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TITLE: A REPORT ON THE PROPOSED ORGANIZATION  
FOR THE (UNIT)

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State for Economic Cooperation with the United  
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COPIES FOR REVIEW: USAID, EGYPT

## BACKGROUND

In early 1981 a new AID Coordination Agency (UNIT) was created within the Ministry of the Economy to coordinate all aspects of U.S. bilateral economic cooperation with the Government of Egypt. Subsequently, the Senior Undersecretary of State for Economic Cooperation with the U.S.A., has sought to identify a set of management and operational options along which the newly created UNIT may be organized to achieve maximum efficiency in coordinating U.S. assistance to the Government of Egypt within the framework of economic cooperation between the two countries. The UNIT is considering a number of organizational options covering relations between USAID and the UNIT and among USAID, the UNIT, and Egyptian Ministries, agencies and other entities involved in the U.S. assistance program.

## OBJECTIVE

To assist the UNIT in optimizing its operations and obtaining maximum efficiency, the services of a management expert were required. The services of Dr. Adel I. El-Ansary, Professor of Business Administration<sup>1</sup>, George Washington University, and management consultant were acquired to evaluate the managerial and operational merits of proposals for organizing the UNIT and its work and to make recommendations regarding changes and improvements.

## METHOD

In order to implement the assignment it was necessary to define the problems and obstacles hampering economic cooperation projects and assess the nature and extent of the tasks of the UNIT. For these reasons, Dr. El-Ansary, during his visit to Egypt from August 17, 1981 to September 4, 1981, held a number of meetings with officials of the UNIT and USAID Egypt.

The current organization and work procedures of the UNIT were thoroughly examined, a number of joint meetings with implementing Egyptian Government agencies were attended, and sample projects were studied and discussed with the UNIT's officials.

## REPORTS

A number of recommendations were made to the Senior Undersecretary of State for Economic Cooperation with the U.S. in several personal briefings. This draft report summarizes our recommendations and pinpoints areas of need for special attention. The working paper (Proposal) provided to us by the UNIT serves as a frame of reference for this report, since its evaluation represents the focal point of our effort. Appendix A to this report is the proposal entitled "The Technical Secretariat for Foreign AID's Organizational Structure and Function." It represents a technical document on the proposed study to develop the UNIT's organizational structure.

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<sup>1</sup> This report is prepared by Dr. Adel I. El-Ansary in his capacity as a management consultant.

## ORGANIZATIONAL DOMAIN

The current organization of the economic cooperation function within the Ministry of the Economy is rather complex and extensive covering a number of countries and country groupings as shown in organizational chart in Appendix B. In reference to the special decree establishing the Supreme Committee for Planning for Foreign Loans and Aid Received and their Allocation and to the decree establishing the Subcommittee thereof (Appendix C), the emphasis is on the overall planning and utilization of loans and aid received from all countries. It is not clear from the proposal whether the proposed organization structure is to be designed for all aid or the UNIT, i.e., for economic cooperation with the U.S.A. It is a must that the domain of the UNIT or Technical Secretariat, as referred to in the proposal, be established first.

Additionally, in late August 1981, the Egyptian Government requested that it receives US aid in a lump sum grant. The request, if approved, implies that the tasks of the UNIT would expand to absorb many of the functions of USAID offices. It may be judicious to await the outcome of these sensitive negotiations prior to the design of any organization structures and procedures.

Furthermore, the proposal implies that the UNIT will absorb some of the functions currently performed by other Egyptian Government Ministries and agencies recipients of the grants and loans, e.g., establishing project priorities and contracting feasibility studies. While the intent of integrating all functions under the UNIT is to speed up and optimize the use of aid resources, domain disputes with other ministries and agencies of the Egyptian Government is a harsh reality that has to be dealt with. Organizational domains have to be negotiated and cannot be decreed. Further work is needed as to the methods and means to effectively establish the new domains.

## MATRIX ORGANIZATION

The proposal encompasses the introduction of Project Leaders or Liason Officers to be directly responsible for a particular project. The deployment of project management type of organization implies the use of complex matrix organization structures that rely heavily on clear delineation between line-authority and coordinative-functional organizational relationships. The proposal needs to clarify the concept, use precise terms, and specify the use of matrix structures. For example, is the Project Leader really a Project Manager? If such is the case should he/she have line responsibility to the UNIT or to the grantee Egyptian ministry or agency? The proper deployment of matrix structures can be very effective in achieving inter-organization coordination, i.e., coordination between the UNIT, grant-or-aid-recipient Egyptian Government ministries or agencies, and USAID.

## SYMPTOMS VERSUS PROBLEMS

The UNIT as an organization was chartered to deal with the problem of slow pace of AID project programming, contracting, and implementation by Egyptian Government ministries and agencies. It is our observation that this problem is more of a symptom rather than the problem. Most, if not all, USAID projects are complex requiring a great deal of technical and managerial skills as well as coordination between a number of government agencies and ministries. It is our judgement, based on evidence from meetings, interviews, and examination of sample projects, that the real problems are:

1. The lengthy and bureaucratic procedures on the part of USAID and Egyptian Government. Indeed, the aid granting and receiving mechanisms themselves are handicapping.
2. The lack of interorganizational coordination and the attempt of each government ministry or agency to have the "upper hand" and the "final word."
3. The lack of well-qualified and well-trained personnel to handle the great number of complex projects undertaken.
4. The reliance on centralized decision making in relation to most aspects of the projects.

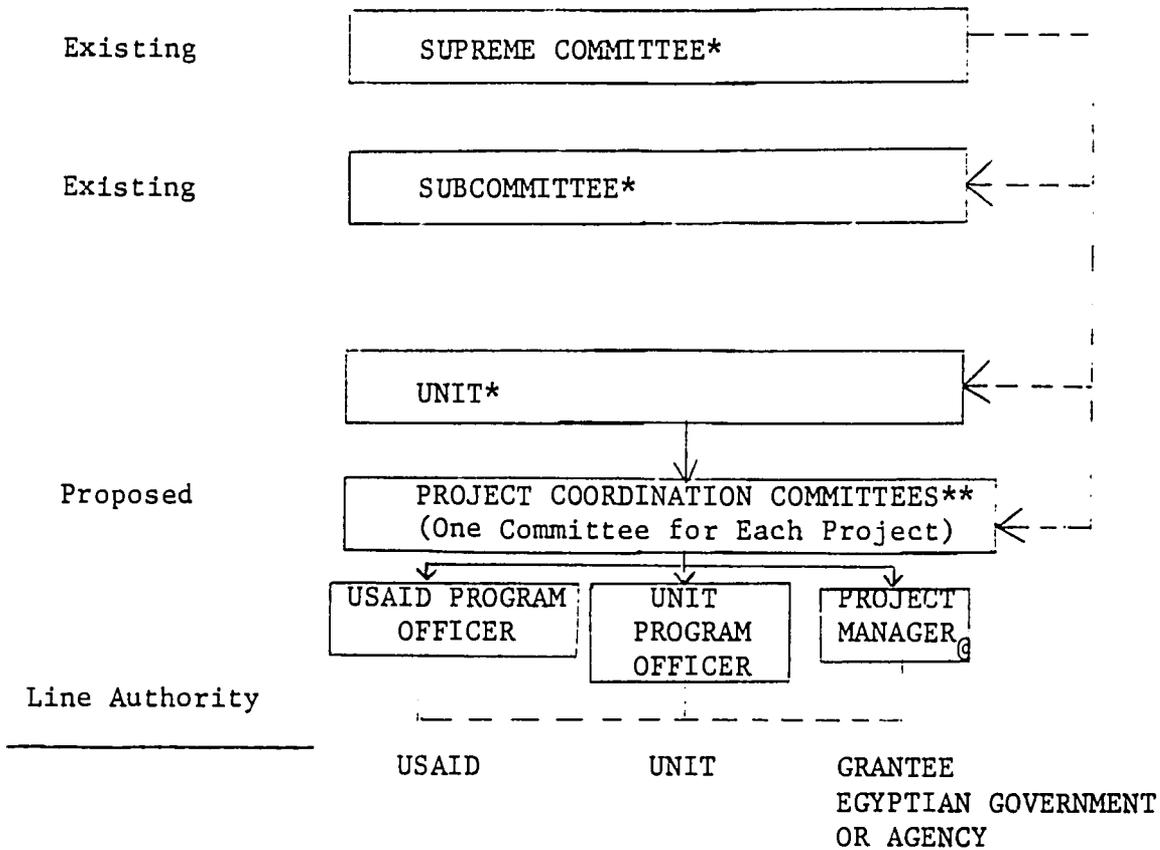
Therefore, the thrust of the UNIT's effort should be on simplifying procedures and the development and deployment of coordinative and follow-up mechanisms rather than assuming functions currently performed by other ministries and agencies. The latter may further complicate current problems. The committee structure deployed currently, in part, can achieve necessary coordination as shown in Chart 1.

The Senior Undersecretary of State for Economic Cooperation with the U.S. underscored this coordinative role by bringing together all parties involved in each slow-pace project. We observed his success in resolving conflicts and identification of problem areas in two projects during the period of our visit. Nevertheless, he pointed out the need for the institutionalization of the process so that involvement would be rather objective than dependent on the person in charge.

This coordinative thrust and focus should not be lost in the excitement of formalizing the UNIT's functions and structure. The UNIT's functions and structure should reinforce its role as a coordinative agency with formal follow-up authority and liaison functions with other Egyptian Government ministries and USAID. Chart 1 is the reference point for the role of the UNIT.

It should be noted here that the identification of the UNIT's functions and thrust as a coordinative agency would alleviate potential organizational domain problems and reinforce the benefits potentially available through the deployment of matrix organization as alluded to in earlier sections of this report.

CHART 1. COMMITTEE ORGANIZATION TO ACHIEVE EFFECTIVE COORDINATION.



----- Denotes functional coordinative relationships

(\*) Denotes linkage position.

\* Senior Undersecretary of State for Economic Cooperation with the U.S. as General Secretary of the Supreme Committee, Chairman of the Subcommittee, and Head of the UNIT.

\*\* UNIT Program Officer heads the Project Coordinative Committee and reports to Head of the UNIT.

@ Each project should have a manager reporting to the grantee agency or ministry. While Project Manager's responsibility is confined to one project, Project Officers at USAID and UNIT are responsible for a number of projects.

The proposal assumes no difficulty in recruitment of personnel to staff positions in the new structure as evidenced in the time bands assigned for completion of the study and training of personnel. Given the lack of well-qualified and well-trained personnel to deal with complex projects, we anticipate that the UNIT will face difficulties in implementing the proposed structure. Special compensation schemes are necessary to attract desirable personnel and the institution of continuous training programs is a must to support any proposed structure. Without these elements the UNIT will not be able to undertake effectively its mission.

#### ORGANIZATIONAL REALITIES

The proposal contains no reference to the integration of current UNIT's human resources within the new structure. The UNIT's staff expressed concern about their future role. All technical staff members of the UNIT were interviewed to detect current problems and potential promise and difficulties regarding their integration in the new structure. The technical staff pointed out the following concerns that should be considered.

1. Inadequate compensation given work loads and in reference to compensation schemes of the Investment Authority, another agency of the Ministry of the Economy, as well as the appointment of recent college graduates in nontenure-track slots at special higher wage scales ( *المرتبات الخاصة* ) than tenure-track appointments.
2. Reliance on time-consuming on-the-job training by current staff members to train new staff on one-to-one basis. Experienced staff favor the reliance on formal training seminars handled by them to reduce training time and enhance the prestige of experienced staff.
3. The "trickle approach" to new appointments, i.e., staffing new slots one at a time. This enforces the need for on-the-job training and raises the attendant time, effort, and staff productivity issues.
4. Inadequate training for experienced staff particularly in terms of frequency and duration with special reference to training opportunities in the U.S.A. This is deemed to be a positive work incentive.
5. Current job requirements include translation skills particularly English to Arabic. Creating specialized unit for translation is viewed as a favored option by some of the staff members.

The effective implementation of new organization structures requires planning for the integration of current staff into the new structures. Adequate attention should be given to current staff concerns and the integration of the staff into the new organization. Some attention is necessary to measures of informing current staff and integrating their positive feedback and inputs into planning for the new structure.

#### TIME SCHEDULES

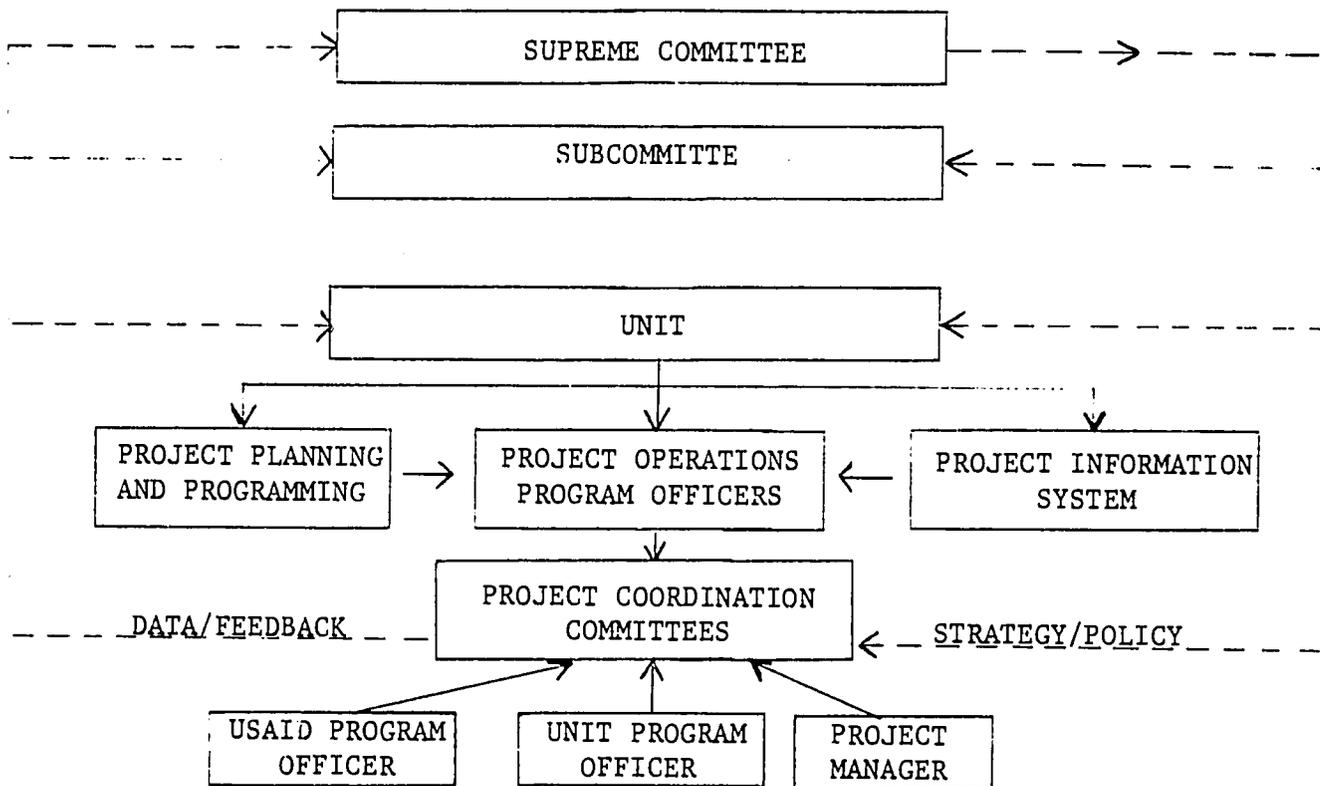
The time schedule specified in the proposal has to be carefully reviewed. It is doubtful that the study can be completed in such short time span. However, the time schedule reflects the desire by the Ministry of the Economy to implement measures necessary to speed up projects as soon as possible. It is advisable to review this strategy since organizational change is a sensitive and oftentimes a slow process. Even if the study is completed within such a short time span, a gradual implementation strategy should be developed.

#### TRANSITIONAL ORGANIZATION

Transitional organization structures may be necessary to reach a balance between the required speed of implementation and the organizational realities requiring gradual implementation of the new structure. The Committee Structure referred to earlier in Chart 1 may be a suitable and flexible format in transition towards the new structure. The proposed organization structure for the UNIT, incorporating the Committee Structure, is shown in Chart 2.

Chart 2 is an attempt to clarify the structure presented in Exhibit 1 of the proposal. While Exhibit 1 demonstrated the functional relationships Chart 2 of this report defines the organization but at higher level of implementation closer to the 100% rate, i.e., one Project Coordination Committee at the UNIT for each project. The structure clearly demonstrates that the focus of the UNIT is project coordination. The Project Planning and Programming and the Project Information Divisions of the UNIT support the Project Operations Division. In its turn, the Project Operations Division insures coordination with USAID and the grantee ministries and agencies of the Egyptian Government. Responsibilities of the proposed divisions of the UNIT are tentatively explored below.

CHART 2. THE PROPOSED ORGANIZATION STRUCTURE FOR THE UNIT.



## PROJECT PLANNING AND PROGRAMMING

- Receives the national plan and translates the plan in terms of projects and financing requirements.
- Matches projects with sources of finance using data banks of the Project Information Systems Division.
- Maintains project pre-feasibility and shelf feasibility studies.
- Provides recommendations to Head of the UNIT to be submitted to the attention of the Subcommittee and Supreme Committee.
- Responsible for the preparation of reports and arranges all data files required by the Subcommittee and Supreme Committee.
- Maintains close contact with USAID-Egypt with regard to the above tasks, seeks their assistance, and considers their recommendations.

## PROJECT INFORMATION SYSTEMS

- Retrieves all policy decisions from the Supreme Committee and Subcommittee.
- Transmits all policy related directives and information to Project Planning and Programming and Project Operations Divisions.
- Maintains all data banks on the national plan and projects in the planning, programming, contracting, and implementation stages.
- Provides reports and follow-up data and reports required by Project Planning and Programming and Project Operations Divisions.
- Generates all reports necessary for all Project Coordination Committees and provides follow-up reports to Project Officers.

## PROJECT OPERATIONS

Project Officers in the UNIT are the line officers having the sole responsibility for project follow up throughout its life cycle. They draw up from the resources of the other Divisions of the UNIT and head the Project Coordination Committee to see the projects through. They coordinate with all ministries and agencies and are responsible for the resolution of conflicts that may arise during the project life cycle. They obtain project implementation data from Project Managers and feedback such data to the Information Systems Division.

## CONCLUSION

The above report has been reviewed with the Senior Undersecretary of State for Economic Cooperation with the U.S. The Senior Undersecretary suggested that the structures proposed in Charts 1 and 2 are workable and should be explored further particularly in terms of the following questions.

1. Should the tasks of the existing committees, i.e., Supreme and Subcommittees, be revised?
2. What are the decision-making responsibilities of each of the committees?
3. What are the information requirements for each of the committees?
4. What is the proper role of the UNIT, USAID-Egypt, and Egyptian Government Ministries?
5. What are the necessary information and communication flows between the committees, Egyptian Government Ministries, and USAID-Egypt?
6. Should the UNIT proceed with the development of this organization structure within its own means?

It was agreed that exploring these questions, in detail, is not within the scope of this assignment. The proposal provided by the UNIT is a good approximation of the tasks involved in providing answers to these and other questions related to the complete development of the organization structure.

The Senior Undersecretary should assess the availability of his staff, particularly at the senior level, as an important determinant of whether the UNIT should proceed to develop the structure within its own means. The UNIT may select to solicit the assistance of consultant(s) to work with its staff on the assignment. Alternatively, the UNIT may assign the task in its entirety to consultants.

APPENDIX (A)

THE TECHNICAL SECRETARIAT FOR FOREIGN AIDS:  
ORGANIZATIONAL STRUCTURE & FUNCTIONS

June 1981

it will interact with the Policy Making level on the one side and with the Executive and Operations level on the other. Exhibit I shows a preliminary design of the functional relationships of the Secretariat.

The detailed study should cover in detail the following elements with respect to the Organizational Structure of the Secretariat:

1. Complete definition of the Structure.
2. Definition of all the Channels of Communication, Documents of Communication at each level of the Organization and inside each level.
3. Employment Structure and Job Description for each level of the Organization.

### 3. PROJECTS FOLLOW-UP

The Ministry of Economy intends to develop a new scheme for project follow-up to create a process of significant and positive impact of implementation. This scheme, amongst other things, has the following objectives:

- 3.1 introducing the concept of Project Leader (or Liason Officer) to be directly responsible for that particular project. The Job Description for such leaders is needed.
- 3.2 designing a set of "Instruction Booklets", to guide the uses of foreign assistance with regard to the necessary procedures, the rights to which they are entitled as well as their obligations.
- 3.3 the development of an Information System to follow-up and monitor the execution of projects. The follow-up procedure should include an analytical part which assesses the economic implications of any delay (speed) in the execution of the project. The effect of the delay on the financial situation of the project and the anticipated cash flow should be produced by this follow-up system.

Due to the need to obtain the information related to all the projects frequently and whenever required without delay, this system of follow-up is best carried out on the computer. Modern techniques of Project Evaluation and Review (e.g. PERT) could be used but need to be supplemented by some financial analysis. Indeed, this ascertains the need for using modern computer techniques.

A consultant (C) is to design the documents for follow-up and train the personnel of the Secretariat on how to implement the system manually at least at the early stages of the intended development programme. At a following stage a computerized version based on the latest techniques implemented on mini computers can be developed. The report will include further details on the time and cost needed to develop the computerized version.

4. INFORMATION SYSTEM FOR THE UTILIZATION OF FOREIGN ASSISTANCE

One of the major functions of the Secretariat shall be to maintain an up-to-date Information System for foreign aid programmes and projects implemented within. A part of the C function will be to design the information flow in such a way as to guarantee that all the incoming data on projects are added to the Information System.

Needless to say, the design will take into consideration the fact that this Information System will be computerized in the near future.

5. PREPARATION OF FEASIBILITY STUDIES FOR SOME LEADING PROJECTS

The Ministry of Economy intends to take in its hands (as the national body to take care of Foreign Aids) the task of selecting the projects which could be candidates for foreign assistance rather than accepting the suggestions of donor countries. The philosophy behind this can be summarized as follows:

1. The Ministry will endeavour to choose the projects of highest national priority according to the national development plan.

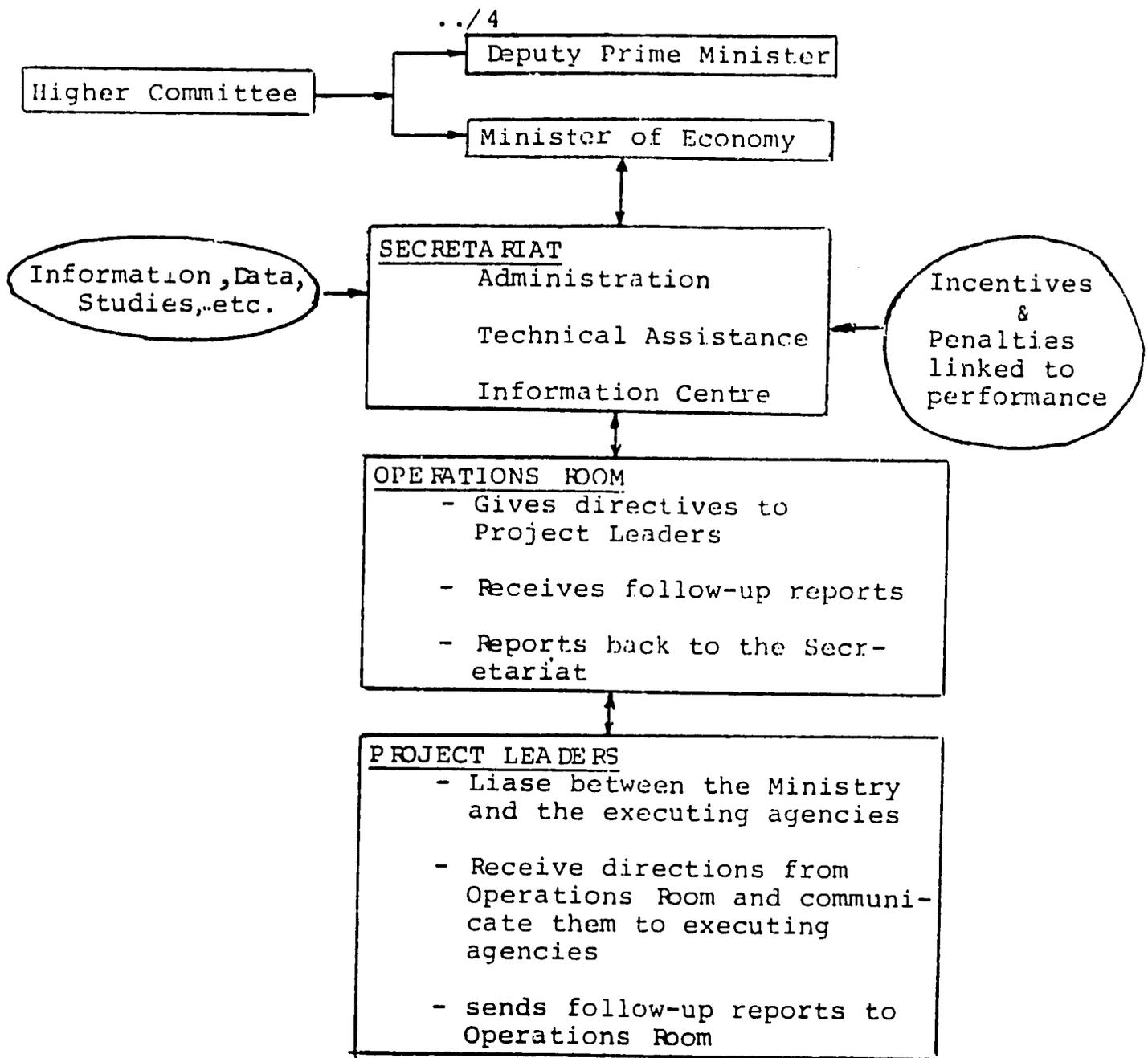


Exhibit I : Functional Relationships of the Technical Secretariat

2. The choice will be such that all the infrastructure and other prerequisites of the project are already met.

It is intended that specialized consulting firms shall carry out, if necessary, the feasibility studies for this activity. Meanwhile, governmental bodies that are known to possess the necessary potentials for undertaking such feasibility studies may be invited to participate.

It is expected that the new technical Secretariat will be given the task of:

- a- Choosing the projects to be studied after consulting with various agencies and with the approval of the policy making mechanisms.
- b- Contracting with well reputed consulting houses and agencies (government or private) within a system of controls to be set up.

C will help in:

- a- Compiling a list of Egyptian and Foreign Consulting bodies which could be considered for conducting feasibility studies. The list will give details with respect to experience required for the projects known to have a high national priority.
- b- Developing a system of controls for the process of conducting feasibility studies.
- c- Developing a scheme of ranking the projects (according to national priorities) for choice of candidates for feasibility studies.

## 6. C's FUNCTIONS

From the previous sections, C's functions could be summarized with respect to the various topics as follows:

### 6.1 The organizational structure of the Secretariat:

6.1.1. complete definition of the structure.

- 6.1.2. development of the employment structure and job description for each level of the organization.
- 6.1.3. definition of all the channels of communication, documents of communication at each level of the organization and inside each level.

6.2 Projects follow-up

- 6.2.1. development of job description for Project Leaders.
- 6.2.2. preparation of the set of Instruction Booklets.
- 6.2.3. development of an Information System to follow-up and monitor the execution of projects, designing of the documents, and training the personnel on how to implement this system annually.
- 6.2.4. preparation of a study which includes the details of implementing the system, mentioned in 3 above, on the computer.

6.3 Information System for the utilization of foreign assistance

- 6.3.1. design of the information flow system and documents.
- 6.3.2. design of the information collection and storage system.
- 6.3.2. design of the economic and management reports to be produced periodically.

6.4 Preparation of feasibility studies

- 6.4.1. Compiling a list of consulting bodies.
- 6.4.2. Developing a system of controls of the process of conducting feasibility studies.
- 6.4.3. Developing a scheme of ranking the projects.

7. DURATION OF THE C'S ASSIGNMENT

The time needed for the functions mentioned in section 6 is displayed in Exhibit II. Total time required for the completion of these functions is estimated to be 2 months.

C's assignment will include training of the Secretariat's staff in implementing the systems developed during the first two months of the study. Further 3 months are estimated to be required for this implementation phase. This brings the total time of the C's assignment to 5 months.

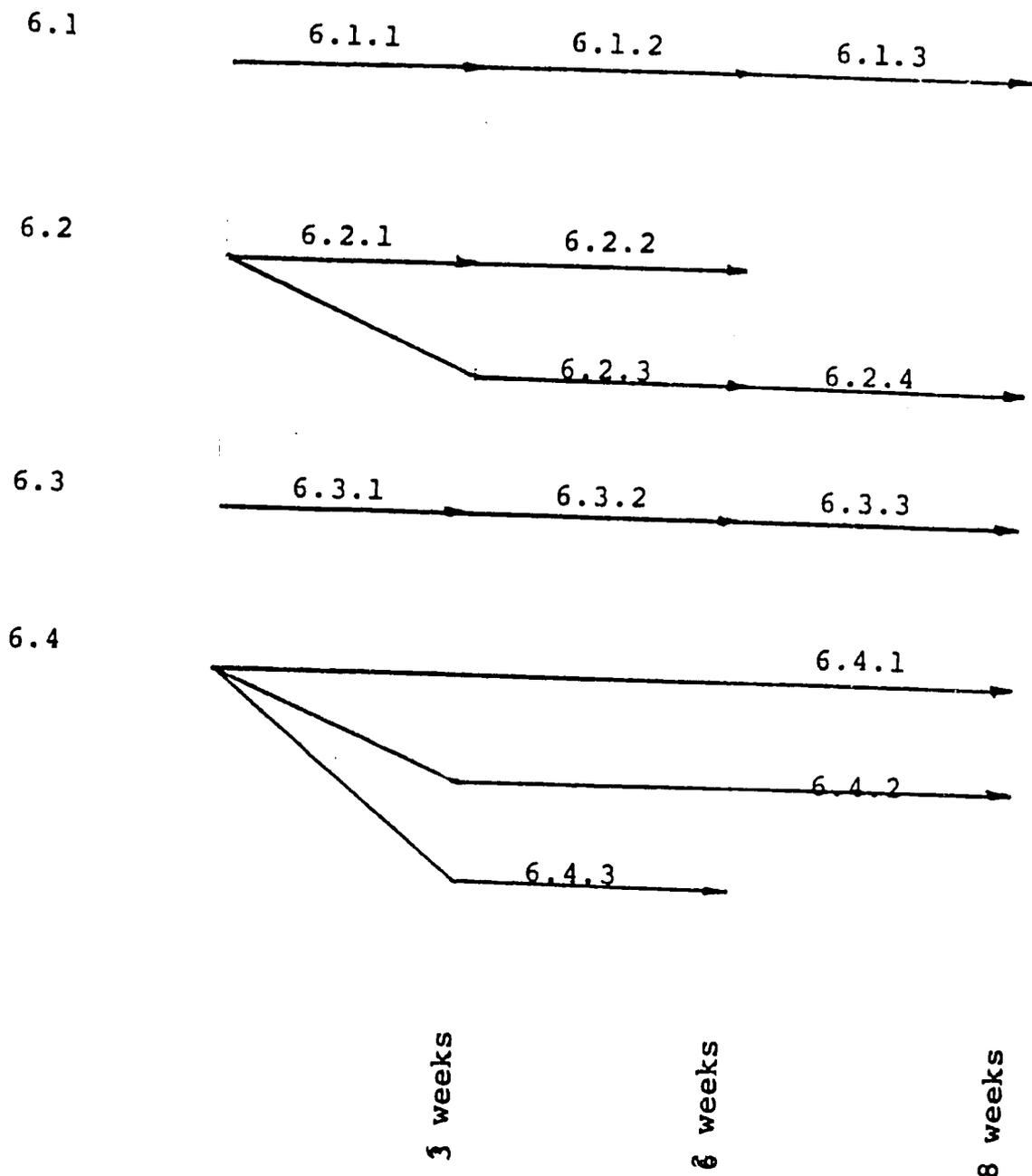


Exhibit II. Functions and time needed for each

APPENDIX (B)

إدارة التعاون الاقتصادي والاجتماعي مع الدول المتقدمة (مدير عام)
إدارة المساعدة للتعاون مع الولايات المتحدة الأمريكية (مدير عام)
إدارة المساعدة للتعاون مع الاتحاد السوفياتي (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الغربية (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الشرقية (مدير عام)
إدارة المساعدة للتعاون مع دول أمريكا اللاتينية والكاريبي (مدير عام)
إدارة المساعدة للتعاون مع دول آسيا (مدير عام)
إدارة المساعدة للتعاون مع دول أفريقيا (مدير عام)

إدارة التعاون الاقتصادي والاجتماعي مع الدول المتقدمة (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الغربية (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الشرقية (مدير عام)
إدارة المساعدة للتعاون مع دول أمريكا اللاتينية والكاريبي (مدير عام)
إدارة المساعدة للتعاون مع دول آسيا (مدير عام)
إدارة المساعدة للتعاون مع دول أفريقيا (مدير عام)
إدارة المساعدة للتعاون مع دول الشرق الأوسط (مدير عام)
إدارة المساعدة للتعاون مع المنظمات العربية (مدير عام)
إدارة المساعدة للمنظمات والتفويضات الخارجية الدولية (مدير عام)

وكيل وزارة

إدارة التعاون مع مؤسسات التنمية الدولية والاقليمية (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الغربية (مدير عام)
إدارة المساعدة للتعاون مع دول أوروبا الشرقية (مدير عام)
إدارة المساعدة للتعاون مع دول أمريكا اللاتينية والكاريبي (مدير عام)

قاع التابعة الرئيسية للتقويم والمساعدات الاقتصادية (مدير عام)

BEST AVAILABLE DOCUMENT

APPENDIX (C)



نائب رئيس مجلس الوزراء  
للشؤون الاقتصادية والمالية

قرار

نائب رئيس مجلس الوزراء  
للشؤون الاقتصادية والمالية  
رقم ١٧٣ لسنة ١٩٨١  
بتشكيل اللجنة العليا لخطط القروض  
والمعونات واستخدامها

-

نائب رئيس مجلس الوزراء للشؤون الاقتصادية والمالية

بعد الاطلاع على الدستور ٥

وعلى قرار رئيس الجمهورية رقم ٢٠٨ لسنة ١٩٨٠ بتشكيل الوزارة وبإعادة تنظيم

المنصب العليا في الدولة ٥

وعلى قرار رئيس الجمهورية رقم ٢٢ لسنة ١٩٨١ بتعديل تشكيل الوزارة ٥

وعلى قرار رئيس الجمهورية رقم ١٢٥ لسنة ١٩٨١ بتولي وزير الدولة للمالية بالنسبة

الى وزارة المالية ووزير الدولة للاقتصاد بالنسبة الى وزارة الاقتصاد لبعض الاختصاصات ٥

قرر :

( المادة الاولى )

تشكل اللجنة العليا لخطط القروض والمعونات واستخدامها برئاسة نائب رئيس

الوزراء للشؤون الاقتصادية والمالية ٥ وضوية كل من :

وزير الدولة للمالية	السيد الاستاذ / فؤاد كمال حسين
وزير الدولة للاقتصاد	السيد الدكتور / سليمان سليمان نورالد بن
محافظ البنك المركزي المصري	السيد الاستاذ / محمد عبد الفتاح ابراهيم
نائب رئيس مجلس ادارة بنك الاسكندرية القوي	السيد الدكتور / محمد الد بن الحنفسي
نائب وزير الاقتصاد	السيد المهندس / محمد السيد اساميل بدوي
المصرف على العمونة الامريكية	السيد الاستاذ / فؤاد اسكندر

( المادة الثانية )

تتولى اللجنة العليا تخطيط القروض والعمونات واستخدامها السهام الاتية :

- أولا - وضع السياسة العامة لاستخدام القروض والعمونات وتحديد احتياجات تمويل الخطة منها بهدف الاسراع في معدلات التعاقد والسحب من هذه القروض .
- ثانيا - مراجعة تخصيص القروض والعمونات المتاحة حاليا لتتطابق مع الاولويات القومية وخاصة الوفاء باحتياجات مصروفات الامن الغذائي ورفع مستوى المرافق وتنفيذ مشروعات استثمار الاراضي .
- ثالثا - اعداد البرامج التي تتفق مع الخطة القومية لاستخدام هذه القروض حتى يتم تنفيذها بنسبها بصفة مستمرة من خلال بنك الاستثمار القوي .
- رابعا - الاتصال بالوزارات والهيئات الحكومية لتحديد احتياجاتها من العمونات والتمويل الاجنبية في اطار خطة طويلة الاجل والتي يتم على اساسها عقد الاتفاقات مستقبلا مع الدول والمؤسسات الدولية .

( المادة الثالثة )

ينشر هذا القرار في الوقائع المصرية .

مصر في ١٩ / ٥ / ١٩٨١

د. كمال حسين

نائب رئيس مجلس الوزراء

للشؤون الاقتصادية والمالية

( دكتور عبد الزمان عبد الجمد )



نائب رئيس مجلس الوزراء  
للشؤون الاقتصادية والمالية

قرار  
نائب رئيس مجلس الوزراء للشؤون الاقتصادية والمالية  
رقم (٣٥٩) لسنة ١٩٨١

نائب رئيس الوزراء للشؤون الاقتصادية والمالية

بعد الاطلاع على الدستور ،  
وعلى قرار رئيس الجمهورية رقم ٢٠٨ لسنة ١٩٨٠ بتشكيل الوزارة وإعادة تنظيم  
المنصب العليا في الدولة ،  
وعلى قرار رئيس الجمهورية رقم ٢٢ لسنة ١٩٨١ بتعديل تشكيل الوزارة ،  
وعلى قرار رئيس الجمهورية رقم ١٢٥ لسنة ١٩٨١ بتولى وزير الدولة للعالية بالنسبة  
الى وزارة المالية ووزير الدولة للاقتصاد بالنسبة الى وزارة الاقتصاد لبعض الاختصاصات ،  
وعلى قرار نائب رئيس مجلس الوزراء للشؤون الاقتصادية والمالية رقم ١٧٣ لسنة ١٩٨١  
بتشكيل اللجنة العليا لتخطيط القروض والمعونات واستخدامها .

قرار

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مادة (١) : تشكل لجنة فرعية في اطار اللجنة العليا لتخطيط القروض والمعونات

واستخدامها برئاسة السيد الأستاذ فؤاد اسكندر وكيل أول وزارة الاقتصاد

ومقرر اللجنة العليا .

وضوية كل من :-

السادة :

وكيل الوزارة لشؤون التمويل الدولي

محمد سمير سالم كرم

بوزارة الاقتصاد .

وكيل الوزارة لشؤون التعاون العربي والافريقي

مدحت عبد العزيز السيد

وكيل الوزارة لشؤون التعاون الاقتصادي

عبد العزيز حسن زهوى

المشرف على مكتب السيد وزير التخطيط

وكيل وزارة التخطيط

مدير عام بنك الاستثمار القومي



نائب رئيس مجلس الوزراء  
للشؤون الاقتصادية والمالية

- ٢ -

مادة (٢) : تتولى اللجنة القيام بتحضير البيانات التي تحتاج اليها اللجنة العليا  
لتخطيط القروض والمعونات الاجنبية وما تكلف به من أعمال تتمثل  
بمسئوليات اللجنة .

مادة (٣) : على جميع الجهات المختصة تنفيذ ذلك .

نائب رئيس الوزراء  
للشؤون الاقتصادية والمالية

  
د . عبد الرزاق عبد المجيد

صنف ١٩٨١/١/٣٠