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Agency for International Development--Cairo



[A Report on] the Local Government Administration Program
in the Faculty of Economics & Political Science
at Cairo University

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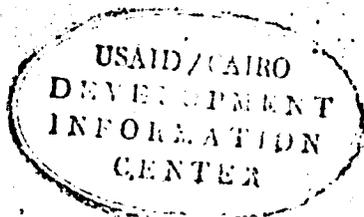
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I. INTRODUCTION

On March 31, 1976, the AID Representative in Egypt approved a request from the Vice Rector of Cairo University for assistance in support of a cooperative program in public administration between the Faculty of Economics and Political Science, Cairo University (FEPS), and the School of Public and Environmental Affairs (SPEA), Indiana University. The request provided for an exchange of visits between representatives of the two schools, beginning with a visit to the United States in April 1976 by Dean M. K. Issa and Professor Ahmed Rachid. The present report covers the return visit to Egypt in June 1976 by the SPEA Team from Indiana University. Members of the team were Associate Dean Roy Jumper, Professor John Hunger, and Professor Wayne Echelberger.

The objective of the Indiana University Team was to provide advisory assistance to the Government of Egypt to improve the Local Government Administration Program in the Faculty of Economics & Political Science at Cairo University. This program is a two-year, mid-career graduate degree program designed for appointed local officers employed in the various governorate, district, town, and village authorities. Its diploma is delivered by the Faculty of Economics and Political Science under the sponsorship of the Ministry of Local Government.

To achieve this objective, four tasks were set for the Indiana University Team:

1. Prepare recommendations for revising the curriculum leading to the Graduate Diploma in Local Administration.
2. Identify applied research topics in Egyptian local administration which can be utilized in a summer student research program and prepare recommendations for improved planning and organization of a student research program.
3. Prepare and administer a questionnaire to identify and document faculty resources which can be utilized to improve the Graduate Diploma in Local Administration and achieve Ministry of Local Government objectives.
4. Prepare an agenda of appropriate activities which the Faculty of Economics and Political Science of the University of Cairo can undertake with the Ministry of Local Government and other Egyptian institutions to improve local administration.

Egypt's eight national universities provide educational opportunities for more than 400,000 graduate and undergraduate students; however, the FEPS of Cairo is the only Faculty within the Egyptian system of higher education which provides an in-career degree education program for public employees and officials. It is the first Faculty to offer a program focusing on the needs of Egyptian local government and administration.

The Egyptian Government's interest in the Local Government Administration Program was heightened by the approval, in 1975, of the Local Government Law (Law Number 52/1975) by the People's Assembly. This law provides for extensive governmental decentralization and promotes Egyptian development through local initiative and self-help. Governorate, district,

and village authorities are given important new powers: central government delegates authority to local councils and executives; council members at all levels are elected directly; and public policy is decided and implemented locally. In addition, local units are empowered to set up budgets and sources of revenue; to institute both public and private service projects; and to provide consumer representation on the boards of directors of public utilities and hospitals. Local Council members have the parliamentary prerogative of asking questions on any matter of local business; the Chief Executive or his administrators are required to answer. Restrictions on membership in local councils were removed; membership in the Arab Socialist Union is no longer a prerequisite for council office. These revolutionary changes generated the need for a cadre of professionals to manage a dynamic system of local administration.

RESEARCH METHODOLOGY

The Indiana University Team spent approximately three weeks in Egypt during the month of June 1976 under the joint auspices of the Faculty of Economics/and Political Science (FEPS) of Cairo University and the Ministry of Local Government. The program of work included interviews and discussion meetings with officials and professors at Cairo University as well as field visits to local elected and appointed officials to learn about their problems and needs first-hand. The team had numerous meetings with individual faculty members and held intensive discussions with the faculty group directly responsible for delivering the Graduate Diploma

in Local Administration. Meetings were also held with the Cairo Minister of Higher Education and with the Cairo University President; the Vice President for Research, Graduate Studies, and Special Programs; and the Deans and staff of the Faculty of Law, the Faculty of Commerce, the Faculty of Communications and the Faculty of Engineering. The team also met with the Dean of the Faculty of Law at Ain Shams University and the Cairo University interdisciplinary group responsible for the Project for Development of Baragil Village in the Giza Governorate.

The Ministry of Local Government arranged for the team and the FEPS Faculty members to meet with appointed and elected officials at the governorate, district, town, and village levels. These meetings were held within the governorates of Cairo, Alexandria, Behira, Ismailia, Aswan and Faiyum. Dr. Ahmed Rachid, Professor, FEPS, and Mr. Rabie El Saadawy, Director, Deputy Minister's Office, Ministry of Local Government, planned the field visits and accompanied the team. Participants in field meetings included also Deputy Dean Madany Desouky and Professors Farouk Youssef, Ali Ahmed Abdel-Kader, and Ali El Din Hilal. A complete list of persons with whom the team held discussions is attached: see Appendix I.

Parts III - VI, which follow, present comments and recommendations relating to: The Curriculum of the FEPS Graduate Diploma in Local Government Administration; the faculty resources available for delivering the study program; the FEPS research program; and activities which the FEPS might undertake with the Ministry of Local Government to improve local administration.

III. CURRICULUM

Introduction

As the team has outlined above, numerous discussions were held with Dean Issa and members of the Faculty of Economics and Political Science of the University of Cairo. Some discussions were held while visiting various units of local government and others with faculty members at the University. We also discussed with appropriate faculty members parallel public administration instruction offered by the Faculty of Commerce and Faculty of Law.

Clearly, the new Diploma in Local Government has the support of the two primary institutions: the Faculty of Economics and Political Science at Cairo University and the Ministry of Local Government. It also seems to enjoy the support of the University President and Vice President for Research. Governors and other local executives frequently expressed a need for education and training of a new leadership cadre. In short, there seems to be both commitment to and support for a diploma program aimed at improving local government leadership.

The Need

Local government leadership capacity in Egypt seems to be fairly good. It also appears to be broadly distributed among the governorates, districts, cities, towns and villages. On the other hand, two points should be stressed: 1) there does not appear to be very great depth to this leadership capacity; and 2) new responsibilities placed upon local leadership by Law 52 require additional skills.

As one goes down the organizational hierarchy from governorate to village, the lack of depth becomes more apparent. In comparative terms, the lowest level of administration seems to be managed by a small cadre possessing great dedication but having only minimal skills. Additionally, the new decentralized planning and service delivery systems detailed in Law 52 and companion regulations require greater local leadership initiative and management skills. The team witnessed a need for greater understanding in the following areas: functions and scope of the various units of local government; the administrative processes; economic and community development; and leadership and analytical skills.

Observations and Comments About the Diploma Program

The two-year diploma program consists of a number of academic courses and a mid-program summer research assignment. These courses cover the general areas of planning; economic and political development; local government systems; and management skills. In general, the diploma looks much like the traditional Master's in Public Administration program in the United States. Like the more traditional program, however, it is stronger on theory and comparative systems than it is on analytical skills. Although detailed recommendations appear in the next section of the report, it should be noted here that the curriculum clearly represents a very strong and thoughtful step towards developing an educated local government leadership.

The initial curriculum, taught in academic 1975-1976, provided for the following courses:

First Year

Administrative Law
Comparative Administration
Comparative Local
Administration
Political Development
Political Systems

Second Year

Comparative Local Administration
Developmental Administration
Administrative Law
Local Finance
Economic Development

The curriculum was revised in Spring 1976, following the visit to Indiana University by Dean Issa and Professor Rachid. The revised curriculum, which has been formally approved by the appropriate bodies within Cairo University, included these courses:

First Year

Local Government
Public Administration
Political Development
Political Systems and
Communication
Planning
Cases and Problems in
Local Administration

Second Year

Comparative Local Government
Development Administration
Rural and Urban Economics
Local Finance
O & M in Localities
Cases and Problems in Local
Administration

The revised curriculum reflects an increased awareness of the need for an interdisciplinary approach to the subject matter. Additional faculty have been recruited from inside Cairo University, especially the Faculties of Law and Commerce, and from the public sector. A Deputy Minister of Local Government, for example, will team-teach a course in Cases and Problems in Local Administration; the Director General of Research in the Ministry of Finance will teach the second-year course in Local Finance. The revised curriculum adds new instruction in the important subjects of planning, organizational analysis, and Egyptian cases and problems in local administration. These changes will greatly strengthen

the program when it is implemented in 1976-1977. Many of the recommendations which follow below can be adopted within the framework of the revised curriculum and thus will not require another modification of the formal curriculum.

As important as the curriculum is the nature of the student body to be served. Unlike many MPA programs in the United States, Ministry of Local Government officers, Governors, and other public officials will have a strong role in candidate recruitment, screening, and selection. The Faculty of Economics and Political Science expects to receive between 200 and 300 applications for the 1976-77 academic year, but the Faculty expects to accept only 50 to 75 as students with the guidance and assistance of the Ministry. Additional non-sponsored students from Egypt and the Arab world will be accepted on a space-available basis.

All will have a bachelor's degree and at least two years of local government experience; they will be recommended by the Governor and approved by Ministerial order. They will be interviewed by a joint University-Ministry Committee before acceptance into the program.

The Faculty will submit monthly progress reports on their performance, and all student-practitioners not progressing satisfactorily and attending at least 75% of the classes will be returned to their units of local government. This monthly review of student progress is a major innovation in Egyptian university procedures and should contribute to improving the quality of the diploma program.

Recommendations

1. Review of the curriculum suggested a need for added emphasis on analytical skills. Discussion with the FEPS staff indicated that these needs can be met in the Cases and Problems course and in specially designed non-credit workshops and institutes.
2. There is a need for specialized knowledge about the workings of local government in such areas as environmental health management, public works, small office management, and personnel administration. Although we realize that the curriculum is already two courses longer than the typical diploma program in Cairo University, we believe that these or related subjects should be included in the curriculum wherever possible.
3. The course in Cases and Problems in Local Administration must be built upon real problems in the management of local governments. Highly theoretical cases or mathematical model building will not suffice. In our own experience, case study courses dealing with the realities of local administration are valuable tools in the process of developing skilled managers.
4. Wherever possible, students, professors and government officers should be encouraged to undertake missions abroad to increase their knowledge and experience. As this body of knowledge on local administration expands resulting changes in the curriculum will further enhance the diploma.

5. Increased emphasis should be placed upon instruction in research methodology. Program planning and development and program evaluation, for example, do not appear to be high-priority items. We would suggest that two subjects, at least, be offered as a part of the diploma program.
 6. Field visits by the team documented the need for technical assistance to the various units of local government. FEPS, working with the Ministry of Local Government, should provide this assistance as resources become available. Additional technical assistance might be provided by United States institutions, both governmental and educational, on a project-specific, short-term basis.
 7. In the long run, the curriculum of the Local Government Administration Program should reflect the institutionalization of the process of connecting government with the University of Cairo. This process will require that the University give up some of its traditional views about curriculum design and development and the support of public policy research. The greater the degree of service activities performed by the University, the greater its support from national and local leadership.
- It is suggested that EPS take formal steps to initiate a Local Government Extension Service providing services to local governments. Such a service would complement the present diploma program in the sense that it would provide for the delivery of services off-campus.*

*The need for this kind of service was ably discussed in the report prepared by Professor Ahmed Rachid and entitled, Program of Local Administration: Strategies for Increasing the Efficiency of Local Councils in Rural Development. Cairo, May 1976.

It is important to emphasize that we are not recommending the establishment of another research institute. There are already many research institutes, both in the government and in the university. Rather, what is needed is a Local Government Extension Service which would offer technical assistance, training workshops, and applied (action-related) research.

Service activities would be problem-oriented and address needs that are perceived by local government leaders and administrators.

Finally, it is recommended that the Ministry of Local Government take steps which are appropriate to institutionalize that Ministry's support of the diploma program. It is suggested that this take the form of a protocol between the Ministry of Local Government and Cairo University setting forth common objectives and procedures for cementing a relationship that is fundamental for Egyptian development.

Research Interest-Faculty of Economics and Political Science

Presently, several members of the Faculty are very much interested in applied research relating to the administration of local government. Specific areas of interest include organizational theory, political development, public administration, administrative law, public finance, economic development and comparative government. These research interests could greatly strengthen the developing Diploma Program in Local Government Administration through their application in planning and advising student research projects during the summer. This applied research activity would also provide an opportunity for the faculty to expand their involvement

into the area of "real-world" problem study and solution. Studies of this nature should benefit the faculty, who would acquire information that would enhance their teaching.

Research Interest in Other Faculties

During our discussions with other Faculties of the University (Commerce, Communications, Engineering, and Law) we recognized fundamental and applied research interests that were relevant to Local Government Administration. Several people in these Faculties expressed an interest in the Local Government Administration Diploma, a willingness to complete the faculty resource questionnaire, and a desire to discuss possible areas of interdisciplinary research. Current teaching and research interests of these Faculties include financial management, public administration, economic development, public interest survey and communication, transportation planning, public works administration, potable water supply and wastewater treatment planning, and administrative law and legal processes.

The team believes that further discussions by the Faculty of Economics and Political Science with these other university faculty members would greatly strengthen the applied research segment of the diploma program.

Interdisciplinary Research

An interdisciplinary attitude in the planning and development of research projects is most beneficial in dealing with problems of local administration. During its visits to Cairo University, the team recognized that the Vice President for Research strongly supports interdisciplinary research, as we

found during a discussion with the research group engaged in the development of Baragil Village in Giza Governorate. This group included faculty from university programs of agriculture, medicine (public health), entomology, sociology, and computer modeling; they are concerned with the identification and analysis of variables operating in the economic and social conditions of the village. Study results are to be used for the planning of future community development projects.

Results of this kind of interdisciplinary work could be readily transferable to local administrative decision-making. This research study could serve as a model for future interdisciplinary efforts by the FEPS Faculty.

Summer Student Research

The summer student research program will be an integral part of the diploma program and will provide the students with a meaningful professional experience. To insure that the research will benefit all concerned, it is suggested that specific topics be selected by FEPS and Ministry of Local Government in accordance with needs expressed by local governmental officials.

Based on our visits with various local governmental officials, a tentative listing of possible future student research projects follows:

1. Local governmental structure and its relation to the effectiveness of services delivery.
2. Financial management in local governmental units.
3. Effectiveness of follow-up departments.

4. Agricultural waste management in village cooperatives.
5. Economic development alternatives in local villages.
6. Citizen attitudes toward new local government programs.
7. Effectiveness of village development projects.
8. Public participation as an influence to local administration specific case studies.
9. Health service needs and effectiveness of delivery systems.
10. Public works and utilities management in local governmental units.

In addition to these suggestions, there is a need for the development of a center or clearinghouse for information on local government. This center could serve to collect, catalog, abstract and disseminate research information concerning local administration in Egypt. If properly planned and managed, a center of this type could serve the information needs of university faculty and research students as well as national and local governmental officials. A periodical newsletter could publicize the center's acquisitions and their relevance to all levels of governmental interest.

Such a center should properly be located at the Ministry of Local Government with external support from the university. The Ministry could seek additional assistance for the center from such organizations as the Egyptian Branch of the International Institute for Administrative Sciences, the Center for Local Administration Training, and other Egyptian and international research institutions. Research students could serve to collect and study the information under the guidance of faculty and Ministry

representatives. The need for such a research information center was further emphasized when the team learned that several other Egyptian and foreign universities, as well as specialized research institutes, have performed and continue to perform research on local government in Egypt. Their past and future publications should be integrated with the holdings of the center.

As for the specific management of the summer student research projects, each project should be jointly approved by the FEPS and the Ministry of Local Government. The possibility of student research teams should be considered; students should be assigned to projects in the governorates where they live and work. This would help to ensure that students have a more meaningful experience and that the research results are susceptible of utilization. The reporting format for the student projects should be standardized so that the information is readily understandable and easily disseminated to the appropriate governmental office or official.

Suggested Research Methodologies

Several research methodologies have been applied to problems of local governmental administration with varying degrees of success. Three such procedures are worthy of consideration in Egypt: survey-research methods, development of residuals management strategies, and the urban observatory concept.

Survey-research methods normally consist of four phases which include inventory or data gathering, data analysis, evaluation of alternative solutions, and selection of final solution. The inventory phase can be

accomplished by appropriately designed and tested questionnaires administered through the mail or by personal interview, utilizing random sampling procedures. Also included in the inventory would be an evaluation of existing system effectiveness in meeting current program objectives.

The data are then analyzed for the purpose of developing alternative solutions to the problem. The evaluation of the alternative solutions uses screening criteria which include cost/effectiveness, timing, financing, and social, economic and environmental policy impacts. During the inventory, analysis, and evaluation phases of the research, certain physical, cost, time, and policy constraints can significantly influence the research effort.

Finally, the most effective solution to the problem is selected for implementation. As part of the implementation, financial management strategies are developed, and a procedure of continuing evaluation normally initiated, to determine if the selected program is providing a satisfactory solution to the problem. Necessary program changes result from the continuing evaluation.

A slight modification of the survey-research method is a procedure directed at developing residuals management strategies for local administrative decision makers. Residuals that are generated in urban and rural areas are generally considered as "leftovers" that inevitably result from all human activity and are often referred to as wastes or pollutants. The idea of residuals management includes the concepts of waste management and of environmental pollution control. Specific types of residuals for management consideration are domestic garbage, abandoned cars, animal wastes, agricultural wastes such as sugar cane stalks, various industrial

wastes, and urban noise. The management development procedure consists of a planning process which includes: defining the problem; specifying alternative physical management or control methods; analyzing these alternatives; identifying alternative implementation measures and institutional arrangements; formulating alternative residuals management strategies; evaluating these alternative strategies; and finally, adopting a strategy for implementation. It is believed that this research and planning methodology has practical relevance to local administration problems in Egypt.

The Urban Observatory concept originated in the United States for the purpose of bringing university research talent to bear on the solution of urban problems. This program is a unique and innovative effort to assist city officials in resolving the myriad problems facing local units of government. In an urban observatory, specific study problems are selected in serious consultation with professional practitioners, thus ensuring that the studies will assist local government administration. Important benefits of this research concept result from involving university faculty in the day-to-day problems of local government which enriches the academic curriculum and possibly attracts more professionally trained graduates to employment with local government. On the basis of our visits throughout Egypt, we believe that the Urban Observatory research concept could actively involve the University, the Ministry of Local Government and the Governorates in research applied to local government administration.

Some areas of study that could be considered in the Urban Observatory format are: local government financing, population and housing projections, social and health-related urban indicators, emergency medical services and care, comprehensive employment planning, citizen attitudes toward educational issues, regional economic development, urban communications, and citizen participation in governmental decision-making. The functional administration of such an applied research program could be directed by the Ministry through the local government research center previously proposed.

V. MOBILIZING FACULTY RESOURCES FOR IMPROVING LOCAL ADMINISTRATION

Times are changing rapidly in Egypt. The urgency of public needs is apparent to everyone as public officials approach the task of developing local administration and promoting rural development. The High Dam produces water and electricity and generates additional potential for new technologies and machines in agriculture and industry. There will be expanding needs for trained personnel in providing transportation, housing, health care delivery and public safety. These changes pose awesome challenges in managing the finances of Egypt's villages, cities and governorates. To deal with these challenges, Egypt's local governments and local officials must acquire broader skills and new management techniques as well as a sound base of theoretical knowledge.

Perhaps more than any other institution of higher education, the Faculty of Economics and Political Science of Cairo University has proposed

a positive approach for improving the performance of officials in the public sector. Compared with other faculties, it is relatively new, having been established only on 1960. Its Graduate Diploma Program in Local Administration was begun in 1974. No other Egyptian university has such a program focusing exclusively on the needs of local administration. This Faculty is also distinctive in the sense that it does not have extremely large numbers of students taught by a small number of faculty and staff - the norm prevailing in Egypt. The Faculty of Economics and Political Science has a student enrollment of about 2,000, with a faculty and staff numbering 108.

The Faculty represents a major commitment by Cairo University to the involvement of University resources - - faculty, students, experience, technology - - in the economic and social development needs of the villages, cities and towns, and provinces as well as those of the Egyptian nation. In addition to functioning as a center for educating Egyptian youth, the faculty can also serve as a response mechanism to real problems of contemporary Egypt; however, there is a need to mobilize more university resources for improving local administration. The Faculty can be the instrument for this action.

Egypt has an abundance of human resources in its universities. Few countries among the developing nations have such abundance. It is necessary, however, to focus these resources on the needs of Egypt and to get the professors working directly on problems at the local level. The task of reaching out to the people and helping resolve their problems is not so

great in Egypt as it is in other agricultural countries, due to the clustering of population in a few metropolitan centers and the Nile valley and delta. Ninety percent of the population is concentrated in only 6 of the 25 political governorates.

This is not to say that University faculty members do little work with government. There is faculty involvement and participation, but not primarily at local levels; furthermore, participation is usually individualized and on a personal basis. What is needed is continuing and systematic involvement at all levels of government. University officials appear to accept that university resources can and must play a role in Egyptian development. Faculty resources and budgets must be re-allocated to these new tasks. University officials must encourage faculty members to take on these new community service tasks as part of their faculty assignments. This means that faculty members will serve not only as transmitters of new technologies and methods to local administrations, but also as integrators of case study experiences with classroom lectures.

Recommendations

1. A first step in mobilizing faculty resources for improving local administration is to analyze the results of the Faculty Resources Survey Questionnaire. This questionnaire was approved by the Dean of the Faculty and administered to faculty professors and assistant lecturers (see Appendix III). The objective of the questionnaire is to provide information showing faculty members, capacity for and interest in providing extension services to local government. These

include advisory services (technical assistance), applied research, and education and training. Administration of the questionnaire was also seen as a way of encouraging and motivating faculty members to participate in local government improvement programs.

It is further recommended that the Faculty, using the information provided in the survey, develop and maintain standard data sheets on each faculty member for inclusion in proposals to the Ministries and external agencies.

The Faculty of Economics and Political Science should extend the questionnaire to other Faculties of Cairo University having expertise appropriate for developing local administration. These might include the Faculties of Law, Commerce and Communications. Expansion of the questionnaire should also take into account the need for interdisciplinary teams involving skills in medicine and health, agriculture, engineering, sociology and psychology. Such an approach is currently being used under the direction of Dr. Ibrahim G. Badran, Vice President for Research, University of Cairo.

Once the expansion of the questionnaire to other groups is completed, the Faculty, in cooperation with the Ministry of Local Government, should develop a detailed program to utilize faculty resources in local administration projects.

VI. ACTIVITIES WHICH THE UNIVERSITY OF CAIRO CAN UNDERTAKE WITH THE
MINISTRY OF LOCAL GOVERNMENT

The diploma program will help to meet some of Egypt's long-range manpower needs at the local level of government. However, it does not help much to resolve some current and pressing problems. Law 52 has introduced a number of structural and organizational changes in local government in Egypt. One of the most important is the introduction of elected councils at all levels of local government. These councils, whose numbers total 1,750 officials, have broad powers to control and supervise local administration. Councils may also, under certain conditions, levy taxes and enter directly into local developmental projects. At the same time, the appointed governor has increased authority and decreased the administrative power of a minister. The governor is appointed by the President of the Republic; his term of office corresponds to that of the President. A new level of local administration, the district, has been created. District administrators, appointed by the Minister of Local Government, work side by side with elected councils representing the villages and towns within the district. Finally, and most importantly, the legislation and decentralization of certain technical ministries, brings their operations more directly under the control of the governors.

There are also attitudinal problems to overcome. Some local officials see Law 52 as another exercise in verbalism without the intent to change. Some technical advisors in turn resent what they refer to as ill-informed elected councils delving into matters about which they have little or no

knowledge. Some technical directors resent seeing their junior officers sitting "above" them on the elected councils. Other directors are opposed to their communities electing women council members. These and other human relations problems need attention from the Ministry of Local Government.

Elected and appointed local officials need to develop a better understanding of Egyptian decision-making processes and of their particular duties and responsibilities under the new law. They must also acquire technical skills. The Ministry of Local Government recognizes these needs. An elaborate questionnaire has been designed to learn more about the elected leaders, and about their needs and aspirations for local development. A Congress of these leaders has been scheduled in Cairo for September 1976. These immediate steps can be followed with a number of Ministry actions, supported by FEPS and other university resources. The following actions are believed to be most important:

1. Leadership Development and Administrative Training. Following the Congress, the Ministry should develop an adequate base of information for supervising the new local government system. It should also prepare administrative rules and guidelines, technical materials adapting new methodologies and technologies for use in Egyptian local development, and to techniques for expanding popular participation. A series of workshops and conferences should be held at appropriate locations outside Cairo to disseminate this information and to introduce local officers to project planning and evaluation, budgeting, small office management, and management of

public sectors (public health, public utilities, highways and transportation, etc.).

Exploration of other Leadership Development Techniques. It is also recommended that Ministry of Local Government officials consider the use of other leadership development techniques. These include the use of newsletters, bulletins, training films and the mass media. Various organizations in the United States, such as the Governors' Conference, Conference of Mayors, National League of Cities, and the National City Managers Association are invaluable repositories of information. They provide facts on successful economic development demonstrations, comments on the status of pending legislation and executive orders, and suggestions on better ways of managing local affairs. Between the resources of the Ministry of Local Government and the Faculty of Economics and Political Science, and with the assistance of other Faculties and Ministries (e.g., Faculty of Communications and Ministry of Housing), such dissemination services would be feasible. Another leadership development technique widely used throughout the world is that of Associations and Councils composed of people either engaged or interested in specific subjects or problem areas. Councils or associations of personnel administrators, budget officers, health directors and village councils could be formed in order to expand the knowledge and skills of their members.

Administrative and Technical Skills Training for Local Staff. Intensive four- to six-week training courses should also be provided to administrative and technical staff in the various levels of local government. These courses

should include instruction ranging from simple office management, book-keeping, and budgeting at district and village levels to cost accounting, auditing, and personnel management. These offerings should be a part of the Extension Service developed by FEPS in cooperation with the Ministry of Local Government.

Improving Intergovernmental Relations. It is recommended that the Ministry of Local Government also use FEPS to develop policies and procedures aimed at encouraging different levels of jurisdictions to work together to overcome barriers and procedural obstacles to implementing Law 52. There are many actors in the new local government system. There is therefore a need to decide who could do what, when, and how, and to devise a system for implementing such decisions.

Data Collection and Utilization. In order for local administrative decisions to be made effectively adequate and appropriate, social and economic data must be available. These data would be useful in designing various action projects. It is recommended that a program for the collection and storage of socio-economic data be developed in such a manner that the information is readily available for improving local administration in all of the governorates. These data would also be available for the design of various action projects directed at improving the economic structure within the various local governmental units. Only those data that are truly beneficial to local administrative decision-making should be included in the collection and storage program. As a part of this suggested program, a standardized and easily understood methodology of data collection, storage and retrieval

should be developed. This methodology should be compatible with available data processing facilities. A vital aspect of this program would be to train technicians in the proper methods of data collection and storage. Training would then be followed by the development of an effective program for data retrieval and utilization by local governmental agencies. It is believed that FEPS has the technical capabilities to assist the Ministry of Local Government in planning and implementing this program. Appropriate existing national institutes should be asked to provide technical assistance

Development and Management of Local Financial Resources. It is recommended that the Ministry of Local Government make a careful study of the financial aspects and implications of Law 52, of the available potential of local financial resources, and of funds available from the Ministry and from external aid. The study should include preparation of an action program for local projects which can be implemented by the local jurisdictions with minimum outside assistance.

Local Financial Resources. Law 52 gives local units of government means of obtaining financial resources, which, properly managed, could institute self-improvement in the economic viability. A detailed study of local financial resources and their appropriate management might well prove beneficial to the current country-wide program of community redevelopment in urban and rural areas. The results of such a study could then be used to develop an agenda of action projects that can be implemented by local governmental units with a minimal amount of assistance from external sources. Action projects such as chicken and cattle raising, agricultural seed

preparation, provision of fishing boats and equipment, and modular home production might be worthy of consideration. Another aspect of this program would be the development of effective marketing and distributing the commodities produced in these self-instituted action projects. Again, it is believed that FEPS, and external consultants, could assist the Ministry of Local Government in this financial resource study.

VII. CONCLUSION

This study was concerned with how the Egyptian Government may use university resources, especially education, training and applied research programs, to improve local administration and to enhance the delivery of public services. It focused on the Ministry of Local Government and the Faculty of Economics and Political Science at Cairo University. However, University resources can only do part of the job. The Ministry of Local Government must improve its own programs and administration, and--more importantly--instill in local leaders new and positive attitudes, assisting them in the acquisition of the financial resources needed to implement a policy of local decentralization and development. All the individuals who drafted Law 52, as well as the elected and appointed people with whom we spoke, told the same story. Local government decentralization will work only if local officials obtain direct access to increased financial resources. This suggests that the Ministry of Local Government make every effort to expand its modest grant-in-aid program and to increase its efficiency. Other ministries must increasingly channel their resources to local action projects and make every effort to stimulate local self-help and initiative.

APPENDIX I

INDIVIDUALS WITH WHOM DISCUSSIONS WERE HELD

- H.E. Mohamed Hamid Mahmoud
Minister and Secretary of State for Local Government, Popular
and Political Affairs.
- H.E. Dr. Mostafa Kamil Hilmy
Minister of Education and of Higher Education.
- H.E. Labib M. Zamzam
Deputy Minister of Local Government.
- Dr. M. K. Issa
Dean, Faculty of Economics and Political Science (FEPS), Cairo
University.
- Dr. Ahmed Rachid
Professor, FEPS, Cairo University.
- Mr. Rabie El Saadawy
Director, Deputy Minister's Office, Ministry of Local Government.
- H.E. Ahmed Abdou El Agher
Governor, Giza.
- H.E. Fahmy Nigm
General Secretary, Giza Governorate.
- H.E. General Abdel Fattah Hodeb
Governor, Alexandria.
- H.E. Addas Zahir
General Secretary, Alexandria Governorate.

Dr. Lotfi Dwidar

President, Alexandria University.

Dr. Farouk Garranah

Chairman, Elected Governorate Local Council.

Mr. Abdel Rahman A. Abdel Rahman

Director, East Headquarters, Alexandria Governorate.

Mr. Abdel Moniem Abdel Wahab

Director, Water Supplies Department.

Sheik Safi ben Mohammed

H.E. Abdel Halim Hattata

Governor, Behira Governorate.

H.E. Gamal El Hifnawy

General Secretary, Behira Governorate.

Mr. Ibrahim Gharib

Chairman, Village Administrative Council, Gazal Corner, Behira Governorate.

Mr. M. Ali Abbas

Chairman, Elected Village Council, Gazal Corner.

Dr. Abdel Wahhab Mirdan

Director General, Health Department, Behira Governorate.

Dr. M. Ali

Director, Damanhour Hospital.

Mr. M. Ghanem

Director, Cultural Affairs, Alexandria Governorate.

- Mme Nadia A. Ibrahim**
Director, Tourism, Alexandria Governorate.
- Dr. Sofy Abu Taleb**
President, Cairo University.
- Dr. Ibrahim Badran**
Vice Rector, Cairo University.
- Mr. Mahmoud Younis El Ansary**
Governor, Asswan.
- Mr. Mahmoud Helmi Bayomy**
Secretary General, Asswan Governorate.
- Dr. Mahmoud Amin Abdel Hafez**
Governor, Cairo.
- Mr. Ahmed Abdel Rahman**
General Secretary, Cairo Governorate.
- Dr. Botros Ghali**
Chairman, Department of Political Science, FEPS, Cairo University.
- Mr. Shawki Soliman**
General Secretary, Ismailia Governorate.
- Mr. Farouk Hasaneen**
Assistant General Secretary, Ismailia Governorate.
- Chief-Justice of Egypt Badawy Hammoud-h**
- Dr. Soliman El Tamawy**
Dean, Faculty of Law, Ein Shams University.
- Dr. Abdel Eiz**
Deputy Dean, Faculty of Commerce, Cairo University.

Dr. Ali Ahmed Abdel-Kader

Professor, FEPS, Cairo University.

Dr. Abdel Hamid Hashish

Professor, Faculty School of Law, Cairo University.

Dr. Madany Desouky

Deputy Dean, FEPS, Cairo University

Dr. Ali El Din Hilal

Professor, FEPS, Cairo University.

Dr. Farouk Youssef

Professor, FEPS, Cairo University.

Dr. Nazih Nasif

Professor, FEPS, Cairo University.

Mr. Hussien Kamel Dabbos

Governor, Fayyum.

Mr. Omar Hendy

Assistant General Secretary, Fayyum Governorate.

APPENDIX II

NEW PERSPECTIVES FOR THE DIPLOMA COURSE 1975-1977

Graduate Diploma in Local Government Administration
Faculty of Economics and Political Science
Cairo University

AIMS

The Egyptian development policies are reaching an important stage in their development; however, there is an increasing awareness that further advancement cannot be achieved unless the genuine support and participation of the rural population is obtained. The Egyptian Government, realizing the importance of rural development, is taking some necessary steps in that direction.

The new "Local Councils Act" is a reflection of government's recent policy towards, and enthusiasm for, rural development. For the first time in Egypt's history, Local Councils are being wholly elected with reasonable powers of formulating and implementing rural development policies in their regions.

Everything will depend on the effective running of these Councils. Facing the problems of this new Egyptian experience of local government and administration will call for dedicated efforts now and in the future.

The Diploma in Local Administration is a contributing effort of the Department of Political Science at the Faculty of Economics and Political Science, Cairo University, to assist with:

1. Improving the efficiency of the personnel of Local Councils in dealing with the various aspects of rural and urban development.
2. Conducting field and scientific research on ways and means of improving the working of Local Councils.

GUIDELINES

The Diploma Course is organized along the following lines:

1. The Course will aim at a balance between two kinds of considerations.
 - a. Academic considerations, which concern the imparting of knowledge, plus training in the methodology of research and critical and comparative analysis.
 - b. Practical considerations, which involve acquaintance with certain managerial techniques and problem-solving devices, combined with the development of certain decision-making skills.
2. The Course pays particular attention to the real needs for research and training felt by the local units at the grass-roots level. It should therefore be closely related to the Egyptian environment both in the approach, the subject matter, and in the cases and examples to be referred to.
3. The Course emphasizes training methods and techniques that contribute to the development of the trainees as effective local leaders. It stresses the need for mutual understanding, innovation and problem-solving. Lectures are to be supported by other methods such as:
 - a. Applied field research
 - b. Case studies
 - c. Internships
 - d. Role playing
 - e. Seminars for academics and practitioners

CURRICULUM

First Year

1. Local Government

Definition of Local Government and Local Administration; forms and benefits of decentralization; functions and scope of Local Government; Local Government organization (including councils, committees, financing, personnel, control, and relationships with other government units); and study of the Egyptian Local Government system.

2. Public Administration

Definition; scope; and relationships with other studies and social phenomena; the administrative process; administrative organization; administrative reform; and comparative administrative systems - with emphasis on developing countries and Egypt.

3. Political Development

Problems of developing countries; concepts and causes of underdevelopment; theories of political development and modernization; social mobilization and institution-building; systems capability and crises - with emphasis on the Egyptian experience.

4. Political Systems and Communication

Components of political systems; relationships between society and polity; political leadership; public relations, communication and information - with emphasis on the Egyptian case.

5. Planning (National, Regional and Local)

Concepts; tools, and techniques; problems on the national and local levels; and study of the Egyptian experiment.

6. Cases and Problems in Local Administration

Emphasis on Egyptian problems, to be tackled by both academics and practitioners.

Second Year

1. Comparative Local Government

Ecology of local administration; local government and political systems; patterns and models of decentralization (e.g. British, French, American, Soviet, Yugoslav, developing countries etc.); and the Egyptian case.

2. Development Administration

Administrative and organizational factors in development and planning; problems of administration and organization in developing countries; models of development administration; the role of the government machinery in economic development - with emphasis on the Egyptian case.

3. Rural and Urban Economics

Socio-economic problems of rural-urban dichotomy; regional development; economic and financial problems of the localities with special emphasis on Egypt.

4. Local Finance

Means and methods of regional and national financing of the localities; means of developing local resources; comparative

studies of advanced and Arab countries with emphasis on the Egyptian case.

5. O & M in Localities

Structural and organizational problems of the localities; work simplification and improvement; administration of local councils and committees - with special reference to Egypt.

6. Cases and Problems in Local Administration

Emphasis on field work, internships and seminars with practitioners.

APPENDIX III

FACULTY OF ECONOMICS & POLITICAL SCIENCE
CAIRO UNIVERSITY

Faculty Resources Survey Questionnaire
Local Government Administration Diploma Program

Name and Address:

Name _____

Title _____

Office Location _____

Office Telephone Number _____

Business Mailing Address _____

Home Mailing Address _____

Home Telephone _____

Education:

Field of Study	Degree	Univeristy	Year Degree Received (In parenthesis if not received but anticipated)
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

(In descending chronological order, latest degree first)

3. Professional Employment History:

Year - Present

Cairo University

Year - Year

4. Professional Experience (Faculty of Economics & Political Science, FEPS)

This section provides information on capabilities, background areas, and on what the person can do.

- a. (Description of your responsibilities and activities performed for Faculty of Economics & Political Science - Local Government Administration Diploma Program)

Year - Present

Faculty of Economics & Political Science

5. Professional Affiliations:

List professional or work-related organizations to which you belong.

6. Publications:

List all appropriate reports, books, and articles (include mention of titles, authors, dates, publisher, number of pages, etc.)

Are you interested in participating in any of the following service activities associated with the Local Government Administration Diploma Program?

	YES	NO
a. Teach academic courses in Cairo	<input type="checkbox"/>	<input type="checkbox"/>
b. Teach academic courses outside Cairo in governates	<input type="checkbox"/>	<input type="checkbox"/>
c. Teach workshops and seminars in Cairo	<input type="checkbox"/>	<input type="checkbox"/>
d. Teach workshops and seminars outside Cairo in governates	<input type="checkbox"/>	<input type="checkbox"/>
e. Single-discipline research projects conducted in Cairo	<input type="checkbox"/>	<input type="checkbox"/>
f. Single-discipline research projects conducted in governates	<input type="checkbox"/>	<input type="checkbox"/>
g. Multi-discipline research projects conducted in Cairo	<input type="checkbox"/>	<input type="checkbox"/>
h. Multi-discipline research projects conducted in governates	<input type="checkbox"/>	<input type="checkbox"/>
i. Consultant to government agencies responsible for local government administration (work in Cairo)	<input type="checkbox"/>	<input type="checkbox"/>
j. Consultant to government agencies located in governates	<input type="checkbox"/>	<input type="checkbox"/>

In what role (s) would you be willing to participate in appropriate service projects?

Consultant	<input type="checkbox"/>
Major contributor	<input type="checkbox"/>
Project Director	<input type="checkbox"/>

9. How many days do you estimate you would be able to devote to such appropriate service projects during the current school year?

1 - 10 11 - 20 21 - 40 41 - 60

61 - 80 81 - 100 More than 100

10. Please list your area(s) of professional specialization (e.g., revenue administration, budget theory, personnel management, etc.)

11. Please list the subject areas of administration in which you are most interested (e.g., health care delivery, regional planning, etc.) Please be as specific as possible.

Would you be willing to participate with FEPS in the preparation of proposals or grant applications for appropriate service projects?

YES

NO

Do you have specific sponsor contacts or research program knowledge that you would be willing to share with FEPS to assist in promoting the acquisition of appropriate grants and/or contracts?

YES

NO

Please list any available facilities and equipment you would be willing to share or otherwise provide for use on appropriate research/service projects (e.g., desk computers, unit record equipment, library facilities or literature, office equipment, etc.)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Please list sponsored research and service projects in which you have participated during the past five years.

	GRANT	CONTRACT
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

6. Please indicate the kinds of research support services you anticipate you will need during this school year.

- Research Design
- Data Collection
- Data Reduction
- Computer Programming
- Data Analysis
- Report Editing
- Publications/materials
- Graphics
- Other

7. Please indicate areas of specialization in which you have some background and an interest in developing further.

8. Please list any others you feel might be interested in participating in research in the general area of public and environmental affairs.

NAME

CAMPUS ADDRESS

PHONE

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____