the budgeting process at the sectoral level .

- **Decentralization and Local Development expert, Institute of National Planning, Ministry of Planning Egypt**

December 2012- March 2013

Responsibilities include the following: producing the chapters on decentralization and local development in the seven governorates covered through the first wave of updating the Governorates Human Development Reports.

- **Decentralization Adviser for Ministry of Planning(MOP), EDI, USAID, Egypt**

May 2012- February 2013

Responsibilities include the following: assessing budgeting capacity of MoP to apply Decentralization for public investment management.

- **Public Finance Advisor, ECP, USAID, Egypt**

October 2012- December 2013

Responsibilities include the following: preparing the rapid budget appraisal for USAID on the adequacy of financial management controls of Government of Egypt to keep and manage the special accounts of the US grants to Egypt

- **Lead economist and Strategy Consultant for the WPRR, USAID, Egypt,**

September 2011- May 2013

Responsibilities include the following: Leading the WPRR team to set the “Non-Agriculture Water Sector Strategy” including identifying areas of work, setting the required teams, leading the consultations, drafting the implantation work plan, working closely with the sector key organizations, writing the background document on the governance of the sector.

- **Economic Consultant for the World Bank, Cairo Office, Egypt:**
August- October 2011

Responsibilities included the following: conducting a background study on the geography of public spending in Egypt and based on its findings to draft the policy recommendation for the World Bank report on “Reshaping the Economic Geography of Egypt” regarding the geography of public spending in Egypt.

- **Strategy Consultant for the NCCM, Egypt,**
April 2011- February 2012

Responsibilities included the following: Leading the NCCM team to set the “Childhood and Motherhood Strategy”, support drafting the background documents, leading the consultations with key stakeholders in the GoE, Partners in Development, Civic society, and Youth and Children. Setting the strategy Action Plan into phases with specific targets and indicators of performance.

- April 2010: updating the budget tracking for children as of the fiscal year 2010.
September 2005- September 2007,

Responsibilities included the following: leading the NCCM teams to produce the first child-rights based budgeting in Egypt, mapping all activities for children conducted by government or others (NGOs and Development International Agencies) to the Child Convection, preparing the fiscal plan for Childhood in Egypt for the coming five years, advice on follow up and oversight mechanisms with line ministries.

- **Budget Consultant for UNICEF Oman.**
Heading the project on performance budget for children in Oman:
First Phase April 2010- October 2010

Responsibilities included the following: Analyze the status of Budgeting in Oman with relevance to the possibility of applying programs and rights – based budgeting. Produce a document to propose an approach and a methodology to track budget for children in Oman and to conduct program- based budgeting, working with ministries of Finance, National Planning, Education, Health and Social Development towards program based budgeting for children.

- **The National Coordinator for Decentralization and Senior Advisor to Minister of Local development of Egypt.**
November 2006- January 2011

Responsibilities included the following: Heading and leading the work in the minister technical office and the Decentralization support Unit (60 staff members). Coordinating among developmental agencies working in Egypt in the area of decentralization to come up with a unified work plan for all and to mobilize resources for it, preparing discussion papers on local development and decentralization, developing the frame for decentralization and work plan for implementation, and work closely with ministries of Finance and Planning on the political buy-in. preparing and conducting training programs for elected councils and executives for capacity building to apply decentralization. Heading the national team to prepare the draft of the new Local Administration Law in a Decentralized Frame. Work with the government ministries and agencies to upgrade funding formulae for allocating resources among localities and

conduct a local dialogue on fiscal transparency and equity. Representing Egypt in Egypt-EU co-presidency in the topic of sustainable development, and representing Egypt Union for Mediterranean in ARLEM and ESTER, and Urban Observatory forums for localities. Leading the local dialogue on shared responsibilities between elected councils and executives for sustainable local development. Framing the strategy for Decentralization for Sustainable Local Development. Setting the foundation for establishing the Local Development Observatory in the MLD. Piloting the application of decentralization in urban activities.

Heading the work in the world Bank-managed project for Upper Egypt Development Integrated Project.

- **Lead Economist and Advisor to the Ministry of Commerce and Industry of KSA & Economic Consultant for the UNIDO (Vienna headquarter).**

March 2006- May 2007

Responsibilities included the following: chief coordinator and lead economist for preparing the KSA's industrial strategy. Position the strategy in KSA strategy for investment and national competitiveness. Budgeting for the strategy and prepare its background documents for the Parliament. Heading the UNIDO team, Cairo University team and the local team to produce the strategy and the action plan.

- **Economic Consultant for the World Bank.**

November 2004- Jan 2005, March-July 2005.

Responsibilities included the following: reviewing documents and providing consultancies on budgeting issues in Egypt, issues of fiscal decentralization, conducting training seminar on decentralization.

- **Economic Consultant for UNDP Egypt & Institute of National Planning (INP)**

Feb. 2004- Feb. 2005

Responsibilities include the following: preparing a study on fiscal decentralization in the housing sector in Egypt.

- **Economic Consultant for ILO, Egypt**

Sep.2003-March 2005

Responsibilities included the following: investigating and setting recommendations the impact of trade liberalization on SMEs in the manufacturing sector.

- **Economic Consultant for Arab Planning Institute (Kuwait)(API),**

June 2003- Feb. 2005

Responsibilities included the following: preparing a study and a training program on non-performing industries with relevance to competitiveness.

- **Economic Consultant for Cabinet's Decision Support Unit IDSC Egypt ,** January 2003- Nov. 2003

Responsibilities included the following: exploring the future prospects of SMEs in Egypt's economy, application of cluster analysis on two manufacturing activities (home appliance and textiles), presenting a policy-oriented framework of cluster analysis, exploring regional cluster issues.

- **Economic Consultant for the Center of Developing Countries,**
FEPS, December 2002-April 2003

Responsibilities included the following: Contributing to its Project "Merger and Acquisition in Egypt", preparing a study about merger and acquisition in Steel industry in Egypt.

- **Lead Economist and PI for the strategy project of The Arab Organization for Industry Development and Mining AIDMO/ Arab League,**
June 2002- Sep. 2006

Responsibilities included the following: Lead economist and team leader. Working closely with ministers of industry of Egypt, Sudan, Morocco, Syria, KSA, Jordan to produce "the Arab Industrial Strategy: stage I: heading the team responsible for preparing a proposal addressed to the Arab Summit to activate an Arab cooperation in the field of industry, presentation and discussions of the suggested proposal with the Arab Ministers of Industry, setting the approaches for implementation, conducting the required dialogues among the major players.

Stage II: finalizing the "the Strategy for Arab Industrial Cooperation", leading the dialogues and final discussion with Arab Ministers of Industry to reach consensus on the strategy.

Stage III: contributing to preparing the log. Frame matrix of the strategy and the restructure of the Arab Organization for Industrial Development and Mining.

- **Member in the Technical Group of Industry Modernization,**
Ministry of Industry, Egypt
June 2002- July 2004

Responsibilities included the following: technical support for Industry Modernization Centre (IMC).

- **Economic Consultant for Alecso(Arab Organization for Science and Technology",**
January 2002-March 2002

Responsibilities included the following: analysis of the role of science and technology in the international economics, assessing the level of technological effort in the Arab countries, provision of analysis for economic aspects related to science and technology, exposition of the Arab effort to theoretical economic analysis.

- **Economic Consultant for ERF/World Bank for the Growth Research Project,**
April 2001- October 2002.

Responsibilities included the following: tracing and analyzing the growth trajectory, TFP of Egypt's Industry over fifty years.

- **Economic Consultant for Ministry of Planning, Egypt (Project of Regional Development)- UNDP,**
Dec. 2001- Sep. 2002

Responsibilities included the following: heading the team and contributing to the investigation of the major problems of Egypt's industry, analyzing the Industry

Modernization Program within this framework, suggestions to activate the program success.

- **Economic Consultant for CEFRS**, Faculty of Economics and Political Science for the project of “the Role of the State in a Changing world”,

Jan. 2001- Sep. 2002

Responsibilities included the following: studying the impact of globalization on competition policy and competition law in Egypt.

- **Economic Advisor to the Committee of Budget and Planning, Egyptian Parliament**,

October. 2000- July 2007

Responsibilities included the following: working closely with Ministry of Finance and Ministry of Planning to prepare the committee reports, providing consultancy on budgeting, and economic and social planning, reframing the committee’s reports, advice on fiscal reform, contributing to the new budget law, new personal tax law. Technical support and capacity building to the committee staff in terms of document writing and preparing, analysis of proposed fiscal laws presented to the committee (tax law- custom/tariff law, property tax law, VAT law, government procurement law), conducting orientation programs for MPs on fiscal issues: reading the budget, trade agreements,

- **Economic Consultant for Ministry of Planning** (Project of Regional Development)- UNDP for the project of “Locational Development in Egypt”,

June 2000- Dec.2000

Responsibilities included the following: analysis of manufacturing activities in south Egypt, assessment the impact of EU Partnership on industrial variables in Egypt, analysis of the impact of September the 11th on Budget deficit-POB- growth in Egypt, assessment and analysis of the IMP and alternatives programs.

- **Economic Consultant for INP** (Institute of National Planning) for the “Human Development Report of Egypt”-UNDP September 2000- September 2001

Responsibilities included the following: preparation of a background paper for the Human Development report of Egypt under the title “Globalization of industry and modernization”. The paper presents a classification of Egypt’s manufacturing output by tech-content and highlights the need for a national innovation system.

- **Economic Advisor for EZZ Industrial Group**.

August 2000- March 2006

Responsibilities include the following: impact assessment on the national economy, competition studies, steel industry in Egypt and internationally, analysis of macroeconomic policies and situation globally, regional and locally on steel industry with relevance to EZZ Group.

- **Economic Consultant for Center of Developing Countries (FEPS)**
for its project of “Competitiveness of the Egyptian Economy”
September 2000- September 2001

Responsibilities included the following: working on concepts that coordinate papers of the Competitiveness’ project, writing the introductory chapter of the proceedings of the project

- Economic Consultant for the Social Fund Of Egypt**
April 2000- January 2001

Responsibilities included the following: assessment of Labor market characteristics in Egypt (employment, unemployment, informal sector, poverty). Measuring the labor- absorptive capacity for industry and services. Definition of jobs’ characteristics. Provide suggestions to improve the absorptive rates.

- Economic Consultant for the Ministry of Planning (UNDP) Project”**
April- May 2000

Responsibilities included the following: Study of the industrialization in South Egypt. Measures of concentration and deviation of industrial economic variables. Exploration of characteristics by governorates.

- Economic Consultant for CEFRS (FEPS) for its project “Poverty Alleviation and Socioeconomic Policies in Egypt: An attempt to Integrate anti-poverty measures in socio-economic policies”**
Feb 2000-Dec. 2000

Responsibilities included the following: measuring the impact of investment policy (interest rate, exchange rate, macroeconomic environment, labor law, pension schemes) on employment generation in the private manufacturing sector. Development of more pro poor employment- investment policies. Measuring of poverty-wage-productivity relations. Employment elasticity. SMEs performance of employment and productivity. Suggestions of programs to enhance labor absorption in the economy with relevance to SMEs performance.

- Economic Advisor to the Minister of Industry, Ministry of Industry, Egypt.**
1998- 1999

Responsibilities included the following: reviewing trade related industry agreements, working in linkages and clusters, industry promotion.

- Economic Consultant for Depra Project, Ministry of Economy,**
April 1999-July 1999.

Responsibilities included the following: measuring the contribution to growth and productivity of the private sector firms as regards to activities and firm size, training course in growth accounting framework. Assessment of economic performance of SMEs. Development of a framework to integrate SMEs in the productive economic system. Productivity and efficiency of SMEs with relevance to measures and shocks of economic policy (internal and external). SMEs and export promotion.

- **Economic Consultant for Federation of Egyptian Industries (FEI) , Egypt**
Sep 1998-April 1999.

Responsibilities included the following: Preparing a background paper to advise the FEI about the role of Government under GATT about issuing incentives for the industrial sector with compliance to GATT.

-Economic Consultant and project coordinator in Center for of Economic and Financial Research and Studies (CEFRS).

April 1995-May1998.

Responsibilities included the following: Preparation of concept papers of CEFRS' seminars. Participation in developing CEFRS' projects proposals. Design training courses to develop and upgrade research capabilities of young economic researches in handling and analyzing economic data. Design a data bank proposal to integrate both economic variables and studies.

-Economic Consultant for Depra Project, Ministry of Economy, Egypt

April 1999-July 1999.

Responsibilities included the following: Preparing a background Paper for the project "International Competitiveness of the Egyptian Economy in Perspectives". Measuring international competitiveness of Egypt, exploring issues of world integration of Egypt, studying the role of the industrial sector in this regard.

-Economic Consultant for The consortium of Ministry of Economy, Ministry of Industry, Ministry of Tourism, Ministry of Planning in the Project of "Competitiveness of Egypt in The MENA" 1998-99

Responsibilities included the following: Assessment of the Competitiveness of Egyptian Textiles Industry. Construction of A cluster for ready-made garments. Suggestions for solutions and programs to reform the Textile industry. Construction of a domestic measure of competitiveness.

-Economic Consultant for Ministry of Rural development, Egypt -

August-October 1997.

Responsibilities included the following: Participation in preparing an "Economic Map" for the Egyptian economy. Participation in preparing preliminary studies about potentials of Agro-Industrial projects. Exploration of Agro-Industrial activities for Small and micro firms.

-Economic Consultant for Ministry of Industry, Egypt -

Sep 1996- Nov. 1997.

Responsibilities included the following: Review of the proposals of Investment Code and Trade Law (chapter of Transfer of Technology) and presenting suggestion for development and adjustment. Participation in designing an incentive package to promote industrial investment. Participation in EU-Egyptian negotiation for "Industry File", and in preparing Concept Paper for " the Program of Modernization of Egyptian Industry " presented to the Cabinet. Design and assessment of group of indicators to measure industrial performance, and the effect of factors of macro-economic variables. Participation in preparing a proposal to promote industrial exports.

-Economic Consultant for Ministry of Economy, Egypt- September1996-December 1996, and May 1997 – November 1997.

Responsibilities included the following: Design and formulation of indicators to measure international competitiveness. Specification of criteria to select competitors economies to Egypt for use in international comparisons. Development of a composite indicator to

measure risk and uncertainty in the Egyptian economy in terms of variables of both real and financial sectors. Participation in designing and solving a partial sectoral econometric model to simulate the investment and saving behavior in the Egyptian economy. Assessment of the importance of concepts of "size of the economy" and "income distribution" in growth and investment framework. Training programs for writing country profiles, analysis of economic trends and indicators, reading and collecting data for analysis of economic concepts.

-Economic Consultant for Egyptian Center for Economic Studies (ECES) 1994-1995.

Responsibilities included the following: Assessment of potential gains from privatization in the industrial sector. Tracing sources of growth channeled to the Egyptian economy from the industrial sector by using the social accounting matrix framework. Developing the research capabilities of young researchers in topics related to industry and trade. Leading work in ECES's project "Patterns of Growth and Structural Change in The Egyptian industry During the Period of Transition".

PROJECTS

- *2012- 2013 "performance and program based planning" MOP & EDI, USAID, Egypt
- *2011-2013 "Urban Water Sector Strategy and Action Plan" WPRR, USAID, Egypt
- *2011-2012 "Childhood and Motherhood Strategy and Action Plan" Italian Cooperation, Egypt
- *2010 "Performance Budgeting for children in Oman" UNICEF Oman
- *2009-2010 "Strategic Plan for Greater Cairo" GOOP & UNDP Cairo
- *2008-2010 "Open Budget Initiative for Egypt" International Budget Partnership
- *2007-2010 "Decentralization and MoLD's Restructuring" UNDP
- *2007-2010 "the preparatory phase of the Upper Egypt Development Integrated Project" World Bank
- *2006- 2010 "Establishing the technical office of the minister of local development" USAID
- *2006-2007 "KSA Industrial Strategy" UNIDO
- *2005- 2008 "Child-Rights budget in Egypt", NCCM
- * 2005-2006 "transparency in budgeting in Egypt" Open Budget index & PID
- *2003-2005 "Competition Policy in the MENA Region", FEMISE, DRCA.
- *2003-2005 "Non-performing Industries in the Arab Countries" API.
- *2003 "Capital Investment Fund (the Revolving Fund), Feasibility Study" IMC & Ministry of Industry-Egypt
- *2002 "The Arab Strategy for Industrial Cooperation" the Arab Organization for Industry and Mining- Morocco.
- *2002 "Industry Modernization and IMP" Ministry of Planning-Egypt.
- *2002 "The Arab strategy of technology- revisited" Alecso-Tunisia.
- *2001-2002 "Growth Research Project" ERF/World Bank
- *2001-2002 "The role of the state" Feps
- *2000-2001 "Competitiveness of Egypt" Feps
- *2000-2001 "Pro Poor economic policies" Feps
- * 2000-2001 "Human Development Report for Egypt" INP-UNDP
- * 2001 "Economic Development of South Egypt" Ministry of Planning-UNDP
- * 2000-2001 "Assessment of the Impact of EU Partnership on Egypt" Ministry of Planning-UNDP

- * 2000 “Construction of Data Bank for Capital Stock and Productivity in Egypt and Iran.(Economic Research Forum for MENA).
- *1999 : “Rules of Origin for COMESSA, Input-Output Methodology” Ministry of Industry.
- *1999 : “Private Sector’s Contribution to the Growth and Productivity of the Egyptian Economy” Ministry of Economy, DEBRA.
- *1999 : “Competitiveness of Textile Industry in Egypt” Ministry of Economy& Ministry of Economy.
- *1998-99 : ”FDI and the Globalization of the Egyptian Economy” TAPR, USAID
- *1998-99 : “ Industrialization in Egypt’s Mubarek” Federation of Egyptian Industries.
- *1998 : Income, Employment, Export and Import Multipliers of Egyptian Manufacturing sector” Ministry of Industry.
- *1997: “Preliminary Agenda for Egypt-EU Partnership- Industry File” Ministry of Industry.
- *1997: “Egypt’s International Competitiveness in Perspective”-Ministry of Economy.
- *1996-97: “Activation of Industrial Investment”- Ministry of Industry.
- *1995-96: “Investment Promotion in the Egyptian Economy”- Ministry of Economy.
- *1994-95 : “Patterns of Growth and Structural Change in The During Egyptian Industry during the Period of Transition”- Egyptian Center for E for economic Studies.
- *1993: “Assessment of The Role of NGOs in Egypt’s Safety Net” Social Fund for Development (SFD).

PAPERS AND PUBLICATIONS

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