

**DECISION  
SUPPORT  
SERVICES  
PROJECT**

**FINAL REPORT**

*Prepared for*  
Office of Institutional Development and Support  
United States Agency for International Development  
Cairo, Egypt

*by*  
ARD, Inc.

March 2002  
USAID Contract No. 263-0231-C-00-5044-00

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## Glossary of Abbreviations/Acronyms

AC	Acting Committee
CIDSC	Cabinet Information and Decision Support Center
CU/FEPS	Cairo University/Faculty of Economics and Political Science
DMZ	Demilitarized Zone
DNS	Domain Name Server
DSSP	Decision Support Services Project
ESAIC	Egyptian Shoura Assembly Information Center
Gbps	gigabytes per second
ICT	Information and Communications Technologies
Kbps	kilobytes per second
<i>Madhbata</i>	Minutes of the Parliament
<i>Maglis el Shaab</i>	People's Assembly
<i>Maglis el Shoura</i>	Shoura Council
Mbps	megabytes per second
LAN	Local Area Network
LC	Legislative Cycle
M&E	Monitoring and Evaluation
MP	Member of Parliament
PA	People's Assembly
PAIC	People's Assembly Information Center
PC	Personal Computer
POP3	Post Office Protocol version 3 (Internet e-mail protocol)
RTI	Research Triangle Institute
SA	Shoura Assembly
SSL	Secure Socket Layer
UNDP	United Nations Development Program
USAID	United States Agency for International Development (also known as AID)
VPN	Virtual Private Network
WAN	Wide Area Network
WTO	World Trade Organization
Y2K	Year 2000

## Acknowledgements

A major development effort such as the Decision Support Services Project (DSSP) cannot possibly achieve any of its goals without the active support and participation of dozens of committed individuals and organizations. Providing recognition to each deserving individual would be impossible due to the sheer numbers. ARD, Inc., as the project's prime contractor, would, however, like to express its sincere thanks to all of the various organizational partners who participated in this endeavor during the past seven years, and acknowledge their contributions to the project's success.

The project was fortunate to work with a USAID/Egypt staff that provided leadership, guidance and support in a true spirit of partnership. Though the individuals who filled the positions changed over the years, all who were involved played an active role in planning, implementing and facilitating the project's efforts. Everyone involved benefited as a result of the commitment USAID made to legislative development in Egypt, and its willingness to support that commitment for more than seven years.

DSSP was fortunate in being able to work with a number of parliamentary staff who were sincere in their interest in the institution's growth and development. Working in several different parliamentary units, these individuals were active participants in the project's design and delivery of relevant assistance. Any success the project had was due to their patience and assistance, and their willingness to serve as active partners versus passive recipients.

Research Triangle Institute (RTI) led the project's information systems efforts, including strategic planning and provision of technical support and training. Working hand-in-hand with the Parliament's staff, DSSP's RTI team members were able to transform the legislature's information infrastructure, and the staff's capacity to manage that infrastructure on a long-term and sustainable basis. RTI's involvement was evident from the first through the last month of the project.

The Cairo University Faculty of Economics and Political Science (CU/FEPS) worked closely with project and Parliament staffs to develop and deliver a full curriculum of legislative training, designed specifically for the needs of the Egyptian Parliament. The breadth and depth of this curriculum and the manner in which it was delivered over several years, make it a unique resource. This training program has since been adapted for other legislatures, and DSSP is proud to have been able to support the development of CU/FEPS' legislative analysis and support capabilities.

The Center for Legislative Development was an important partner in the project's initial years, responsible for training design, and management and delivery of overseas training programs, including three Masters Degree programs. These training opportunities significantly enhanced the staff's comparative experience and understanding of legislative information in an information technology driven world.

DSSP fostered relations with many Cairo-based vendors and service providers, nearly 40 training providers alone in addition to technical assistance and equipment firms. The experience these organizations now have working in the Parliament represents a significant legislative resource.

Finally, ARD's DSSP staff are to be acknowledged for their tireless efforts, resolve, and good humor.

## 1.0 Introduction and Background

The Decision Support Services Project (DSSP) was a seven-year USAID-funded effort to improve the Egyptian Parliament's abilities to use and manage information for legislative decision making. This implementation contract, which will be completed in March of 2002, was awarded to ARD, Inc. in 1995.

As stated in the ARD contract, the DSSP goal and purpose was to improve the Parliament's information capabilities, including its capacities to collect, manage and analyze information, in order to enhance the Parliament's legislative, advisory and oversight capabilities. Project activities were undertaken collaboratively with both houses of the Egyptian Parliament; the People's Assembly (PA or *Maglis el Shaab*) which is a full legislative body, and the Shoura Council (SA or *Maglis el Shoura*) which is a consultative or advisory body. As a result of project assistance, members and staff were to have better access to information, and improved capabilities to use these improved information resources in order to conduct better research and provide better analysis. The project's strategic objective was

*Increased use of information services by the legislature in decision making.*

This Final Report summarizes the activities that ARD and its partners undertook in an effort to achieve this objective.

- This section provides background information: describing what the Parliament's information capabilities and needs were in 1995, how the project was designed to meet those needs, and how DSSP adapted to meet those changing needs.
- Section 2 discusses the project's activities, including the methods and approaches that were used, focusing on the training provided and the advancements made in information technology.
- Section 3 is devoted to the project's impacts and accomplishments in regard to how the use of information in the Parliament has changed during the past seven years.
- Section 4 provides a list of recommendations and summarizes the developmental lessons learned regarding provision of legislative assistance in Egypt.
- Finally, a series of annexes provide basic information regarding the training and technical assistance provided.

### 1.1 Project Objective

In the mid-1980s, the United Nations Development Program (UNDP) worked with the Egyptian Parliament to conduct a series of studies to assess the Parliament's information needs. These assessments concluded that the Parliament's abilities to conduct policy analysis and formulate policy, to provide executive oversight, and to fulfill other of its constitutional mandates were hampered by a lack of reliable information. As a result of these studies, a comprehensive information modernization plan was developed and supported by the UNDP.

Further analysis of the legislature's information needs and requirements was conducted through USAID-funded assessments in 1993. These analyses identified a series of shortcomings, which were described in ARD's DSSP contract as follows:

- members lacked adequate information relative to the needs of their constituencies, and also were not familiar with how legislatures used staff to conduct research;
- staff lacked skills in research and analysis, and produced research that was descriptive as opposed to analytical;
- the library was not automated, and was not oriented towards providing information services to members (it was an information repository as opposed to being a modern, proactive source for information);
- parliamentary staff lacked the skills required for providing member services; and
- the institution as a whole was not automated and did not support legislative research and information needs.

USAID designed the Decision Support Services Project in 1994 to help address these needs. A Request for Proposals was prepared and as a result of a competitive procurement process, a five-year contract for \$10,985,747 was awarded to ARD, Inc. and its partners in February of 1995.

The contract acknowledged the political sensitivities associated with working with a sovereign legislative body, and noted that, "USAID must avoid any appearance of involvement in public policy making and shall therefore concentrate in this project on transmitting the technical aspects of research and information methodologies." Three primary tasks were required:

1. To stimulate a demand for information by members.
2. To create a proactive information service in the staff.
3. To improve the administrative functions of the PA/SA.

Originally written with an "output" orientation, the contract described a number of "task groupings." Within the first year of the contract, these were rephrased in a contract modification as a series of results and intermediate results.

The project was to support USAID's subgoal:

*An improved environment for the growth of democracy.*

Under this subgoal, the project addressed the objective:

*Increased use of information services by the legislature in decision making.*

The project supported accomplishment of this objective by targeting activities (training, technical assistance, and commodities procurement) towards a series of primary and intermediate results.

*Primary Result 1.0: Increased Members' demand for improved information services in decision making; and*

Primary Result 2.0: *Improved information services.*

Intermediate Results:

- 2.1 *Staff producing public policy research and analysis;*
- 2.2 *Staff producing relevant background information, analysis and issue briefs;*
- 2.3 *Library services more responsive to legislative needs;*
- 2.4 *Improved management of human resources in support of information services; and*
- 2.5 *Increased application of automation in support of information services.*

## **1.2 Project Background**

The first two years of the project proceeded essentially as planned with activities designed to meet all of the above stated results. The initial years were designed as a preliminary phase, setting the stage for more intensive activities in the later years. Initially, the project concentrated on development of a life-of-project training program design, and delivery of preliminary training programs. By the end of the second year, more than 100 training workshops were conducted for the Parliament. They were primarily introductory programs that lay the groundwork for later, more in-depth training. Commodity procurement was also initiated, primarily purchasing desktop computers and printers to meet the requirements of staff and managers. A series of activities were developed to meet the needs of the Parliament's library, including basic library and collection management. The primary focus of these initial activities was to establish a positive working relationship with the Parliament's management and staff.

Early on, two important constraints were identified. The first was the difficulty associated with working directly with, and developing activities meant to meet the needs of members of Parliament (MPs). The second was associated with the Parliament's reluctance to share information (e.g., surveys, and interviews) that would assist with preparation of a project monitoring and evaluation (M&E) system.

Despite these difficulties, significant progress was made in regard to both developing a working relationship with the Parliament, and in terms of delivery of project activities. For example, during the period between April and November 1997, DSSP conducted over 100 in-country training sessions, and six observational study tours. The Library component of the project advanced significantly with the development of management, collection and library automation plans. The computer centers began developing long-term information technology strategies and were exposed to new developments in networking technologies through observational study tours. Furthermore, the Parliament's management began to participate actively in project planning activities.

Unfortunately, in November 1997, this momentum was brought to a halt when questions were raised in the Parliament by members of the opposition regarding the role and influence of foreign

assistance in the Parliament. Though the DSSP had always been sensitive to its purely technical role, these questions caused all involved—USAID, the Parliament, and ARD—to rethink project implementation and process. While no criticism was expressed for previous project achievements, the Parliament communicated that project results could now be best achieved by focusing more completely on automation and information technology development. In-depth and lengthy discussions regarding how project results could best be achieved proceeded from this point. As an immediate result, many of the activities that were planned were delayed or cancelled, at the Parliament's request. Activities that did not have an automation focus were stopped or put on hold, and project activities slowed dramatically.

To facilitate the discussions, ARD prepared an Information Technology Strategic Plan, and a Mid-Term Review in February and March of 1998. The plan described the institutional skills that the Parliament had developed during the previous two years, as a result of DSSP assistance. These included the staff's enhanced capabilities in research and analysis, and also the computer center's increased capacities regarding management and use of information technologies (both hardware and software). It further noted that the Parliament at that time lacked a campus-wide computer network, and this was proving to be a serious constraint. The lack of a network hindered the effective production of information and the timely availability and wide dissemination of that information. Based on discussions with information center staff at the Parliament, the review described how a computer network would provide researchers with access to internal and external resources and provide information users with improved access to research products. The case was made that the presence of a reliable, robust, information network within the Parliament would significantly facilitate the retrieval, analysis and dissemination of information, and thus was consonant with DSSP's objective.

Improved information technology was always intended to be part of the project's approach. What the mid-term review, and the discussions leading up to it made clear was that rapid advances in information technologies were forcing significant changes in the Parliament's research and information systems. Working with DSSP, the Parliament had explored the relative merits of the different technological approaches available to respond to those technological changes. They had selected a networking approach, but lacked the resources to install the agreed upon system. This technological gap, and how DSSP might be adjusted to respond to these needs, ended up being the focus of intensive discussions among USAID, the Egyptian Parliament, and ARD.

As a result of the mid-term review, and the negotiations between USAID and the Parliament, the automation strategic plan became the focus of all remaining DSSP activities. USAID modified ARD's contract in the fall of 1999 to extend the project for an additional two years (until September of 2001) and provided additional resources (increasing the budget from \$10,985,747 to \$12,549,474) to enable additional equipment procurement and so that project resources could be devoted to implementation of the automation strategy.

With the modification in place, ARD proceeded to procure the equipment that would form the basis for a fully networked, campus-wide automation system. Much of that equipment was delivered and installed in 1998 and 1999, providing staff with the means to better access the Parliament's store of legislative information. Perhaps more importantly, staff then began to have better access to the Internet and the worldwide sources of data and experience which that entails.

The decision to further orient the project towards information technology development assured that the project, while still faithful to its objective, was also fully responsive to the needs that the Parliament expressed, and assured a direct impact on the Egyptian Parliament's access to information. Having access to information technology does not ensure that the organization as a whole, nor the individuals within it will use the information for more informed decision making, but it did ensure that as the demand for information evolved, Parliament had the tools available to meet that demand.

After the contract was modified, project resources were oriented towards the purchase and installation of equipment. By the close of the project, nearly \$3 million was spent on information technology equipment. Information technology staff was trained in the development and maintenance of networking systems. Individuals were trained in computer applications and the effective use of the new research and information systems, including training in the retrieval, analysis, compilation and dissemination of information, and in how to best use the system to access information necessary for parliamentary work. In the final years of the project, the delivery and development of enhanced information technology equipment led to substantial delivery of project technical assistance and training related to the use of those systems. In addition, as time went on, the Parliament's interest in related activities also developed. For example some of the activities that resulted from the development of the information technology plan included the following.

- **Training** - DSSP provided basic and advanced computer education, as well as English language training, training in parliamentary English usage, budget and finance analysis, bill drafting, report preparation, and research methodologies (see Section 2.2 and Annex 1).
- **Technical Assistance** - The project identified, in collaboration with the Parliament, a list of essential "Quick Reference" documents for legislative research, and then procured and delivered these materials. In response to a request from the Library, DSSP provided the services of a library information technology expert to the Parliament's library to help ensure that unit's needs were incorporated in the overall automation system (see Annex 2).
- **Development of the Legislative Environment** - DSSP also supported activities that did not necessarily, strictly speaking, fall within the parameters of any single project activity, but were important for the contribution they made to legislative development in Egypt. These included support for the development and implementation of a model, Youth Parliament; cooperation with the Palestinian Legislative Council (via a USAID/West Bank and Gaza-funded, ARD, Inc.-implemented, legislative development project) for Cairo-based training programs; collaboration with the Arab Parliamentary Training Center for development and implementation of a training seminar for committee staff from Arabic Parliaments; support for the development and implementation of a legislative studies degree program at Cairo University; and collaboration with Cairo-based providers who gained experience working with the legislature (see Annex 3).

All of these program activities were developed and implemented after the project modification in 1999, and are further described in the succeeding sections of this report. The original assumptions about how project objectives would be achieved changed, and the project's methods

had to adapt. An explicit focus on development of the information technology infrastructure proved to be important for meeting the evolving needs of the Parliament, and significant resources were focused on commodity purchases. Ultimately, however, a balance was achieved between the infrastructure needs, and institutional development.

The project proceeded as planned with an information technology orientation through September of 2001. At that time a six-month no-cost extension, through March 31 of 2002, was negotiated to accommodate further automation of the Parliament's library. The final six months of the project were devoted to the library automation tasks, and final consolidation of the networks in the People's Assembly and Shoura Council.

## 2.0 Project Activities

DSSP's approaches to increasing the use of information in the legislature were based on an evolving understanding of what was acceptable to the legislature, not only in regard to what its greatest needs were, but also what would be accepted as donor-funded assistance. DSSP implementation did not lend itself to an application of any fixed sets of methodologies or practices. Accomplishment of project objectives instead required a facile adaptation to the Egyptian political and bureaucratic environment. In practice this required, first and foremost, developing a credible, trustworthy relationship with counterparts in the legislature. This trust and credibility was built on responsiveness and an ability to deliver that which was required. Second, it required flexibility. Over the course of time, opportunities opened and closed. Project delivery mechanisms had to remain flexible so that they could adapt and evolve.

The project's scope of work recognized the need to avoid any implication of policy influence and to focus instead on provision of technical services. Nonetheless, it was only over the course of time that project partners came to fully understand the constraints that the political environment would create. Given that the project involved provision of foreign assistance to a sovereign political body, it was inherently sensitive and thus subject to scrutiny and criticism. By developing collegial relationships, and by focusing on technical inputs and advice, project staff were able to avoid unwarranted criticism in regard to project implementation. Scrutiny was impossible to avoid and resulted in the opposition queries that on the one hand slowed project progress, but at the same time resulted in strengthening the project's focus on technology enhancements.

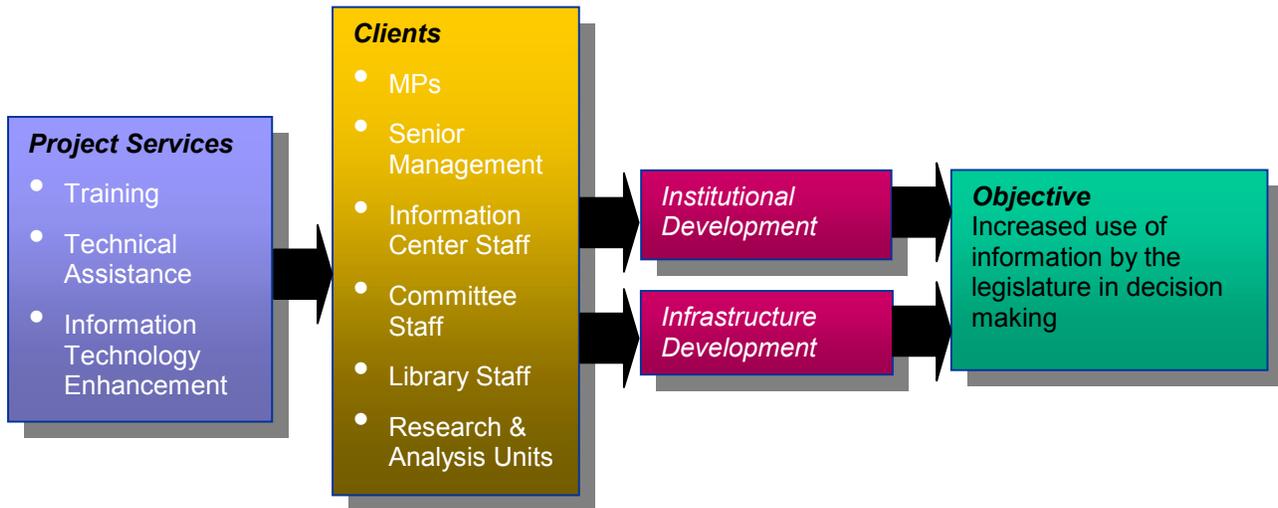
There were additional implications associated with the sensitivities that characterized the political environment. One was the project's inability to engage in a fully satisfactory M&E exercise. The Parliament stymied any efforts to collect data specific to project efforts. That is, no surveys or interviews related to the impact of project activities and resulting changes in use of information were ever allowed by the Parliament. The project developed an alternative system (see Section 4), but the Parliament's reluctance to allow monitoring related to project activities is an indication of the reality the project had to adapt to.

A second implication was the constrained manner in which the project was allowed to deal with MPs. In the first two years, a few activities directly targeted towards the needs of members were allowed. After questions about the project were raised on the floor of the Parliament, no additional activities ever directly involved members. Finally, overseas training opportunities outside of Egypt were also curtailed. In the first few years, project activities included overseas study tours, attendance at conferences, and Masters degree programs. Though there were clear benefits associated with the comparative points of view that participants gained in regard to legislative operations, all of these types of activities were eventually stopped.

These constraints are not recounted in an effort to explain failures or make excuses. On the contrary, they are described in order to convey an understanding of the operative environment. This environment dictated an approach that was flexible and adaptive, and featured several approaches.

This section will describe those approaches (Section 2.1), and the primary areas of project activity they were applied to: training (Section 2.2) and information systems development (Section 2.3).

## 2.1 Implementation Approaches



**Figure 2.1 Implementation Approaches**

DSSP’s legislative development assistance was provided via one of two methods—institutional capacity building, and infrastructure capacity building. These methods are not mutually exclusive. The institutional capacity building included, for example, the training workshops in political science, law and economics that helped research staff to better understand the issues legislators have to confront, and the out-of-country programs that exposed staff and members to legislative information systems in Europe and North America. The infrastructure capacity building included procurement of computer hardware and software, and the requisite training and technical assistance that accompanied those procurements.

The distinction is, however, an important one because it reflects what was sometimes a difference between the donor’s and the client’s expectations. Contract objectives to a degree implied an expectation that institutional reform and/or change would accompany the institutional capacity building. Parliamentary clients resisted interventions that assumed or implied a need for institutional reform. These same clients acknowledged a need for development of the physical, information technology infrastructure. The challenge was to marry the two orientations such that improvements to the infrastructure would prompt an interest in institutional change as expressed through, for example, more ready and open access to legislative information sources through a network and through websites. Or, more freedom for the library to become an open, proactive information service provision unit, versus an information archive.

Flexibility and adaptability were essential to assure continued opportunities for development of information capacities and capabilities. A flexible approach had to be applied to one of the project’s basic assumptions, the need for enhanced demand and increased supply. The project

was designed to address both the supply of, and the demand for, information. Demand was to be stimulated by increasing the members' awareness and use of information. Supply was to be developed by improving the information services that were available to members. Given that opportunities to work directly with members was always limited, and then eliminated completely, direct stimulation of member demand for information was virtually impossible.

DSSP had to adopt a strategy that emphasized the supply side. The project focused on enhancing the professional development of research staff through skills training and technical assistance, to expose them to information strategies in other legislative bodies, and to improve the research equipment and tools that were available to them. Emphasis was also placed on improving the working environment through management training and the creation of excellent information, research and analytic resources. Project efforts to improve demand rested primarily on the provision of information products and services, under the assumption that in the absence of direct actions with members, increasing the supply of information available to them would have to serve as a stimulus for demand.

An additional reality the project had to face was that, because of the political environment and management structure within the Parliament, opportunities to work with various individuals and units within the institution changed over time. In order to assure that project activities could continue and progress could be made, it was important that multiple client relations were developed. Over time, the units and individuals that directly received project assistance included at least the following:

- members of the Shoura,
- members of the People's Assembly,
- Secretary General of the Shoura,
- Secretary General of the People's Assembly,
- Information/Computer Center of the People's Assembly,
- Information/Computer Center of the Shoura,
- the Parliamentary Library,
- Research Services Unit,
- Parliamentary Research Center, and
- research staff of the various committees (both PA and SA).

With all of these clients, a variety of services were provided: technical assistance, training, study tours, conference attendance and assistance for commodity procurement. Furthermore, the assistance was provided through a wide variety of providers, primarily Cairo-based (see Annex 3 - DSSP Training Providers).

Successful implementation of projects that operate in a politically sensitive environment such as the Egyptian Parliament have to put a premium on flexibility and responsiveness. That responsiveness has to include being prepared to take advantage of new opportunities as they present themselves, and a commitment to being responsive to the project's partners, in this case the staff and members of the Egyptian Parliament. In order to be responsive to the Parliament, DSSP provided support for both institution and infrastructure development, primarily through

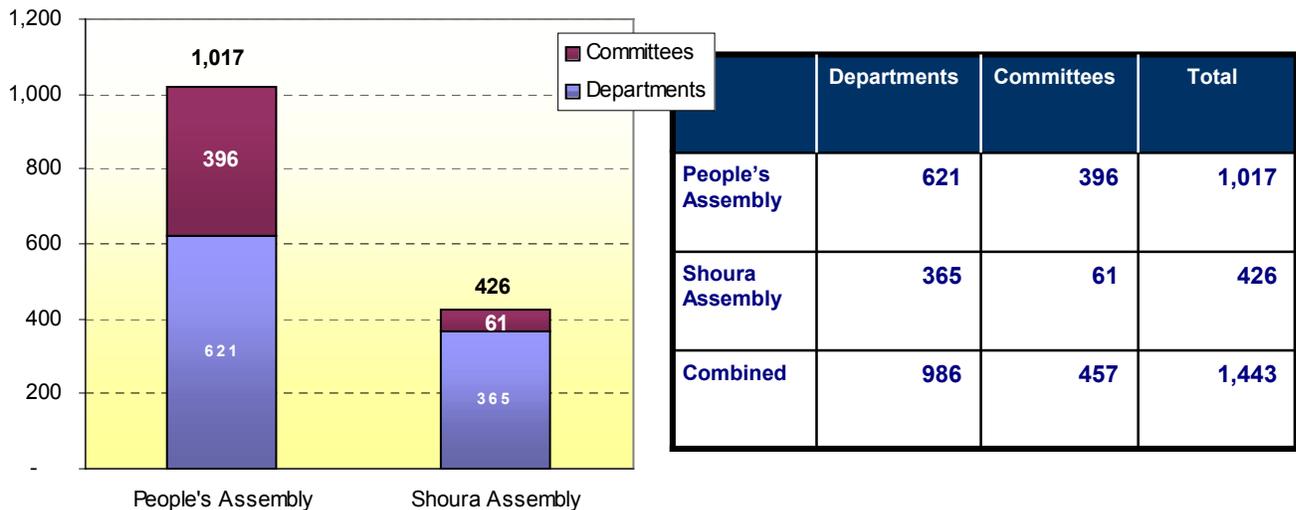
extensive training programs that dealt with all aspects of information management and use, and development of the Parliament’s information technology through a concerted program of training, technical assistance and commodity procurement.

## 2.2 Training

From the beginning of DSSP, all involved viewed training as a major project ingredient. The project partners (USAID, Parliament, ARD) expected that various kinds of training would be needed. One type would increase MPs’ awareness of how information could be used to support both the Parliament’s legislative and oversight functions. Another type of training would be focused on enhancing the capabilities of the professional staff (who worked in the departments and for the standing committees), to analyze, present and utilize information. A third type of training would enable the staff of Parliament’s two information centers to operate, maintain and enhance the computer networks MPs and professional staff would use. Finally, to accomplish some of the institutional development objectives initially pursued, DSSP would provide management training for managers throughout the Parliament’s departments and committees.

Although a few MPs traveled on observational study tours in the first years of the project, it soon became clear that the Parliament was reluctant to have DSSP directly provide training to the MPs. Consequently, training efforts focused exclusively on the staff of the departments and committees in the Shoura and People’s Assemblies. Figure 2.2 provides an overview of that population.

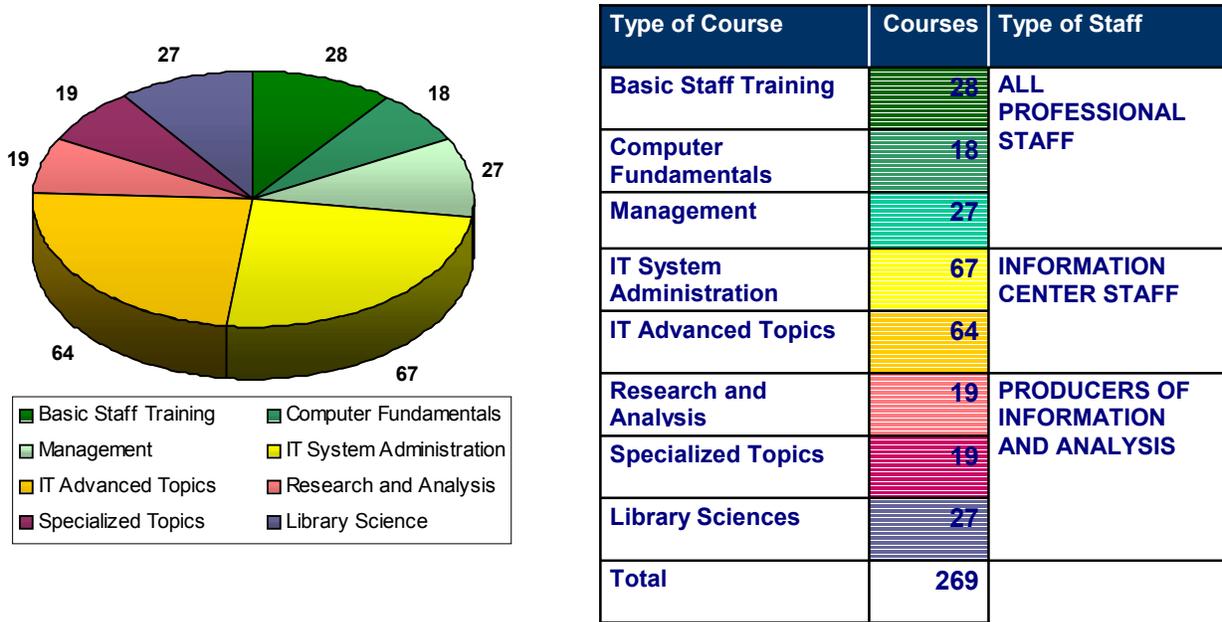
**Figure 2.2 Parliament Professional Staff**



Altogether the professional staff today number 1,443—1,017 in the PA and another 426 in the SA. The majority of these staff come from the departments (27 departments in the PA and 15 in the SA). They also include the committee support staff (18 committees in the PA and 11 in the SA).

Parliament and DSSP worked together to identify training needs. As a result, DSSP eventually offered a wide range of topics to the vast majority of the professional staff in the Parliament. It was quickly determined that all the professional staff would need training in some core courses, which in Figure 2.3 are referred to as the Basic Staff Training, Computer Fundamentals, and Management courses.

**Figure 2.3 Courses Offered**



The 28 Basic Staff Training courses were devoted to topics such as:

- report production, bill drafting skills, writing skills, minute taking and reporting, research summaries;
- English and Arabic language training;
- Parliamentary Operations; and
- introductory courses in Budget and Finance, Economics and Political Science.

The 27 Management Training courses included:

- Management Fundamentals;
- Human Resource Development;
- Managing Change;
- Strategic Planning; and
- Time Management.

Courses in computer fundamentals (18 different courses) were provided to all professional staff, including Windows, MS Office, and Internet Basics. Altogether, professional staff at the Parliament, over the seven years of the project, received training in 73 core courses.

In addition to the training that was provided in computer fundamentals for the entire staff, DSSP also provided extensive information technology training specifically for the staff of the two Information Centers (PA and SA) at the Parliament. In all, 138 staff received training in 131 different courses.

In the area of information technology system administration, these courses include, for example:

- hardware management and maintenance;
- database design, construction and maintenance;
- local and wide area network (LAN and WAN) design and maintenance;
- system recovery;
- backup services; and,
- security services.

Information technology advanced topics courses included application development, programming and system analysis, and website development.

Finally, DSSP provided training to those individuals who are directly responsible for making information accessible to users—committee support staff, library staff and the research services unit (i.e., the producers of information and analysis). Courses in this area were devoted to 19 different research and analysis topics (e.g., advanced skills for economic and financial analysis, conducting field research, legislative documents analysis), 19 specialized research topics courses (e.g., administrative reform policies, comparative public finance, sectoral planning), and 27 library science courses (e.g., acquisition, collection development, system administration).

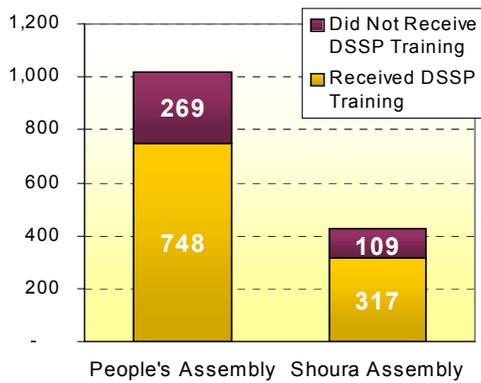
Altogether, in all of these areas (core courses for all professional staff, specialized information technology courses for information center staff, and information production and analysis courses for the research and analysis staff), DSSP provided training in 269 different courses during the past seven years.

Overall DSSP provided training for the vast majority of the Parliament's professional staff. Figure 2.4 illustrates the training coverage DSSP was able to achieve. In the PA, 748 of the 1,017 professional staff received DSSP-provided training. In the SA, 317 of its 426 professional staff received training. Altogether, DSSP delivered training to approximately three-quarters of the Parliament's professional staff.

A closer look at groups of staff demonstrates that DSSP was successful in reaching the most critical staff with training. Library staff play a key role in the information system DSSP has helped the Parliament develop. They perform the conventional tasks of a library such as cataloging, indexing, circulation, inventory control, acquisition and other administrative tasks. DSSP purchased the hardware and software, and provided the training, that enables the library to automate these systems and perform these functions more efficiently. At the same time, libraries

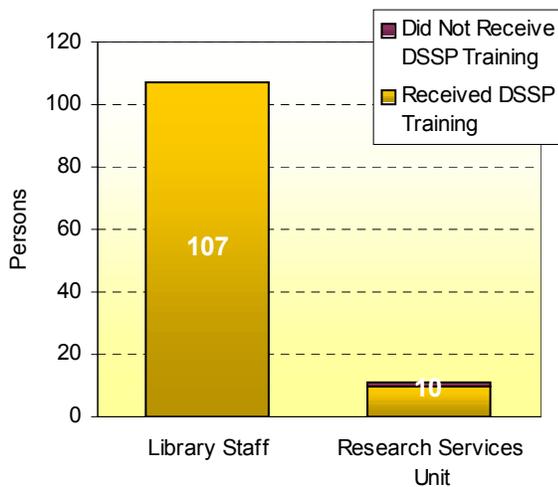
have come to play a much broader role in today’s information systems. Functions now include obtaining information from websites, obtaining information from other libraries, preparing multimedia reports in response to library users’ inquiries, and preparing background briefing portfolios in anticipation of Parliament’s need. DSSP provided the library with the up-to-date hardware and software, and the training, required to perform these tasks. The extensive training the project provided to the library has been essential for optimizing the use of the newly automated functions. Figure 2.5 shows that DSSP succeeded in providing training to all the library’s key staff.

**Figure 2.4 Parliament Staff Receiving DSSP Training**



	Received DSSP Training	Did Not Receive DSSP Training	Number of Staff	Coverage
People's Assembly	748	269	1017	73.55%
Shoura Assembly	317	109	426	74.41%
<b>Total</b>	<b>1065</b>	<b>378</b>	<b>1443</b>	<b>73.80%</b>

**Figure 2.5 Library and RSU Staff Receiving DSSP Training**



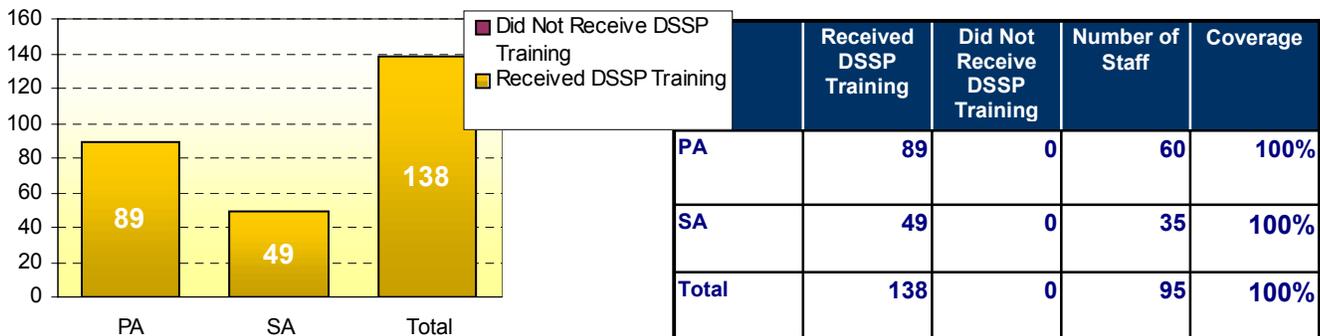
	Received DSSP Training	Did Not Receive DSSP Training	Total Library and RSU	Percent Staff Covered
Library Staff	107	0	107	100%
Research Services Unit Staff	10	1	11	90%
<b>Total</b>	<b>117</b>	<b>1</b>	<b>118</b>	<b>99%</b>

The Research Services Unit within the library is responsible for producing as many as 50 background portfolios each year. Most of these portfolios are prepared in anticipation of the

legislative agenda the PA and the SA are likely to address. Recent topics have included, for example, “The Impact of the Implementation of WTO Agreements on Local Industry,” “Money Laundering,” and “Electoral Reform.” DSSP provided training to nine of the ten staff in this unit.

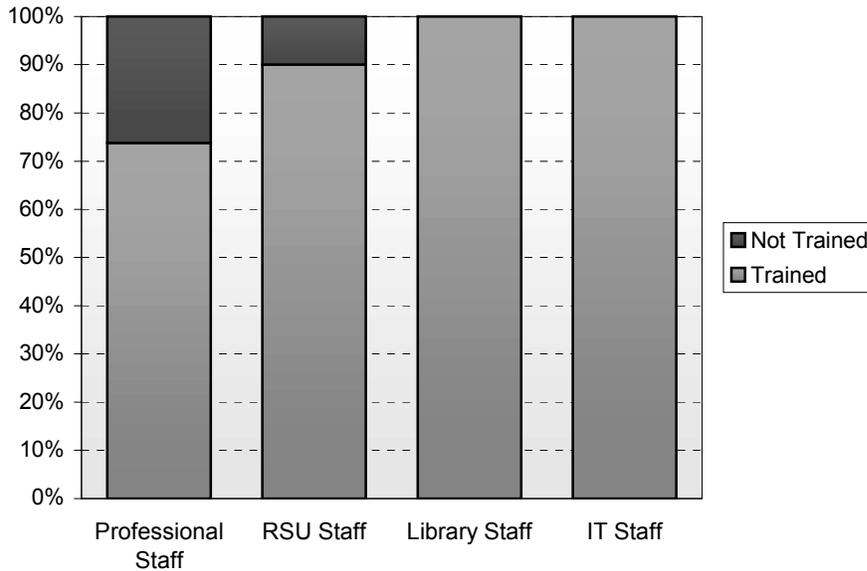
As mentioned, there are two Information Centers in the Parliament—one in the SA and another in the PA. DSSP provided hardware and software to enhance the capabilities of each of those centers. Making those systems work involved a massive training effort. Clearly no computer system can function well without competent staff. Successfully implementing the new networks in both the SA and PA required training a large number of staff who would make those networks work. These included computer operators, programmers, system analysts, database engineers, system administrators and other staff. Figure 2.6 illustrates how DSSP has successfully trained all the staff at both the SA and PA Information Centers. A total of 138 staff received training in 131 different courses.

**Figure 2.6 Information Center Staff Receiving DSSP Training**



At Parliament’s request, DSSP invested heavily in training. By the end of the project, nearly \$3 million had been devoted to training of the Parliament’s professional staff. As a result (see Figure 2.7), three out of every four professionals working in the departments and for the committees of both assemblies had received DSSP-provided training. The project worked with 38 providers (34 Egyptian and four foreign) to deliver 269 courses to 1,065 different individuals. As a result, by the close of the project, three-quarters of the Parliament’s professional staff, nine out of 10 staff at the Research Services Unit, all of the library staff, and all of the Information Center staff received DSSP-provided training.

**Figure 2.7 Coverage Summary**



### 2.3 Information Systems Development

The two main bodies of the Egyptian Parliament have independent information centers. The Egyptian Peoples Assembly Information Center (PAIC) supports the PA, while the Egyptian Shoura Assembly Information Center (ESAIC) supports the SA. Each information center maintains its own infrastructure and information system. The two bodies share the Library of Parliament.

At the beginning of the project, the PAIC was equipped with an IBM ES/9000 class mainframe computer and a separate peer-to-peer network of 15 personal computers (PCs). The SAIC was equipped with an IBM AS/400 series midrange computer connected via Token Ring to a small peer-to-peer network of PCs. Applications in both organizations were running on several platforms and using a variety of different databases. The PAIC was engaged in an internal debate over strategy between centralized and decentralized approaches. It was in this context that DSSP provided assistance for developing and implementing information technology strategy.

The project’s general approach was designed to address the “three-legged stool” of information system development:

1. Access:  
Physical access, presentation format, education and training.
2. Useful Content and Services:  
Values and priorities determined by users.
3. Communication and promotion:  
Awareness, participation, “buy-in”.

DSSP information systems development was focused on achieving the following specific objectives:

- increasing access by members and staff,
- increasing the availability of information,
- building a modern infrastructure to serve growing user needs,
- developing staff who can manage and expand the system,
- developing a service-oriented approach among support staff, and
- covering all operating costs within the organization’s budget.

Project assistance consisted of a coordinated combination of awareness-raising and consensus-building study tours; technical workshops led by experienced specialists, and hands-on technical assistance and mentoring. Table 2.1 lists major project technical assistance events in this area. Study tours and workshops (documented in detail in previous project documents) over time included virtually every technical staff member of both the PAIC and ESAIC. These activities succeeded in raising awareness among technical staff at all levels of major trends in legislative information system development, and in developing a common vision and broad consensus of how to proceed.

**Table 2.1 Major Events in Information Systems Development**

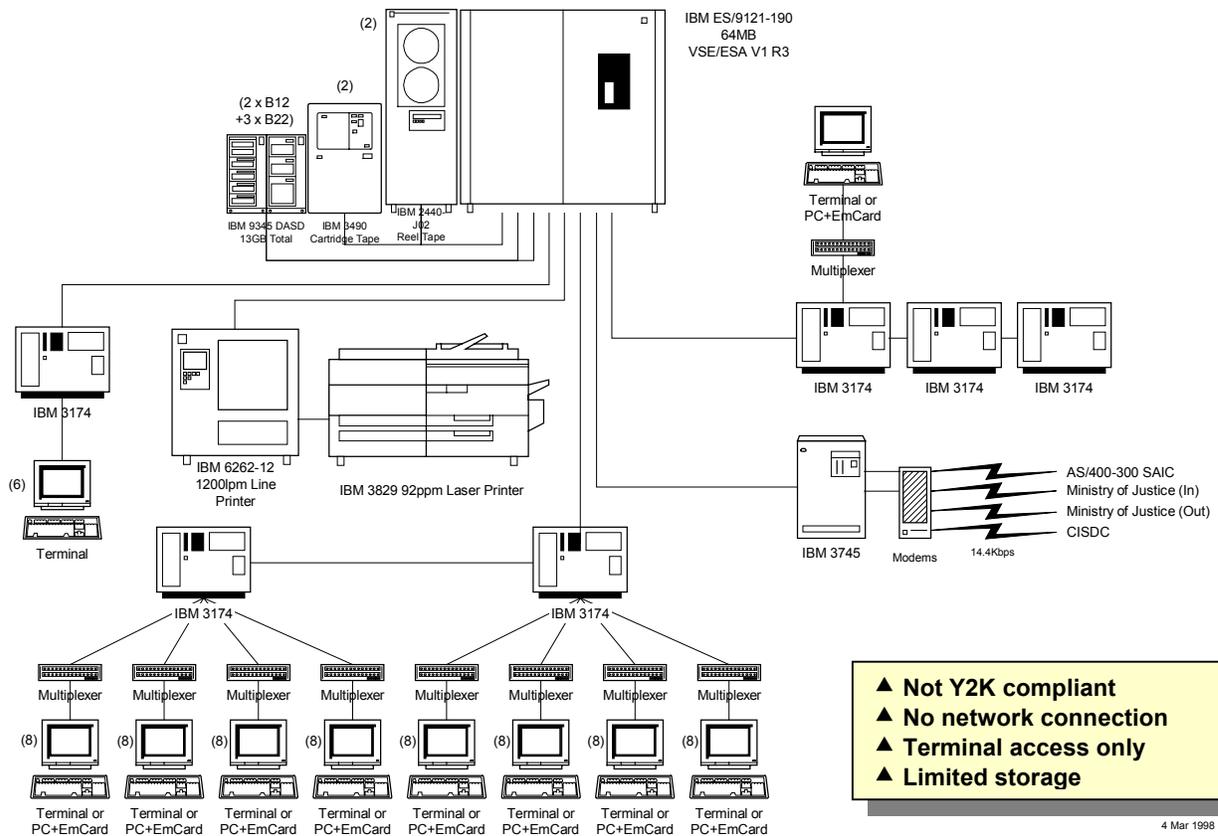
<b>Event</b>	<b>Date</b>	<b>Major Objective</b>
Networking Observational Study Tour	June – July 1996	Learn how other organizations, particularly legislative bodies, are addressing the transition from centralized mainframe environments to integrated distributed networks.
Strategic Planning Workshops, PAIC	May 1997	Learn key elements of information systems strategic planning, and examine key technical and policy issues, such as Intranet development and network security.
Networking Observational Study Tour	June 1997	Learn how other legislative information centers develop and implement their strategic plans for integrated networks. Learn how members and support staff use these systems.
Networked Information Systems Study Tour	December 1997	Learn how other legislative information centers develop and implement their strategic plans for integrated networks. Learn how members and support staff use these systems.
Year 2000 (Y2K) upgrades (mainframe in PA, midrange in SA)	1999	Replace existing separate non-Y2K-compliant mainframe and midrange computer systems with Y2K compliant systems integrated into the new Intranet network architecture.
Network Infrastructure Upgrades	2001 and 2002	Upgraded network capacity, services, and security to provide increased access, new shared services, and an integrated Intranet.

### 2.3.1 Infrastructure Development

#### *Egyptian People's Assembly*

Figure 2.8 shows the configuration of the PAIC IBM ES/9000 mainframe system in 1998. The system was not Y2K compliant and was not connected to the small, but growing, peer-to-peer Ethernet network. Key applications running on the mainframe included personnel/payroll, a database of Egyptian laws, a database of presidential speeches, a database of international treaties, and a card catalog database of holdings in the Egyptian Parliament. Users accessed these resources through a limited number of IBM 3270 series terminals or PCs with IBM 3270 emulation cards connected to the IBM communication controllers. Disk storage capacity on this system constrained further development, and additional disk capacity was very expensive.

**Figure 2.8 PA Mainframe (1998)**



In late 1999, DSSP worked with the PAIC and IBM to replace the ES/9000 mainframe with a modern Y2K-compliant IBM S/390 system, as shown in Figure 2.9. This system was designed to be an integral part of the new Intranet network architecture. It is connected to the network by two duplex 100Mbps channels to the new core network switch. New software on this system allows it to act as a powerful database and web applications server accessible to any computer on the Intranet.

Figure 2.9 PA Mainframe (2002)

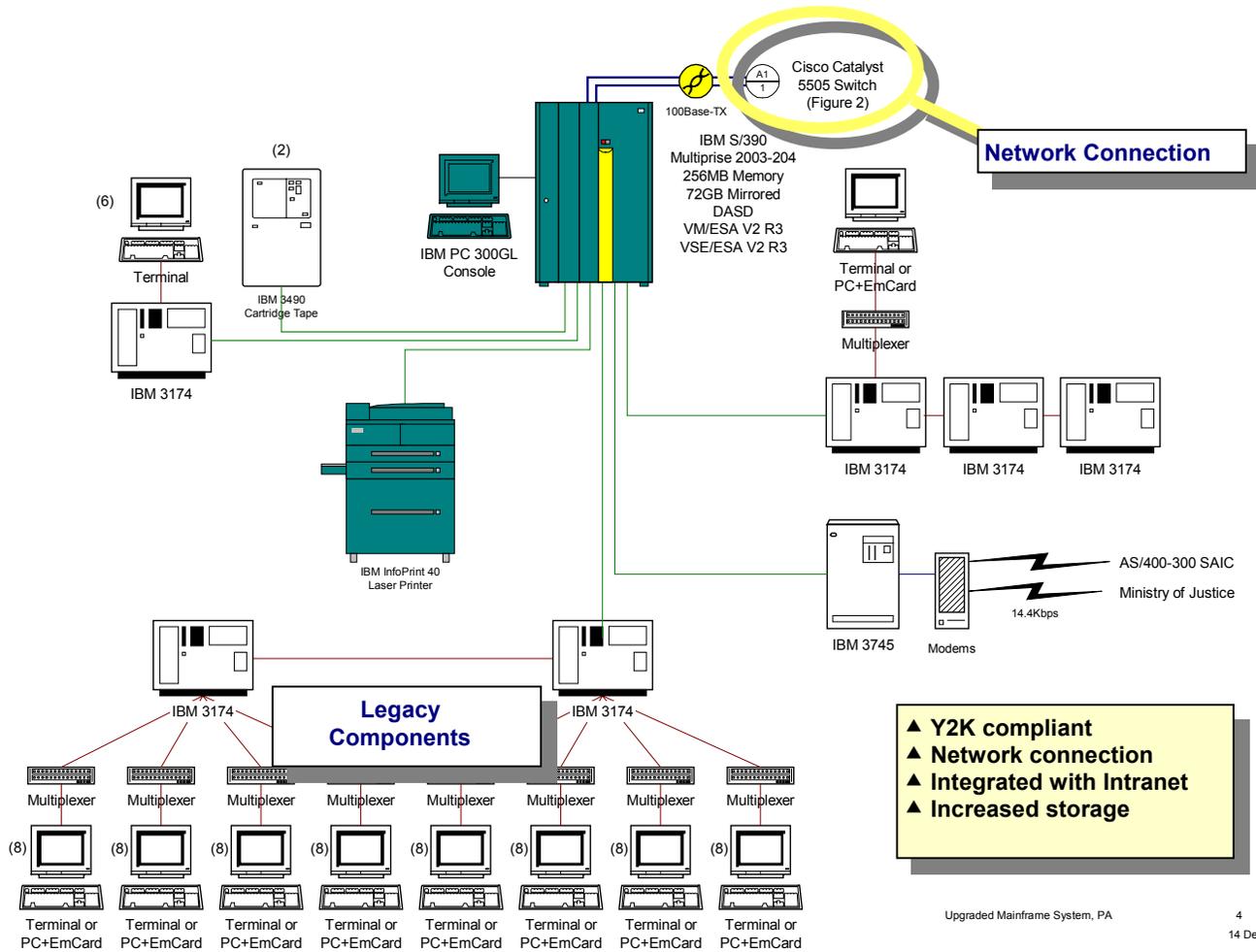


Figure 2.10 shows the PAIC Ethernet network in 1998. This network had a shared 64Kbps connection to the Internet, but no network firewall. Consequently, there was no protection against Internet intruders. The network was small but well structured, with 10Mbps fiber optic links connecting three buildings. A backup fiber link had been installed, but was not connected. As shown in Figure 2.11, this network had a total of 128 ports, of which 113 were available to PCs and printers. A total of 82 users were connected to this network. Security on this network was very weak. Shared services consisted of a limited trial version of a POP3 mail server, a public web server, and a few networked printers. Including the separate mainframe system, data was stored in at least six separate databases, and accessed from a variety of PC and mainframe-based applications. The PAIC had taken the initiative to develop a kiosk-based information system for members called the Information Channel. This system combined a Microsoft Visual Basic user interface with a Microsoft Access database.

Figure 2.10 PA Ethernet Network (1998)

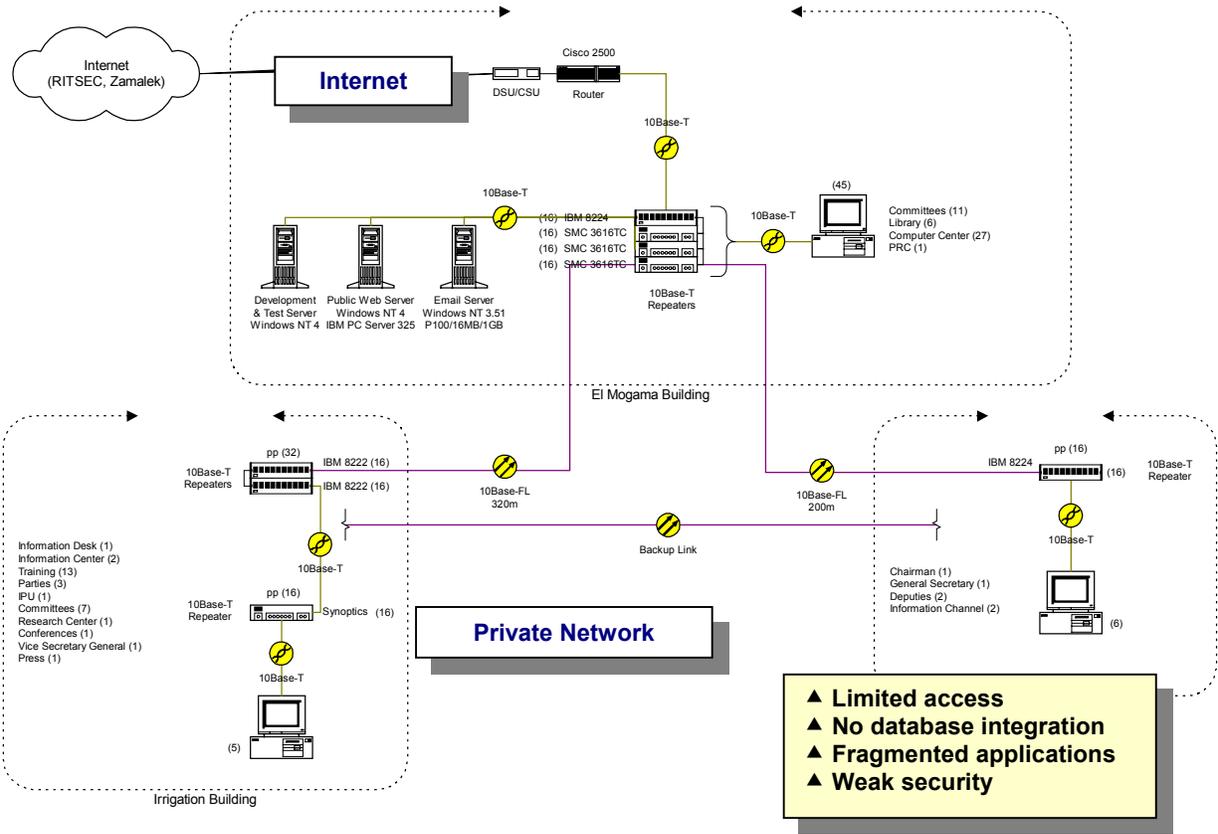


Figure 2.11 PA Network Connections (1998)

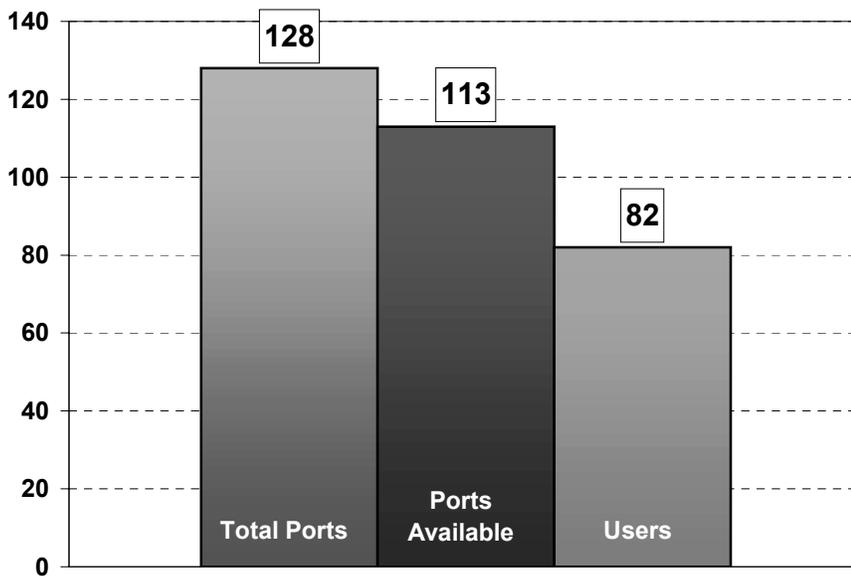
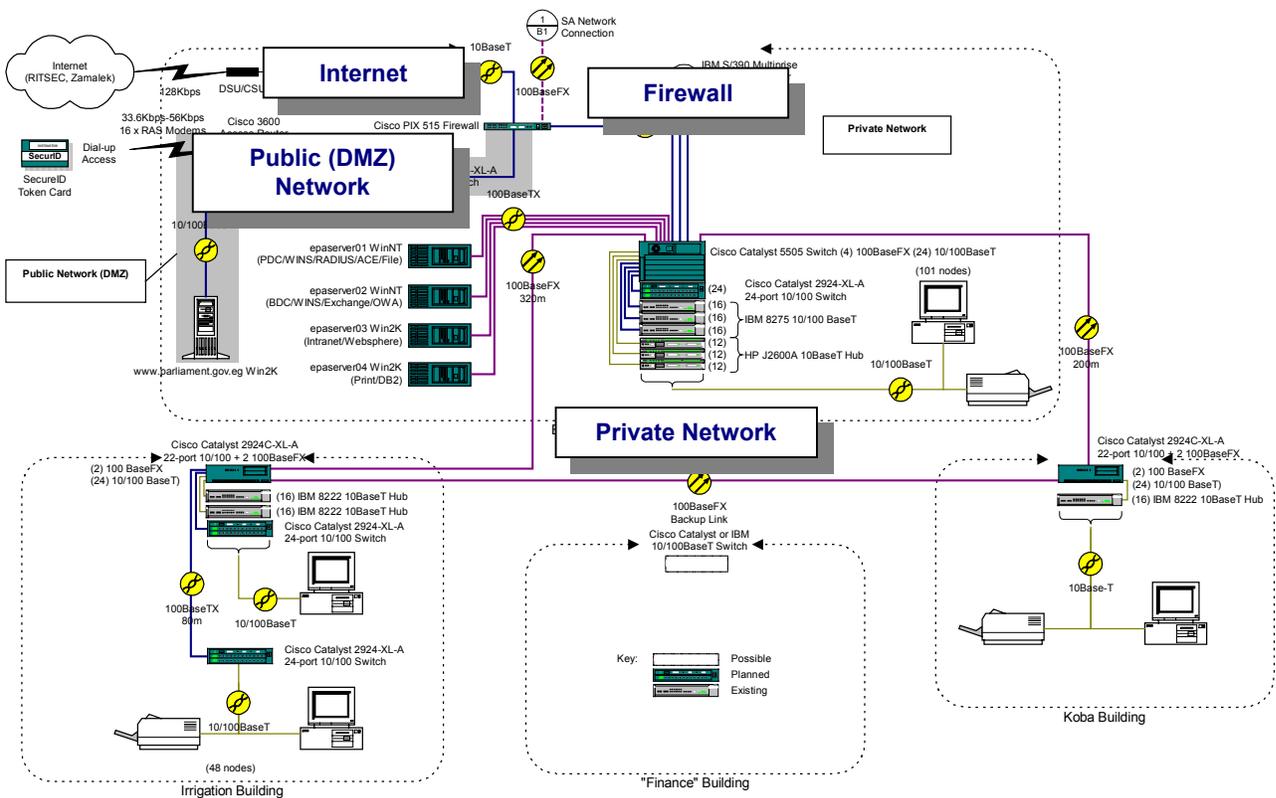


Figure 2.12 shows this network in 2002, after major upgrades sponsored through DSSP and developed in collaboration with the PAIC. The shared Internet connection has been upgraded to 128Kbps. Plans are in motion to increase this further, since that bandwidth is insufficient for the number of users now on the network. A powerful network firewall has been installed and configured to protect the network. A lower security public network or demilitarized zone (DMZ) has been created to provide public services, such as dial-up remote access and the new public website. A higher security public network has been created to provide a much higher level of protection for all other information resources available only to members and PA support staff. The firewall was configured to make it possible to establish a secure cross-link to the SA network if this becomes necessary.

Figure 2.12 PA Ethernet Network (2002)



Network capacity upgrades included a new enterprise class core switch and new building switches, raising speed on the fiber optic backbone to 100Mbps. The backup fiber link was cross-connected to allow the network to suffer failure of one or the other building links with no interruption in service. Workgroup switches were added to increase access to the network, and expand the availability of shared services.

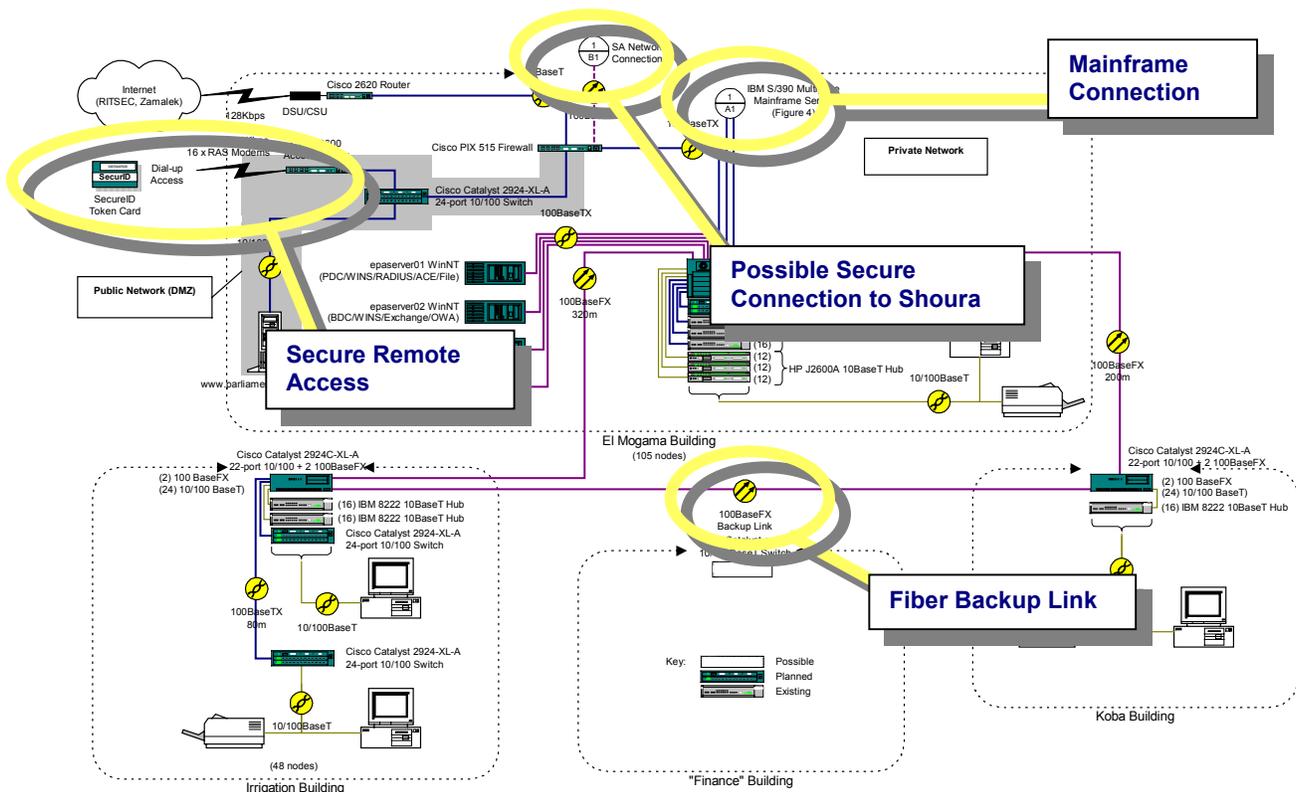
The IBM S/390 system, which replaced the earlier IBM ES/9000 series mainframe, is integrated into this network via two duplex 100Mbps links to the new core switch. Four new rack-mounted

Intel-processor servers were added to provide new shared services, such as secure file storage, network printing, electronic mail, security, and Intranet applications.

In addition to the Internet firewall, the security system includes a centrally controlled antivirus system, and a remote access system providing secure remote access to the private network for authorized users. Authorized users may dial into the PA network over the telephone system to access the Internet. Users with higher-level authorization may connect to the PA network over a direct dial-up connection, or from any Internet connection, and access any resources they are authorized to access on the private network. In this case, authentication is provided by a one time password generated by smart token cards, and encryption is enforced to provide a strong Virtual Private Network (VPN) connection between the user's PC and the PA firewall.

Figure 2.13 shows the effect of network upgrades on the number of connections. Total ports have increased from 128 to 324, while the total number of ports available to PCs and printers has increased from 113 to 289. The number of user PCs actually connected to this network has increased 156% from 82 to 210.

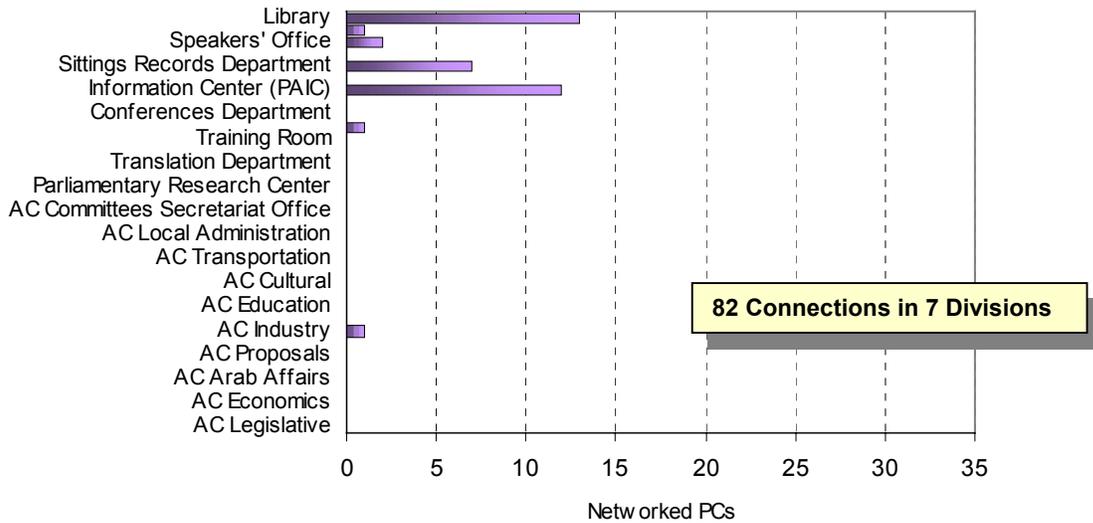
**Figure 2.13 PA Network Upgrade Effects (2002)**



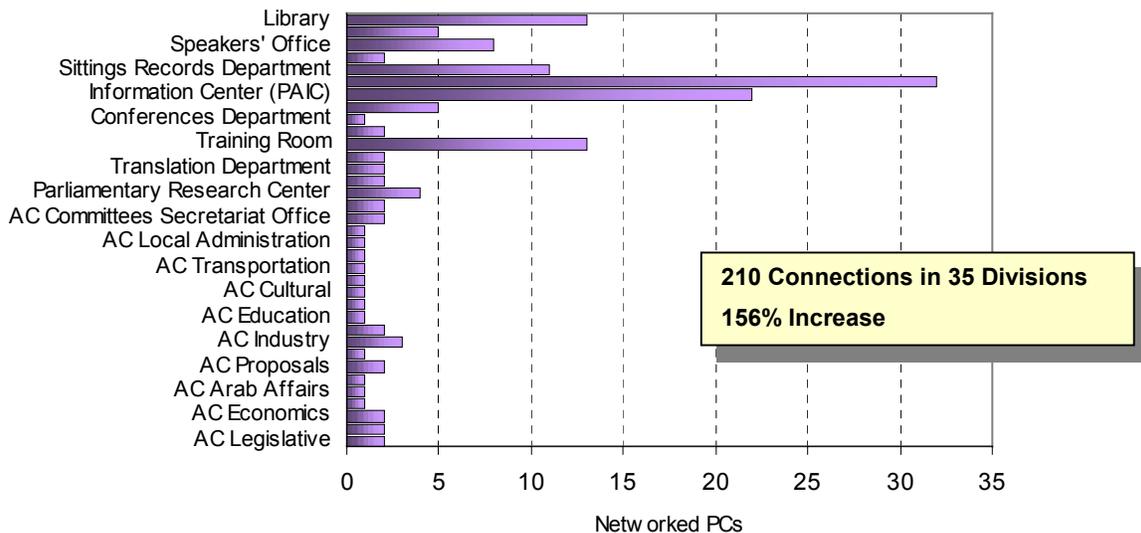
Perhaps more important is the change in distribution of access within the PA. As shown in Figure 2.14, the 82 connections in 1998 were distributed over only seven divisions of the PA, with most in the PAIC and the Library of Parliament. Only one Acting Committee (AC) had

access to the network. Figure 2.15 shows the dramatic change resulting from DSSP-sponsored upgrades. A total of 210 connections are now distributed across all 35 PA divisions, providing network access to every department, office and committee.

**Figure 2.14 Networked PA PCs (1998)**



**Figure 2.15 Network PA PCs (2002)**



In addition to a dramatic increase in access, DSSP-sponsored upgrades have added significant new capabilities. Figure 2.16 compares current capabilities with those existing in 1998. Capabilities marked with an X did not exist in any form in 1998. Others existed in some more limited form. The most significant new capabilities include a unified Intranet portal based on a

new unified database architecture. The Information Channel has been incorporated into this system. Any PA network user can access this portal using a web browser. Members, who do not have offices, can access the Intranet and Internet via an “Internet Café” in the Pharonic Hall, or via connected PCs in committee rooms and other areas. In addition to the new Intranet portal, there is a new enterprise class e-mail system accessible from the private network, or from anywhere on the Internet via a web browser. Secure web access to the PA e-mail system is provided via Secure Socket Layer (SSL) encryption. Finally, support staff and members now have access to secure shared storage for all types of documents and data.

**Figure 2.16 PA Capabilities (1998 vs. 2002)**

<b>1998</b>	<b>2002</b>
✘ Six separate databases, three platforms	✔ Integrated Database Architecture
✘ No Intranet portal	✔ Unified Intranet Web Portal
Very little user-maintained content	✔ User-Maintained Intranet Content
✘ No Internet Café for members	✔ Internet Café for Members
✘ No remote access	✔ Secure Remote Access
30-day trial POP3 e-mail	✔ Enterprise E-mail System
✘ No secure e-mail access	✔ Secure Internet Access to E-mail
✘ No shared file storage	✔ Shared File Storage
✘ No shared network printing	✔ Shared Network Printing
✘ No Internet firewall	✔ Internet Firewall
✘ Separate mainframe and network	✔ Integrated Network
✘ No network security	✔ Network Security Framework
✘ No centralized anti-virus system	✔ Centralized Anti-Virus System
✘ No standard PC configuration	✔ Standardized PC Configuration

✘ Capability did not exist in 1998.

The current status of the PA network is as follows:

- All components involved in this major upgrade have been installed, tested, and are operational.
- The Parliamentary Research Unit, Library, and committees have already been moved to the new network domain system.
- New users are being given an introductory tutorial by members of the PAIC staff.
- All users now have secure remote access to PA e-mail.
- Secure shared central storage has been created for committees and other divisions of the PA.
- The new dynamic Intranet web portal is now in advanced testing by users.
- A new dynamic public website has been launched. Some technical problems with this site are being resolved, and most content has not yet been translated into English and French.
- There is some use of the new remote access facility.

DSSP has seen some important indications of the sustainability of this system. The pace of migration to the new system has been faster than expected. PAIC staff members are personally introducing users to new capabilities. The PAIC has been performing routine backup, security, and administrative tasks consistently. They have been resolving technical problems independently through local vendors. The PA leadership has supported acquisition of advanced new capabilities, including the digital server certificate required to support SSL encryption and 16 additional dial-in telephone lines. The PAIC leadership supported transfer of data from the old mainframe card catalog database to the new Library information system, and has accepted responsibility for managing the new Library information system server. Maintenance and supplies are being paid for from PA budget, though these costs will increase as equipment ages out of warranty and software needs to be upgraded.

### *Egyptian Shoura Assembly*

Figure 2.17 shows the SA network in 1998. This network was not well structured, and was based solely on peer-to-peer technologies. Private network bandwidth did not exceed 10Mbps. The 64Kbps Internet connection was inadequate for the number of users, and was not protected by an Internet firewall. Therefore, all resources on the private network were vulnerable to Internet intruders. There was no centrally managed security system. Most applications were run on a non-Y2K compliant IBM AS/400 midrange computer connected to the network by a Token Ring router. One client-server application was developed to run on a small Windows NT server. Shared services were not managed. The Cabinet Information and Decision Support Center (CIDSC) hosted e-mail, public web, and DNS services. As shown in Figure 2.18, there were a total of 112 network connections. After interconnecting components, 99 connections were available to PCs and printers. A total of 64 PCs were connected.

Figure 2.19 shows this network after DSSP-sponsored upgrades. The Internet connection has been increased to 128Kbps. Since this is still inadequate for the increased number of users, the ESAIC is working to increase the bandwidth of this connection. A new Internet firewall provides a high level of security for resources on the private network. A lower security public or DMZ network hosts a public web server. The public web server is an older Intel-processor server that has been reconfigured and prepared to host the SA public website. The firewall was selected and configured to make it possible for the SA to make a secure connection to the PA network firewall if necessary to access the resources of the new Library information system. Due to falling prices, DSSP was able to provide equipment to boost the network backbone speed to 1Gbps. A new enterprise class core switch interconnects servers, building switches and workgroup switches. Six new Windows 2000 servers provide security, management, e-mail, shared file and print, database, Intranet, and DNS services. The old non-Y2K compliant IBM AS/400 midrange computer is still connected to the network and is used for testing only. A new Y2K compliant IBM AS/400 midrange computer, installed in late 1999, hosts legacy OS/400 applications, and is fully integrated into the new network architecture to provide application, file, and print services.

Figure 2.17 SA Network (1998)

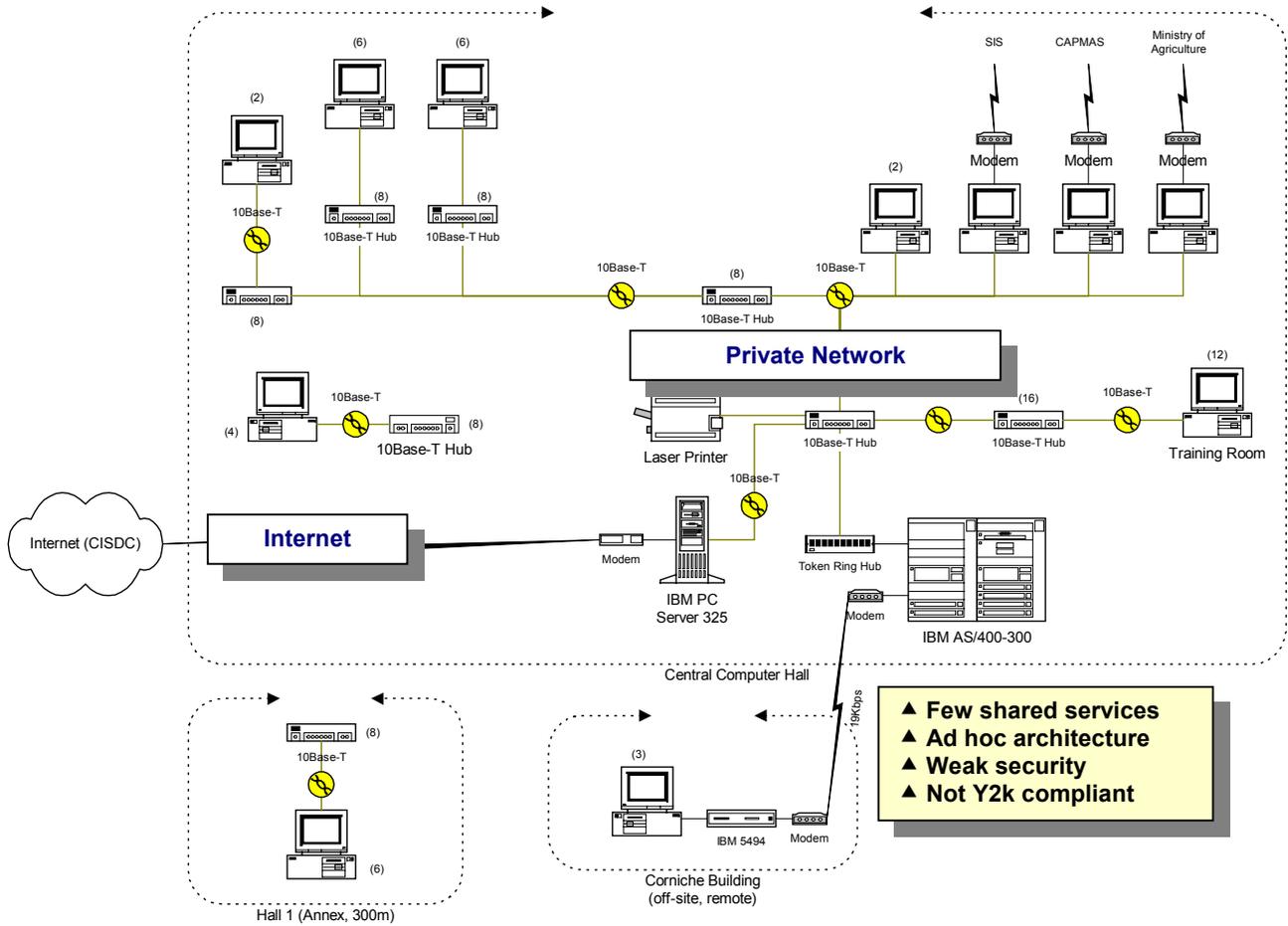


Figure 2.18 SA Network Connections (1998)

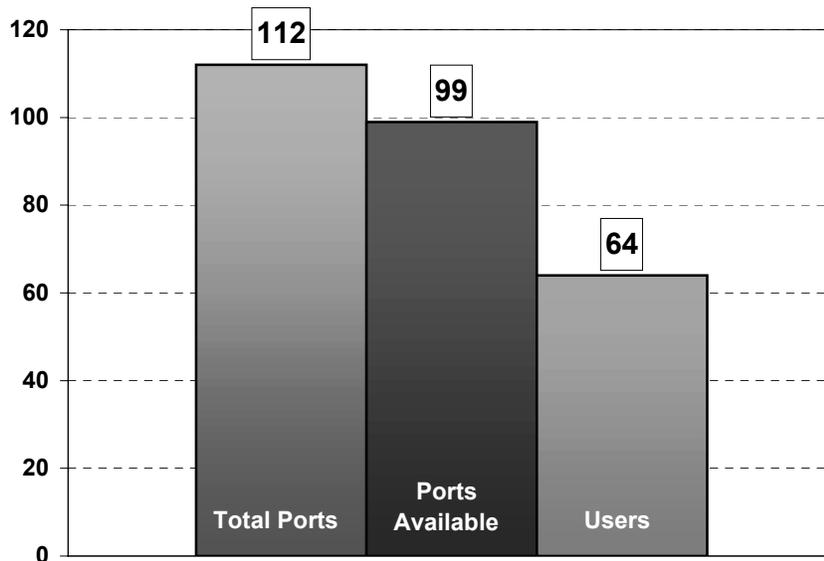
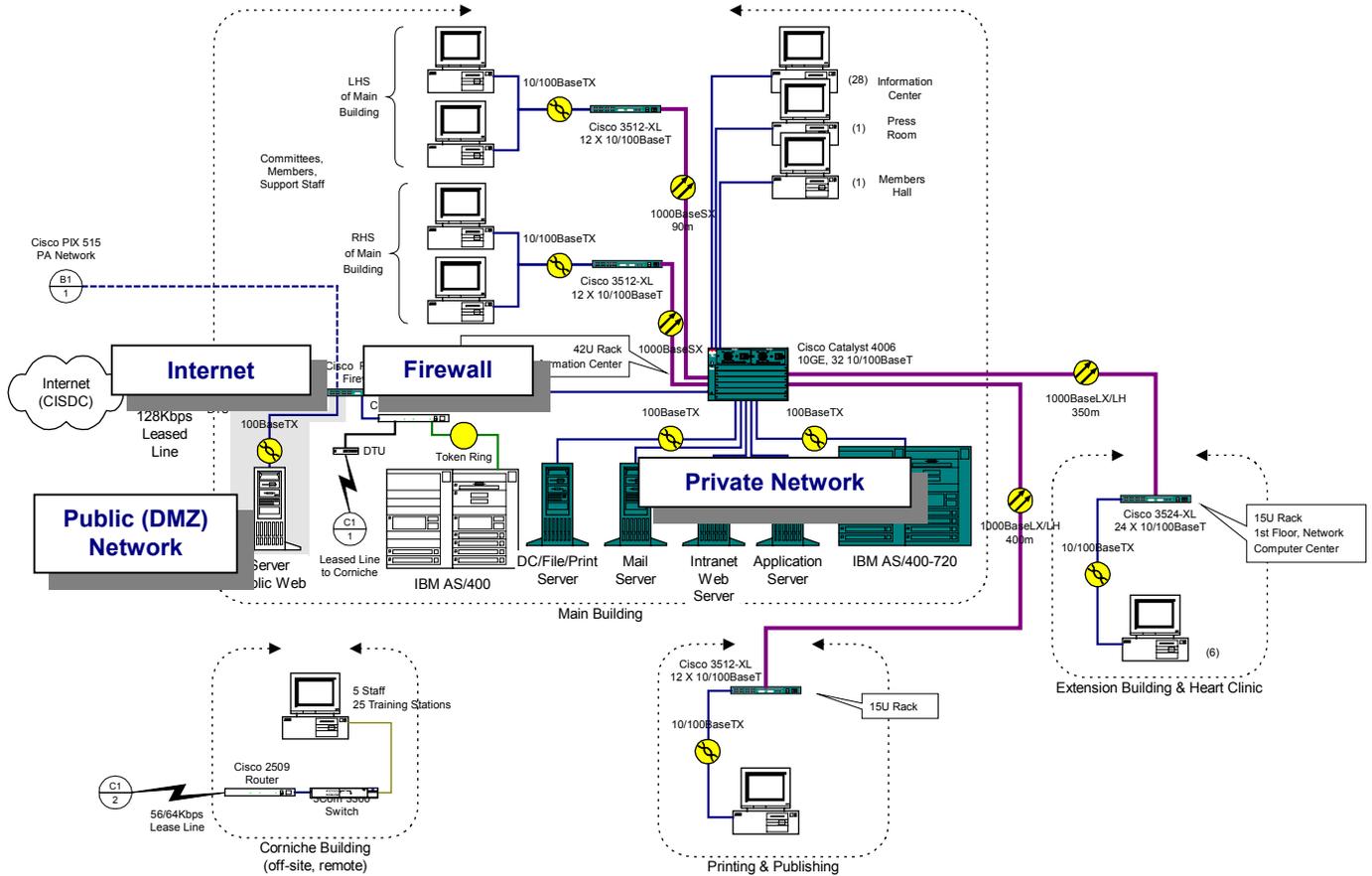


Figure 2.19 SA Network (2002)



The new SA network has more than enough bandwidth for the most demanding data, voice, and video applications. It is one of the few networks in the world with a pure Microsoft Windows 2000 Active Directory architecture. This provides the SA with powerful centralized control over configuration and security. This lays a very solid foundation for future growth.

The total number of network ports has been increased from 112 to 218, a 95% increase. The total number of PCs connected to the network has increased from 64 to 75. However, the ESAIC estimates they have a total of 130 users, many sharing PCs in committee rooms.

Figure 2.20 lists the new capabilities provided through DSSP. Items marked with an X did not exist in any form in 1998, while others in the left-hand column existed in some more limited form. Perhaps most important, DSSP provided a significant increase in shared server resources, an enterprise class e-mail system, secure centralized file storage, a strong new Intranet platform and the ability to host their own public web server.

**Figure 2.20 SA Capabilities (1998 vs. 2002)**

1998		2002	
✘	No Internet firewall	✔	Internet Firewall
✘	No network security	✔	Strong Network Security Framework
	Ad hoc network architecture	✔	Structured network, great growth potential
	Poor mid-range network integration	✔	Good mid-range network integration
	Very limited server resources	✔	Significant increase in server resources
✘	No network management facilities	✔	Strong network management facilities
✘	No standard PC configuration	✔	Standardized PC Configuration
✘	No internal e-mail system	✔	Enterprise E-mail System
	Peer-to-peer file sharing	✔	Secure Central Shared File Storage
	Peer-to-peer printer sharing	✔	Centrally Managed Shared Network Printing
	Weak Intranet platform	✔	Strong Intranet platform
✘	No public Web site platform	✔	Public Web site platform

✘ Capability did not exist in 1998

The current status of the SA network is as follows:

- A new midrange IBM AS/400 computer and four new Windows 2000 servers are installed and operating.
- The Microsoft Windows 2000 Active Directory network architecture is configured and operating.
- A new enterprise class e-mail system is installed and operating.
- All printers have been installed on the network and are available to all network users.
- New core, building and edge switches are installed and operating.
- A network firewall has been installed and is operating.
- A network management console is installed and operating.

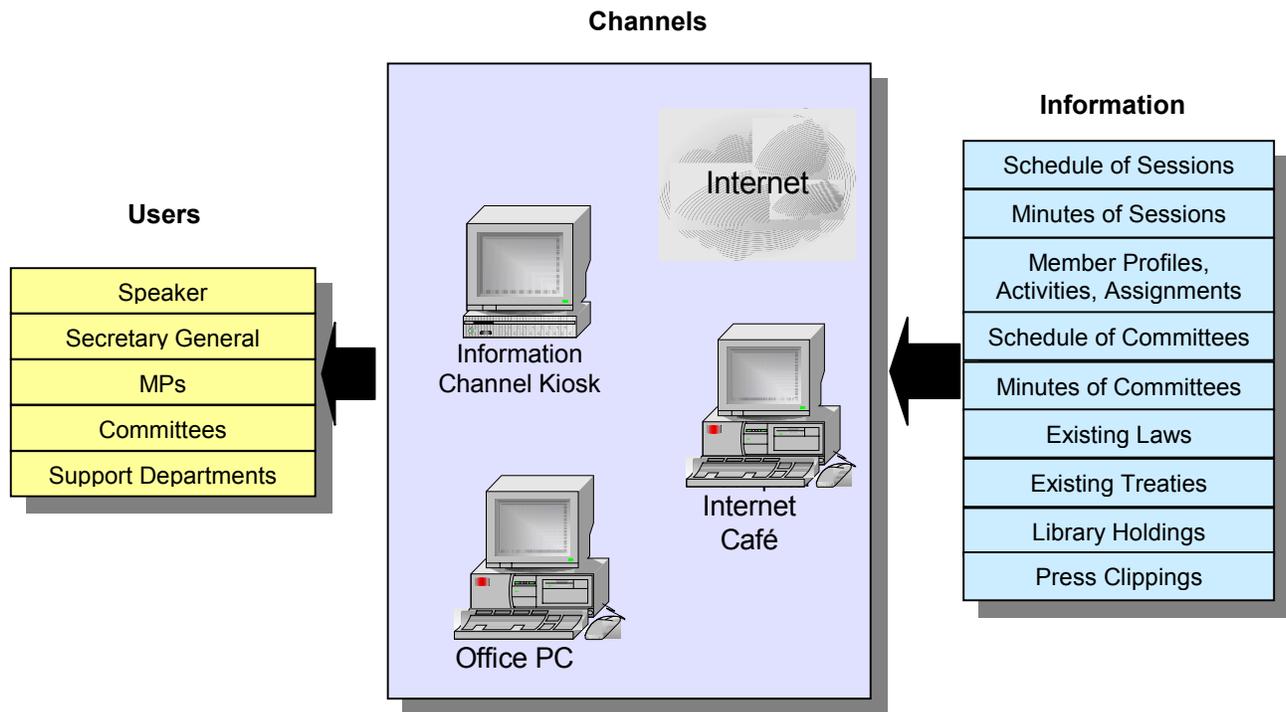
### **2.3.2 Enhanced Information Services**

Given significant improvements in infrastructure, what information can members access, and how do members gain access if they do not have offices with networked computers? Figure 2.21 depicts this in three elements: information, channels, and users.

Information available through the new PA Intranet portal includes the following:

- schedule of the general sessions,
- minutes of the general sessions,
- member profiles, activities, and committee assignments,
- schedule of committee meetings,
- minutes of committee meetings,
- existing laws,
- existing international treaties, and
- Library holdings and press clippings.

Figure 2.21 PA Access to Information



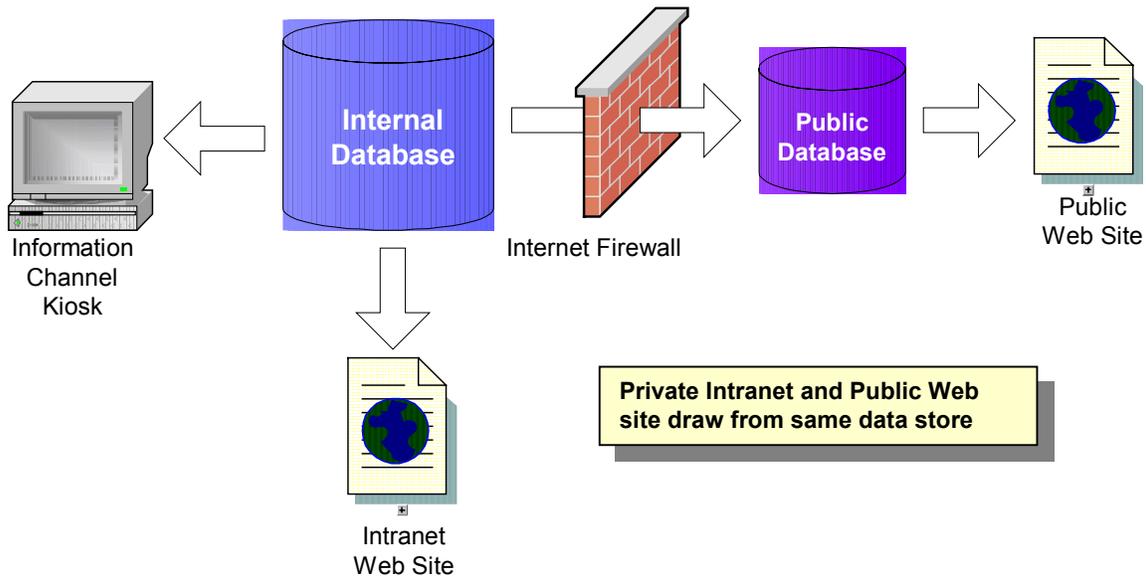
Users include the Speaker, Secretary General, other leaders, members, committees, and support departments.

As shown previously, networked PCs in every division of the PA, including committee rooms, provide access to the Intranet and Internet. In addition, members also have access to a small “Internet Café” in the Pharonic Hall, which is where members gather informally between sessions. In one reported incident, a member went to the Internet Café during debate to get critical information that he then introduced in the session. The most current information concerning the activities of the PA is also displayed on a large-screen kiosk system call the Information Channel. This is a noninteractive display of current schedules, agenda, and PA news, as well as information about PA support services.

Given the significant increase in security within both networks, how is current information about the activities of Parliament provided to Egyptian citizens? Figure 2.22 shows how this is done within the PA network.

The new integrated relational database is hosted on the networked IBM S/390 system. Most information in this database is being maintained by those previously responsible for maintaining this information in paper form. That is, information in the database is maintained directly by those closest to its source. This is important, since it removes the PAIC from the responsibility of updating this information, and results in faster, more accurate updates.

Figure 2.22 PA Public Access to Information



The Intranet web portal and Information Channel kiosk system draw data directly from this database, ensuring it is as current and accurate as possible. An automated process replicates a portion of this information on a public database server on the public (DMZ) network each night. The PAIC may consider increasing the frequency of these updates as they gain more experience with this system. The public website draws from the public database server. Thus all information outlets draw from a single data source, the private database is secured behind the firewall, and current information is provided to the public automatically through the public website.

The SA information system, while more advanced in some respects, does not yet provide an integrated Intranet portal or dynamic public website. DSSP has provided the SA with the infrastructure to develop a similar system. Considering the much smaller size of the SA and ESAIC, it is likely they will select a much simpler approach than that of the PA.

### 2.3.3 Sustainable Impact

DSSP technical assistance has had a major positive impact on the ability of Parliament information systems to provide useful content and services, and to provide access to them for the leadership, members and professional support staff. DSSP technical assistance in information systems will likely result in even greater changes in the next year, as use of the new Intranet, shared network resources and Internet website increases significantly.

DSSP is leaving the Parliament with the following:

- modern high-capacity infrastructure capable of significant growth;
- modern, integrated, web-based information systems;
- trained, experienced, knowledgeable and capable technical support staff; and
- significantly stronger network security.

Virtually all hardware and software used by DSSP was purchased through local vendors, ensuring local support. The PAIC and ESAIC have both demonstrated their independent ability to deal with the vendors to resolve technical support issues.

Finally, DSSP encouraged and supported the development and testing of modern software tools and applications in Arabic for legislative environments. In some cases, these tools had not yet been fully tested for Arabic support. The PAIC, with DSSP support, worked closely with vendors to test and resolve Arabic support problems in leading-edge development tools and platforms.

### 3.0 Impact and Accomplishments

The record of DSSP's activities—training, technical assistance and procurement—provides clear measure of the project's contributions to the development of the Parliament's information capacities. The total list of equipment procured illustrates the impact the project had in regard to transforming the legislative information infrastructure. The quantity of training provided—not only the breadth and depth of course selections, but also the numbers of staff trained and the overall percentage of trained staff—demonstrates an impact on the Parliament's human resources. The construction of the information technology network resulted in a marked increase in the staff's and the members' access to worldwide sources of information.

All of these inputs are quantifiable and provide a measure of impact. They indicate the changes that have occurred in the legislature's ability to supply information as a result of project assistance. They do not, however, necessarily respond to other, related evaluative questions. Specifically, what changes occurred in the demand for information, and how has the use of information changed in the legislative process?

As originally designed, DSSP would have been able to answer those and similar qualitative questions. A M&E system was designed that would have employed surveys, questionnaires, and interviews with members to monitor both the demand for information, and how that information was employed for legislative decision making. Early in the project, however, the Parliament's administration indicated its reluctance and eventually its refusal to allow collection of data through interviews and surveys. The Parliament explained that having project staff engage in such research within the Parliament would be seen as an inappropriate intrusion into the institution. As a result, no direct evaluative evidence exists to answer these and similar qualitative questions.

In order to monitor change and progress, an alternate system was developed. As described here, the system relied on a thorough analysis of the legislature's minutes to get a measure of how information was used in the course of parliamentary debates. Though perhaps not ideal in that direct access to users was not allowed, the system did provide an opportunity for analyzing changes in the Parliament, and for drawing conclusions as to the project's impact and accomplishments, and the evolution of information in decision making.

#### 3.1 Project Monitoring and Evaluation System

DSSP conducted a thorough content analysis of the minutes of the PA for each legislative session from 1995 through 2002. The minutes include the verbatim records of plenary sittings of the PA during a legislative cycle. The DSSP M&E system was based on two data sources. First, the content analysis of the PA minutes, and second, personal observation of the internal dynamics of the PA as supplemented by a review of the media's coverage of the Parliament's operations.

DSSP first designed, developed and refined a framework for analysis of the PA minutes beginning with the 1995/1996 legislative cycle. Implementation of the DSSP M&E system started with a pilot sample survey. The purpose of the pilot sample was to test, modify and

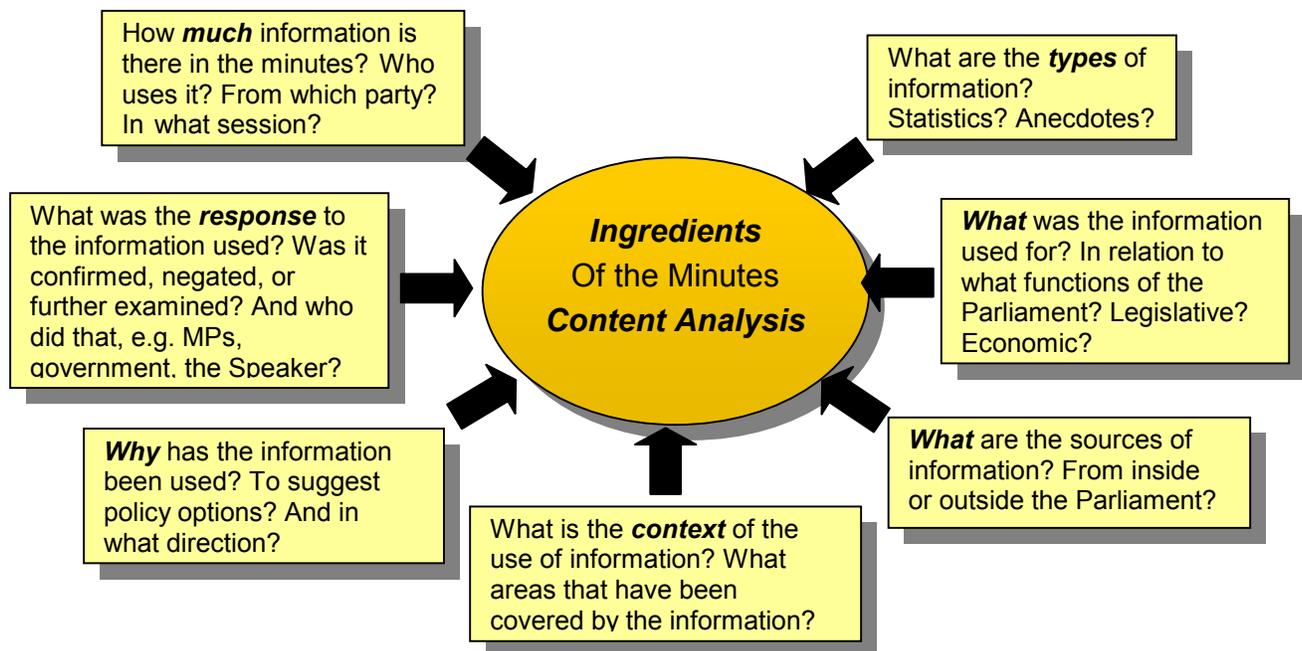
elaborate the mechanisms for data collection, and the rationale for analysis of the minutes. Then, a comprehensive review was undertaken for the 1995/1996 legislative cycle. That process was repeated annually every year of the project through December of 2001.

The analysis of the minutes is based on tracing each piece or “bit” of information cited in the debates so that one can identify:

- what type of information was used (for example, whether it is statistical or numerical, or whether it is in reference to politics or economics, etc.);
- for what reason it was used (for example, to suggest a policy option);
- what the source of the information is (whether parliamentary or non-parliamentary, personal or institutional);
- the reaction of other MPs, the government, and the Speaker to the information cited (i.e., whether it is affirmed, questioned or simply accepted); and
- on what occasion or for what activity the information was cited (e.g., for legislative purposes, oversight or other purposes).

The diagram in Figure 3.1 illustrates how each piece or bit of information is traced and how it then contributes to the M&E analysis.

**Figure 3.1 Content Analysis of PA Minutes**



The first round of analysis included the 73 sittings of the 1995/1996 legislative cycle (LC), which was recorded in more than 20,000 pages. The second round covered 84 sittings and approximately 25,000 pages. The third round covered 92 sittings and more than 32,000 pages. The fourth round covered 87 sittings (an 88<sup>th</sup> sitting was devoted for the nomination of President

Mubarak for the 4<sup>th</sup> term) and about 26,000 pages. The fifth round covered 86 sittings (exclusive of the Emergency Sitting, July 16, 2000, to approve the Presidential Decree amending the law of the electoral system) and approximately 32,000 pages. The sixth round covered the first LC (2000 to 2001) of the 8<sup>th</sup> PA, which included 90 sittings and 37,300 pages of the minutes (*madhbata*).

The database for the content analysis contains detailed information on members: their regional, local and constituency affiliation; their gender, religion and party; their actual statements in the debates; the Standing Committees they are on; their categories (e.g., peasants, workers); and their membership/ID serial number.

At the end of each LC, the data collected from the minutes was subjected to analysis for:

- the amount of information used as well as the use of that information;
- types of information used in the debates (e.g., specific numbers, statistics, percentages, etc.);
- the response of the Parliament to the statements made;
- the political significance of the statements (e.g., suggesting policy options or opposing government policies);
- the use of information to support parliamentary functions (the occasion in which members gave statements, e.g., while legislating laws, reviewing the budget, performing oversight functions); and
- the sources of information.

### **3.2 Changes in the Use of Information**

The content analysis of the minutes of the PA’s first LC of 2000/2001 (the final cycle the project reviewed) revealed that 143,900 bits of information were referred to in the course of parliamentary or plenary discussions (plenary discussions include floor or general sittings, not committee meetings, which are by definition classified records). This compares with 11,000 bits in 1995/1996, 16,000 bits in 1996/1997, 20,000 bits in 1997/1998, 35,600 bits in 1998/1999, and approximately 75,500 bits in the LC of 1999/2000. In terms of amount of information cited per parliamentary sitting, the average number of bits is remarkably higher in the 2000/2001 LC than any previous LC covered by DSSP M&E. Therefore, in terms of sheer amounts of information used, project analysis shows a steady increase in the amount of information used in the statements of MPs during plenary sittings during the six years reviewed, and a particularly large increase between the final two LCs (Table 3.1).

**Table 3.1 Amount of Information Recorded**

<b>LC</b>	<b>1995/1996</b>	<b>1996/1997</b>	<b>1997/1998</b>	<b>1998/1999</b>	<b>1999/2000</b>	<b>2000/2001</b>
Total amount of information (number of bits)	11,000	16,000	20,000	35,600	75,000	143,000
Average bits per sitting	150	190	217	409	857	1,588

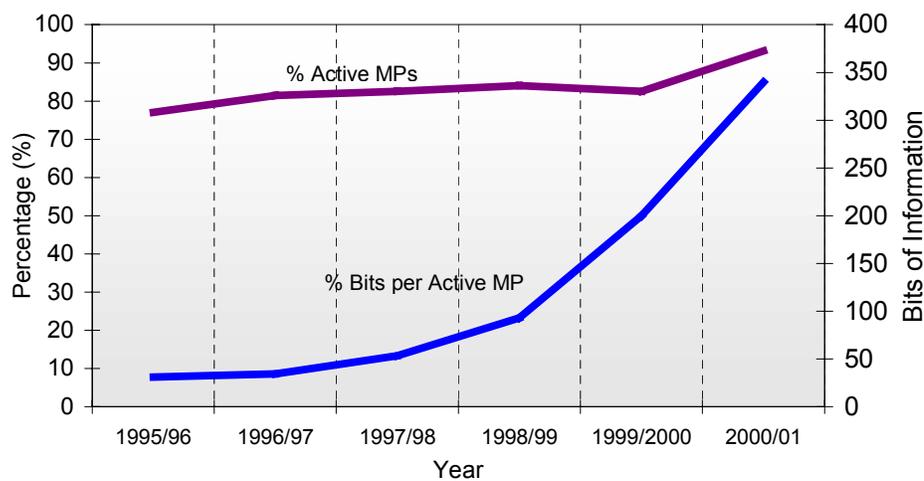
The increase in the use of information was accompanied by an increase in the number of MPs who use or cite information in their statements. Thus there is not only a quantitative increase in the amount of information being used, but also a qualitative shift in regard to the range of MPs who are using and citing information. The analysis shows that the number of active MPs (i.e., members who participate in the debates throughout the LC) has increased over the years. In addition, the amounts of information each of these MPs used to illustrate their arguments and to inform their discussions, also increased (see Figures 3.2 and 3.3).

**Figure 3.2 Use of Information by MPs**

	Percentage of Active MPs	Average of Bits* per Active MP	Average of Bits per Statement
1995/1996	77.1	31	3.1
1996/1997	81.5	34.2	4.5
1997/1998	82.6	53.3	5.4
1998/1999	84.1	93.2	8.9
1999/2000	82.6	200	19.5
2000/2001	93.1	340	24.9

\* A "Bit" is a single piece of information or citation used in debate.

**Figure 3.3 Use of Information by MPs is Increasing**



The type of information used has changed almost as much as the sheer quantity of information. As the minutes were reviewed, notations were made to identify each time a "bit" of information was cited, and at the same time, the type of information used was classified. Hard data (i.e.,

specific figures, precise statistics, and specific percentages) was differentiated from approximations, “factual” statements, and inquiries and requests.

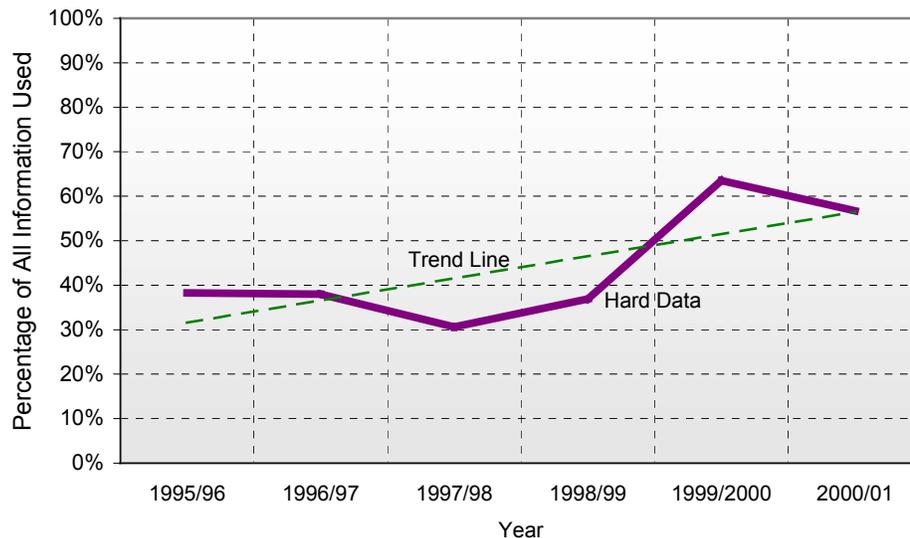
As Figures 3.4 and 3.5 show, there has been a significant change between 1995/1996 and 2000/2001 in regard to the types of information most often used. The overall use of hard data has increased relative to other “softer” forms of data. Gleaning from the minutes, the overall increase in the amount of information used in the debates, combined with the increased use of specific data sources, would seem to indicate that MPs now have better access to specific information data sources, and are confident enough in those sources to use them to buttress their arguments.

**Figure 3.4    Types of Information Use by MPs (%)**

LC/Info.	Hard Data			Approximate Figures and Statistics	Factual Statement	Inquiry About or Request for Information
	Specific Figures	Precise Statistics	Specific Percentages*			
<b>1995/1996 (Baseline)</b>	31.7	0.7	<b>5.9 = 38.3</b>	4.4	53.9	3.3
<b>1996/1997</b>	27.5	0.6	<b>9.9 = 38.0</b>	2.7	55.6	3.7
<b>1997/1998</b>	23.9	1.1	<b>5.6 = 30.6</b>	9.2	56.6	3.5
<b>1998/1999</b>	30.8	4.0	<b>2.1 = 36.9</b>	2.8	50.3	3.5
<b>1999/2000</b>	48.5	9.2	<b>5.8 = 63.5</b>	12	17.4	7.1
<b>2000/2001</b>	42.7	8.5	<b>5.5 = 56.7</b>	23.6	9.9	9.8

\* *Bolded figures represent totals of first three columns.*

**Figure 3.5    Use of Hard Data in Debate is Increasing**



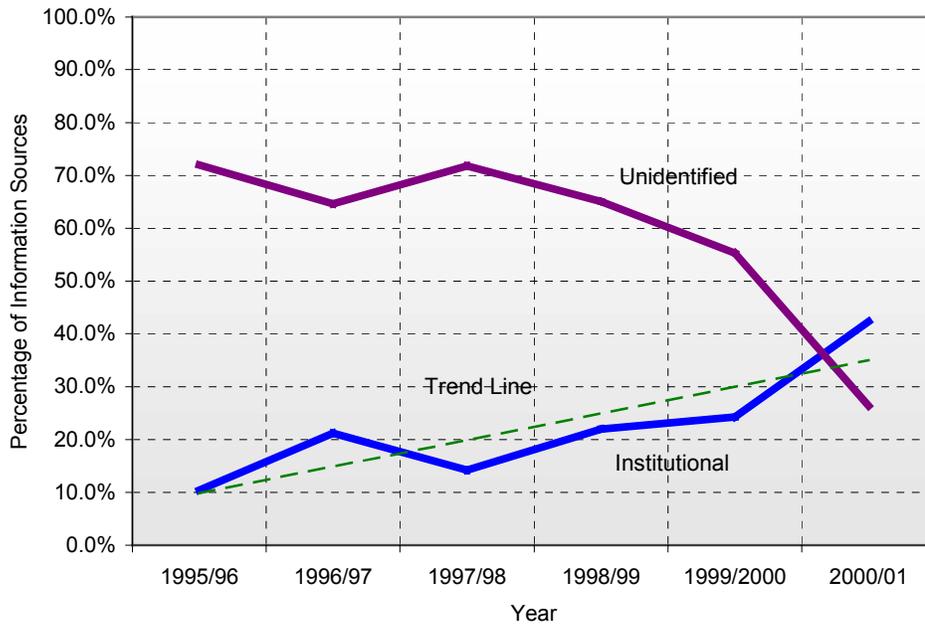
The sources of this data also changed in a positive way during the course of the project. Figures 3.6 and 3.7 deal with information sources. When data citations were found in the minutes, the source for that data was noted: parliamentary institutions, government agencies, universities, the press (both public and party organs), foreign media and unidentified sources. Several changes can be seen. Perhaps most significantly, the use of the Parliament’s institutional sources, whether they be the committees, the library, or any one of several research bodies has increased dramatically as a percentage of the total, from 10.4 to 42.3 percent. At the same time, the use of unidentified sources has decreased dramatically as a percentage of the whole, from 72 to 26.4 percent. Certainly a likely explanation for this change is that MPs are receiving more information from parliamentary information sources, and that the information is better and they have more confidence in it. Given the project’s presence working with these very same institutions during this period, it certainly seems likely that the project served as a positive and significant influence and therefore had an impact on the legislative sources of information.

**Figure 3.6 Sources of Information**

SOURCE	Parliamentary		Govt. Agencies	Univ. Research	Public Press	Party Press	Foreign Media	Unident.
	Personal	Institutional						
1995/96 <i>(Baseline)</i>	3.7	10.4	12.5	0.2	0.6	0.1	0.3	72.0
1996/97	0.6	21.2	12.4	0.1	0.5	0.1	0.2	64.6
1997/98	1.2	14.2	10.7	0.2	0.6	0.01	0.1	71.8
1998/99	1.8	22.0	6.9	1.3	1.5	1	0.5	65.0
1999/2000	2.2	24.3	8.9	2.1	2.7	3.1	1.4	55.3
2000/01	3.1	42.3	10.6	6.3	4.5	5.6	0.9	26.4

*\* Major changes in column two are due to committees.*

**Figure 3.7 Use of Institutional Source is Increasing**



These increases in information usage might be a result of the natural development of the information management capacities of deliberative bodies worldwide due to the impact of modern, global information technology. It also reflects a change in the composition of the Egyptian Parliament and the character of the recently elected Parliament (see Annex 4), and the developing capacities of the members to access information and engage in debate as supported by DSSP-enhanced staff capacities.

## 4.0 Lessons Learned and Recommendations

Legislative development in the Egyptian political context is not an easy task. The approaches undertaken by DSSP did not always proceed as planned, primarily because of the complex political environment in which the project operated. Having acknowledged the constraints, however, it can also be stated with some conviction that there have been successes. Furthermore, as one would expect, it is much clearer now at the project's completion than it was in 1995, when the project started, just how legislative development assistance can be provided to the Egyptian Parliament.

At this juncture it is possible to describe what has worked well and what has not. Based on project experience, it is also possible to provide conjecture on what might be deserving of continued support, what the possible future directions for assistance might be, and in general what the possibilities are for future legislative support in Egypt.

### 4.1 Politics and Legislative Development in Egypt

Legislative development projects that deal directly with a sovereign Parliament, even if they are focused like DSSP on technical issues (i.e., information technology), are inherently political in nature. They are, therefore, treated sensitively and cautiously. This was certainly the case with DSSP which faced a virtual shutdown for more than a year because of questions that were raised on the floor of the PA regarding the nature of "foreign influence" on the Egyptian legislature. Though it was never entirely clear exactly why these questions were raised, this incident highlighted the fact that a project such as DSSP, operating in a political environment such as that found in Egypt, is vulnerable.

At the time, project activities were well received and there was positive cooperation with project counterparts in the Parliament. Nonetheless, this support withered when suspicions were raised. That the project was subject to such vagaries is not surprising; that the impact lasted as long as it did, and that it took so long to reinvigorate cooperation was unexpected. Egyptian politics and society are in the midst of a transforming period. Greater economic openness and enhanced access to information, communication and technology is being balanced against a political and institutional system that values seniority, a centralized hierarchy and a resistance to change. The competing interests of the society at large are mirrored in the actions of the Parliament, both on the floor and in the staff offices. Given this fluid environment, a well-funded donor program is bound to be the subject of both controversy and competition.

The domestic political environment also cannot be separated from the regional political concerns that characterize the Middle East. It is difficult to discern specifically what impact the ongoing conflict had on DSSP. We can say, however, that there are varying levels of resentment to U.S. policy among parliamentary managers and members, and that this resentment was bound to have an impact on the level of cooperation a legislative project will receive, and the types of activities that can be implemented.

These realities can be dealt with, but they must have a decided impact on the project's objectives, how those objectives are stated, and how the project operates in regard to planning and flexible implementation.

Though the Parliament, and society at large, appear to be in a period of change, the institutional structure of the Parliament itself (i.e., how it is organized and who makes the rules) continues to be bound by its traditional character. The bureaucracy is centralized, and with the exception of a few of the operating units DSSP has worked with, continues to be managed in a manner that does not easily promote progress. It is safe to say, though unfortunate to admit, that seven years of donor assistance has not reformed the Parliament as an institution. It continues to often be intransigent and insular. This character is dictated by the organization's management.

Given the nature of the Parliament's bureaucracy, institutional reform is not a realistic goal. DSSP recognized this fact and therefore devoted its attention to institutional development, as opposed to reform. Project assistance (training, technical assistance, procurement) concentrated on developing the capacities of specific units (the Library, Information Centers, etc.) and individuals. The project operated with the assumption that over time the management structure of the institution would change and that it was appropriate to provide assistance to those who would eventually be in a position to operate the legislature, as an organization, in a more progressive manner.

What we learned about the contextual factors while implementing DSSP led to an understanding of some broadly stated principles about how to work with the Egyptian Parliament. These are flexibility (in response to political environment factors); establishment of realistic goals (in response to institutional intransigence and insularity); and modes of assistance (how, given the context, development assistance could be offered in a manner that would make it more acceptable and likely to be successful).

#### **4.1.1 Flexibility**

First and foremost, any legislative development activity undertaken in Egypt has to be approached in an extremely flexible manner. This is not a tremendous revelation for anyone involved in promotion of democratic governance anywhere, and the Egyptian Parliament is not unique in this respect. Nonetheless it is important to state because it has an impact on every aspect of the project—management, administration and implementation. Legislatures are inherently political by nature and as such are vulnerable to changes in the political climate. Assistance projects have to be willing to adapt to prove their worth to those who operate within the legislature.

A USAID-funded legislative development project, certainly one operating in Egypt, can therefore only in the very broadest sense be focused on specific results or targets. A mutually agreed to overall objective is essential, but being too strictly tied to specific results or specific targets can only tie the project's hands. To work with the Egyptian Parliament, a project has to be very responsive to opportunities, and has to be in a position to be responsive to the Parliament's changing needs. Being responsive develops trust and respect, builds alliances, and keeps open

the possibility that one might be able to return to the previously planned activities at some point in the future. An inability to adapt simply closes the door.

DSSP was fully engaged at some points, delivering dozens of training programs, providing expatriate technical assistance, and organizing overseas comparative study tours. When things changed, the project had to cut back and look for other avenues. By working with the Parliament, the project developed an information technology strategy. When situations changed, the project was able to again conduct budget and finance training, committee staff seminars, and provide technical assistance to the library. By being flexible and adaptable, the project was able to continue to be involved.

Because flexibility is so important, it is essential that USAID be prepared to play an active role in the project. When it is a foregone conclusion that the project will be buffeted by change and changing demands, USAID has to be in a position to be actively involved so that the contractor and the AID staff can have open and frank discussions about the inevitable need to change plans. It should be noted that DSSP was always fortunate in having such a relationship with its USAID counterparts.

#### **4.1.2 Realistic Goals**

Though institutional reform in the short term as a result of project assistance is perhaps not a realistic goal, institutional development of the type DSSP engaged in (i.e., training and infrastructure development) is realistic. The project demonstrated that it is possible to enhance the environment for reform outside of the Parliament (e.g., helping to foster interest in legislative development, raising and providing exposure to the subject, and providing training). This is an important area of support, but again, it is a step removed from actually transforming the institution as a direct result of project intervention.

The project can be supportive, available and responsive, and can gain the trust of, and access to, those within the Parliament who are creative and progressive. If a level of trust is established, then the project has the opportunity to support reform that begins within the institution itself. It is possible to focus on identifying those within the Parliament who are receptive to new ideas and are interested in considering new ways of supporting the legislative process. The project can then be in a position to work with them within the agreed to parameters.

#### **4.1.3 Mode of Assistance**

A project cannot see the Egyptian Parliament (and probably no Parliament anywhere in the world) as a recipient of assistance. The Parliament has to be seen as a partner and a client. As a partner, the Parliament would be completely involved in establishment of mutual objectives, modes of operation, and would be responsible for meeting obligations and requirements of its own. In regard to the provider-client relationship, the project has the responsibility for meeting the client's needs. This develops the trust and access needed to provide high quality assistance, and to get into a position where the project can eventually suggest that the Parliament consider possibilities it otherwise might not have entertained. DSSP concentrated on those aspects of the

program where the Parliament wanted assistance. Approaching the project with a service provider perspective proved to be a key to staying engaged.

When the project was able to adhere to the principles described above (flexibility, establishing realistic goals and specific successful modes of assistance) assistance was successfully provided in three broad areas: improvement of information technology capacities, development of an enhanced environment for legislative development, and increased human resource capacities.

- Information Technology: The project was clearly responsible for transforming the automation environment in the PA/SA. In the modern, technology-based world, decision making is based on access to worldwide sources of information. To a greater and greater degree, those sources are made accessible through networked computers with Internet access. This is as true in a legislature as it is in any other decision making body. DSSP's automation orientation will have a direct impact on the Egyptian Parliament's access to information, and access to information will influence the Parliament's decision-making capabilities. The technology alone does not, of course, guarantee that the institution will base its decisions upon the information it receives, or that the institution as a whole, nor the individuals within it, will have the capacities to effectively use that information. Nonetheless, the decentralized networked system the project installed will allow staff greater access to information. DSSP has at least assured that the Parliament will have the tools available as the demand for information evolves.
- Environment for Legislative Development: Though not an explicit project objective, DSSP helped enhance the environment that is interested in and supportive of legislative development. The project did not create an environment that enables independent legislative power, nor did it establish the critical mass required for legislative reform. It did, however, contribute both formally and informally to the efforts of those who are concerned and committed to the development of the Egyptian Parliament as an effective legislature. Specifically, DSSP helped develop the legislative support capacities of the Cairo University's Faculty of Economics and Political Science (CU/FEPS), developed an Arabic-language legislative development curriculum, and supported the establishment of Cairo-based training and information technology resources that now have experience working within a legislature.
- Human Resources Development at the PA/SA: As a result of the project's training programs, a significant number of parliamentary staff have been exposed to an image of what a legislature can be. They have seen other options and have been presented with possibilities, and have been provided the skills required to approach those possibilities. Prior to DSSP, the Parliament was more xenophobic than it is now. Now, there is more use of external assistance (trainers and consultants) that works in collaboration with the Parliament's internal resources.

## **4.2 Recommendations**

These reflections on what worked well, and what did not, lead us to recommend specific activities and ways to operate and manage legislative assistance in Egypt.

1. Any future work with the Parliament must be discussed clearly and frankly at the highest level possible. Agreement should be reached as to what the project can and cannot focus on, and what are its acceptable parameters. It will be important to be flexible within those parameters, but there should be limits. It is conceivable that no consensus will be achieved in which case it may be better to not even start.

The assistance should start with the strategic design of an assistance package. A clear strategic target that both parties can agree to (even if they still have their own separate agendas) should be required. Without such an agreement, the assistance mechanisms get pulled in several directions. With a clear objective, there can still be flexible, varied mechanisms to achieve it, but there should be an agenda that all parties agree to. The agreement should include a cost-sharing component to assure commitment, and an incentive for cooperation.

2. Establish modest, broadly stated goals. Any work with the Egyptian Parliament has to have a long-term view, and from the beginning expectations must reflect the evolutionary pace of the process.
3. With the project on the ground, and assuming consensus on the acceptable parameters, start activities off with a series of collaborative needs assessments. The assessments should be designed for each of the project's areas of assistance, whatever they happen to be, so that agreement is reached about the initial tasks and plans. For example, as was done under DSSP for information technology, develop similar plans for the development of other aspects of the legislature.
4. Reach agreement on the need for establishment of a project steering or coordinating committee. Promote a systematic mechanism for collaborative project management that would not only coordinate the activities, but would also provide for feedback on performance. Explore the possibility of a legislative modernization committee. The project needs a public figure or institution as a shield from unanticipated and uncontrollable events. Having a committee of some kind also helps to lower the donor profile. It would be ideal if the committee could include MPs.
5. Identify a few interested actors and focus activities around them, much like DSSP has done with the Information Center at the Shoura Council. Build in the flexibility to work with others if they become interested.
6. Support a broader audience for legislative development, not necessarily just the Parliament. That is, develop the “demand” side. For example, establish a grant mechanism to support legislative research, legislative advocacy, legislative conferences and legislative training. An important part of enhancing an environment that supports legislative development is to work with and support third parties to develop their interests and capacities. Activities that promote networking and systematic sharing of information between these interested parties would be of great assistance to them. It is difficult, if not impossible, to measure these intangible benefits, but with DSSP the promotion of a climate supportive of legislative development,

outside of the Parliament, has arguably been as important as whether the project has met specific targets for assistance to the Parliament itself.

7. Related to supporting the greater environment for legislative development is to support the Parliament's own efforts in this regard. It may be possible to support the Parliament's capacities to, for example, organize and conduct conferences about its work, or to either operate or be engaged in the Youth Parliaments. The Parliament may be receptive to efforts to develop its skills to promote itself as an institution, and to promote the important of legislative process. That is, help the Parliament engage in its own civic education on legislative topics.
8. Recognize that hardware and information technologies are going to continue to be a high priority. Be prepared to budget for equipment procurement, and realize that hardware provision (infrastructure development) can lead to software (institutional development). At the same time, establish clear equipment parameters (through the initial, collaborative assessment process) so there are clear limits and so the project is not just a supermarket for computers. Development of the Parliament's information technology capacities will continue to be important not only because of the inherent importance of access to information, but also because it is noncontroversial, nonpolitical, and serves as an entry point to institutional development.
9. Related to hardware and technology support, DSSP reviewed and discussed operating costs and recurrent cost budgets with both of the Parliament's Information Centers early in the project. These issues were covered during DSSP study tours and in workshops conducted in the PAIC. However, neither organization projects costs or constructs recurrent cost budgets regularly. The Parliament needs time to expand use of the existing systems and come to grips with operating costs. In the future, USAID technical assistance would be helpful to assist both the PAIC and ESAIC in projecting operating costs and constructing short-range and long-range budgets for Information and Communications Technologies (ICT) infrastructure. Any assistance of this sort must be done with the full participation of the leadership.

As indicated previously, the ESAIC is less advanced than the PAIC in offering network services to its members. The ESAIC currently has no Intranet portal, and does not yet host its own public website. USAID should consider providing additional technical assistance to the ESAIC to develop appropriate web-based information services. Considering the smaller size of the SA, these services should be based on a simpler platform than that deployed by the PAIC.

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**Annex 1: DSSP Training Courses**

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	Course Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
1	Arabic Language and Report Writing/PA	32	2						
			1	23-Jun-01	4-Jul-01	16	CU/FEPS	PA	Basic Staff Training
			2	23-Jun-01	4-Jul-01	16	CU/FEPS	PA	Basic Staff Training
2	Arabic Language and Report writing/SA	67	3						
			1	8-Jul-00	6-Aug-00	20	Ismail Ahmed	SA	Basic Staff Training
			2	4-Nov-00	6-Dec-00	29	CU/FEPS	SA	Basic Staff Training
			3	7-Jul-01	18-Jul-01	18	CU/FEPS	SA	Basic Staff Training
3	Arabic Language for Librarians	37	2						
			1	13-May-01	30-May-01	17	Ismail Ahmed	PA	Basic Staff Training
			2	3-Jun-01	18-Jun-01	20	Ismail Ahmed	PA	Basic Staff Training
4	Bill Drafting	78	7						
			1	26-May-01	27-May-01	6	CU/FEPS	SA	Basic Staff Training
			2	26-May-01	27-May-01	9	CU/FEPS	PA	Basic Staff Training
			3	9-Jun-01	18-Jun-01	17	CU/FEPS	SA	Basic Staff Training
			4	23-Jun-01	2-Jul-01	12	CU/FEPS	SA	Basic Staff Training
			5	15-Sep-01	19-Sep-01	11	CU/FEPS	SA	Basic Staff Training
			6	22-Sep-01	30-Sep-01	10	CU/FEPS	PA	Basic Staff Training
			7	13-Oct-01	21-Oct-01	13	CU/FEPS	PA	Basic Staff Training
5	Budget Preparation	29	2						
			1	27-Sep-97	29-Sep-97	15	CU/FEPS	SA	Basic Staff Training
			2	27-Sep-97	29-Sep-97	14	CU/FEPS	PA	Basic Staff Training
6	Creative Thinking	17	1						
			1	27-Oct-97	29-Oct-97	17	CU/FEPS	PA/SA	Basic Staff Training
7	CRS: Committee Staff Training	40	2						
			1	7-Jul-95	13-Jul-95	19	CLD	PA	Basic Staff Training
			2	16-Jul-95	20-Jul-95	21	CLD	PA/SA	Basic Staff Training
8	Elementary Finance (1)	14	1						
			1	3-Sep-96	5-Sep-96	14	CU/FEPS	PA	Basic Staff Training
9	Elementary Finance(2)	14	1						
			1	3-Sep-96	5-Sep-96	14	CU/FEPS	PA	Basic Staff Training
10	English Auxiliary course	37	2						
			1	24-Sep-00	11-Dec-00	13	American University	SA	Basic Staff Training
			2	18-Sep-01	30-Dec-01	24	American University	PA/SA	Basic Staff Training
11	English Language Training	113	4						
			1	1-Jan-95	30-Dec-95	70	American University	PA/SA	Basic Staff Training
			2	18-May-97	24-Jul-97	17	American University	PA/SA	Basic Staff Training
			3	18-May-97	24-Jul-97	13	American University	PA/SA	Basic Staff Training
			4	18-May-97	24-Jul-97	13	American University	PA/SA	Basic Staff Training
12	English Language Training (Intermediate)	13	1						
			1	11-Feb-01	1-Jul-01	13	American University	PA	Basic Staff Training
13	English Language Training (Pre-Intermediate)	34	3						

	Course_Name	# of Trainees	# of Classes		Start	End	Trainees	Provider	Place	Course Type
				1	11-Feb-01	1-Jul-01	11	American University	PA	Basic Staff Training
				2	11-Feb-01	1-Jul-01	11	American University	PA	Basic Staff Training
				3	11-Feb-01	1-Jul-01	12	American University	PA	Basic Staff Training
14	English Language Training-Basic	40	3							
				1	8-Oct-00	18-Jan-01	15	American University	PA	Basic Staff Training
				2	8-Oct-00	18-Jan-01	13	American University	PA	Basic Staff Training
				3	8-Oct-00	18-Jan-01	12	American University	PA	Basic Staff Training
15	English Language Training-Elementary	49	3							
				1	8-Oct-00	18-Jan-01	17	American University	PA	Basic Staff Training
				2	8-Oct-00	18-Jan-01	16	American University	PA	Basic Staff Training
				3	11-Feb-01	1-Jul-01	16	American University	PA	Basic Staff Training
16	Government Finance (1)	14	1							
				1	14-Sep-96	16-Sep-96	14	CU/FEPS	PA	Basic Staff Training
17	Government Finance (2)	14	1							
				1	17-Sep-96	19-Sep-96	14	CU/FEPS	PA	Basic Staff Training
18	Governmental Finance Management	15	1							
				1	8-Apr-97	10-Apr-97	15	CU/FEPS	PA	Basic Staff Training
19	Introduction to Economics	132	9							
				1	18-Jun-96	20-Jun-96	15	CU/FEPS	PA	Basic Staff Training
				2	2-Jul-96	4-Jul-96	15	CU/FEPS	PA	Basic Staff Training
				3	9-Jul-96	11-Jul-96	15	CU/FEPS	PA	Basic Staff Training
				4	16-Jul-96	18-Jul-96	15	CU/FEPS	PA	Basic Staff Training
				5	10-Sep-96	12-Sep-96	15	CU/FEPS	PA	Basic Staff Training
				6	24-Sep-96	26-Sep-96	15	CU/FEPS	PA	Basic Staff Training
				7	8-Oct-96	10-Oct-96	14	CU/FEPS	SA	Basic Staff Training
				8	22-Oct-96	14-Oct-96	15	CU/FEPS	PA	Basic Staff Training
				9	1-Jul-97	3-Jul-97	13	CU/FEPS	PA	Basic Staff Training
20	Introduction to Law	102	7							
				1	1-Oct-96	2-Oct-96	15	CU/FEPS	PA	Basic Staff Training
				2	23-Oct-96	25-Oct-96	15	CU/FEPS	PA	Basic Staff Training
				3	29-Oct-96	6-Nov-96	17	CU/FEPS	PA	Basic Staff Training
				4	20-Nov-96	22-Nov-96	15	CU/FEPS	PA	Basic Staff Training
				5	4-Dec-96	6-Dec-96	15	CU/FEPS	PA	Basic Staff Training
				6	8-Apr-97	10-Apr-97	12	CU/FEPS	SA	Basic Staff Training
				7	1-Jul-97	3-Jul-97	13	CU/FEPS	PA	Basic Staff Training
21	Introduction to Political Science	142	10							
				1	7-May-96	9-May-96	15	CU/FEPS	PA/SA	Basic Staff Training
				2	4-Jun-96	6-Jun-96	15	CU/FEPS	PA/SA	Basic Staff Training
				3	11-Jun-96	13-Jun-96	10	CU/FEPS	PA/SA	Basic Staff Training
				4	18-Jun-96	20-Jun-96	15	CU/FEPS	PA/SA	Basic Staff Training
				5	2-Jul-96	4-Jul-96	15	CU/FEPS	PA/SA	Basic Staff Training
				6	10-Sep-96	12-Sep-96	15	CU/FEPS	PA/SA	Basic Staff Training

	Course Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			7	8-Oct-96	10-Oct-96	15	CU/FEPS	PA	Basic Staff Training
			8	22-Oct-96	24-Oct-96	15	CU/FEPS	PA	Basic Staff Training
			9	6-Nov-96	8-Nov-96	15	CU/FEPS	PA	Basic Staff Training
			10	22-Mar-97	24-Mar-97	12	CU/FEPS	SA	Basic Staff Training
22	Parliamentary English Training	10	1						
			1	16-Jul-00	14-Sep-00	10	American University	SA	Basic Staff Training
23	Parliamentary Sessions	12	2						
			1	23-Jun-01	27-Jun-01	6	Arab Parliamentary	SA	Basic Staff Training
			2	23-Jun-01	27-Jun-01	6	Arab Parliamentary	PA	Basic Staff Training
24	Parliamentary Studies Diploma	42	2						
			1	1-Oct-01	30-Jun-02	22	CU/FEPS	PA	Basic Staff Training
			2	1-Oct-01	30-Jun-02	20	CU/FEPS	SA	Basic Staff Training
25	PC Application in Governmental Finance & Budget	29	2						
			1	4-Oct-97	7-Oct-97	15	CU/FEPS	PA	Basic Staff Training
			2	18-Oct-97	20-Oct-97	14	CU/FEPS	SA	Basic Staff Training
26	PC Application in Legislative Fields	28	2						
			1	21-Oct-97	23-Oct-97	16	CU/FEPS	PA	Basic Staff Training
			2	1-Nov-97	3-Nov-97	12	CU/FEPS	SA	Basic Staff Training
27	The 4th Annual Conference for Training in Arab Re	19	4						
			1	21-Oct-97	23-Oct-97	6	PMEC	PA/SA	Basic Staff Training
			2	20-Oct-98	22-Oct-98	4	PMEC	PA/SA	Basic Staff Training
			3	25-Oct-99	27-Oct-99	6	PMEC	PA	Basic Staff Training
			4	25-Oct-99	27-Oct-99	3	PMEC	SA	Basic Staff Training
28	Work Process in PA	26	1						
			1	14-Oct-97	16-Oct-97	26	CU/FEPS	PA	Basic Staff Training
29	Workings of Parliamentary Committees	13	2						
			1	23-Sep-00	27-Sep-00	7	Arab Parliamentary	PA	Basic Staff Training
			2	23-Sep-00	27-Sep-00	6	Arab Parliamentary	SA	Basic Staff Training
30	Basic Internet Concepts	10	1						
			1	1-Jul-01	4-Jul-01	10	ITE	SA	IT Fundamentals
31	Excel 7	93	10						
			1	15-Mar-97	30-Mar-97	12	Sarhank	PA	IT Fundamentals
			2	15-Mar-97	30-Mar-97	12	Sarhank	PA	IT Fundamentals
			3	15-Mar-97	30-Mar-97	11	Sarhank	PA	IT Fundamentals
			4	5-Jul-97	10-Jul-97	6	Sarhank	SA	IT Fundamentals
			5	12-Jul-97	16-Jul-97	8	Sarhank	SA	IT Fundamentals
			6	19-Aug-97	26-Aug-97	9	Sarhank	SA	IT Fundamentals
			7	30-Aug-97	4-Sep-97	9	Sarhank	SA	IT Fundamentals
			8	4-Dec-97	11-Dec-97	12	ITE	SA	IT Fundamentals
			9	29-Mar-98	2-Apr-98	7	ITE	SA	IT Fundamentals
			10	7-Jun-98	11-Jun-98	7	ITE	SA	IT Fundamentals
32	Hands-on Internet Connectivity Workshop	8	1						

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			1	18-May-98	21-May-98	8	ITE	SA	IT Fundamentals
33	Internet	39	4						
			1	16-Aug-97	21-Aug-97	12	ASDA	PA	IT Fundamentals
			2	16-Aug-97	21-Aug-97	12	ITE	PA	IT Fundamentals
			3	10-May-98	13-May-98	8	CU/FEPS	SA	IT Fundamentals
			4	14-Jun-98	18-Jun-98	7	ITE	SA	IT Fundamentals
34	Internet for members	14	3						
			1	25-Dec-96	25-Dec-96	8	ASDA	PA	IT Fundamentals
			2	24-Mar-97	24-Mar-97	2	ASDA	PA	IT Fundamentals
			3	2-Apr-97	2-Apr-97	4	ASDA	PA	IT Fundamentals
35	Introduction to PC's & MS-Windows	349	28						
			1	7-Jan-96	20-Jan-96	12	IBM	SA	IT Fundamentals
			2	16-Mar-96	28-Mar-96	12	ASDA	PA/SA	IT Fundamentals
			3	16-Mar-96	28-Mar-96	12	ASDA	PA/SA	IT Fundamentals
			4	16-Mar-96	28-Mar-96	12	ASDA	PA/SA	IT Fundamentals
			5	16-Mar-96	28-Mar-96	12	ASDA	PA/SA	IT Fundamentals
			6	30-Mar-96	11-Apr-96	12	ASDA	PA	IT Fundamentals
			7	30-Mar-96	11-Apr-96	12	ASDA	PA	IT Fundamentals
			8	30-Mar-96	11-Apr-96	12	ASDA	PA	IT Fundamentals
			9	30-Mar-96	11-Apr-96	12	ASDA	PA	IT Fundamentals
			10	13-Apr-96	22-Apr-96	12	ASDA	PA	IT Fundamentals
			11	13-Apr-96	22-Apr-96	13	ASDA	PA	IT Fundamentals
			12	4-May-96	16-May-96	15	ASDA	PA/SA	IT Fundamentals
			13	4-May-96	16-May-96	12	ASDA	PA/SA	IT Fundamentals
			14	4-May-96	16-May-96	14	ASDA	PA/SA	IT Fundamentals
			15	7-May-96	16-May-96	12	ASDA	PA/SA	IT Fundamentals
			16	18-May-96	30-May-96	12	ASDA	PA	IT Fundamentals
			17	18-May-96	30-May-96	12	ASDA	PA/SA	IT Fundamentals
			18	18-May-96	30-May-96	13	ASDA	PA/SA	IT Fundamentals
			19	1-Jun-96	13-Jun-96	14	ASDA	PA/SA	IT Fundamentals
			20	1-Jun-96	13-Jun-96	12	ASDA	PA/SA	IT Fundamentals
			21	1-Jun-96	19-Jun-96	13	ASDA	PA/SA	IT Fundamentals
			22	1-Jun-96	13-Jun-96	14	ASDA	PA/SA	IT Fundamentals
			23	15-Jun-96	27-Jun-96	13	ASDA	PA/SA	IT Fundamentals
			24	15-Jun-96	13-Jun-96	13	ASDA	PA/SA	IT Fundamentals
			25	29-Jun-96	11-Jul-96	12	ASDA	PA/SA	IT Fundamentals
			26	29-Jun-96	11-Jul-96	12	ASDA	PA/SA	IT Fundamentals
			27	13-Jul-96	25-Jul-96	12	ASDA	PA/SA	IT Fundamentals
			28	13-Jul-96	25-Jul-96	11	ASDA	PA/SA	IT Fundamentals
36	MS Office Professional 2000	10	1						
			1	5-Jun-01	27-Jun-01	10	ITE	SA	IT Fundamentals
37	MS-ACCESS	9	1						
			1	5-Feb-00	9-Feb-00	9	New Horizon	SA	IT Fundamentals

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
38	MSPU: Microsoft Access	18	2						
			1	3-Dec-00	13-Dec-00	15	OU DA-IPAC	PA/SA	IT Fundamentals
			2	27-May-01	6-Jun-01	3	OU DA-IPAC	PA	IT Fundamentals
39	MSPU:Microsoft Excel 2000	18	2						
			1	1-Nov-00	14-Nov-00	15	OU DA-IPAC	PA/SA	IT Fundamentals
			2	15-Apr-01	6-May-01	3	OU DA-IPAC	PA	IT Fundamentals
40	MSPU:Microsoft Word 2000	18	2						
			1	22-Oct-00	30-Oct-00	15	OU DA-IPAC	PA/SA	IT Fundamentals
			2	1-Apr-01	12-Apr-01	3	OU DA-IPAC	PA	IT Fundamentals
41	MSPU:Power Point 2000	18	2						
			1	19-Nov-00	22-Nov-00	15	OU DA-IPAC	PA/SA	IT Fundamentals
			2	10-May-01	17-May-01	3	OU DA-IPAC	PA	IT Fundamentals
42	Personal Computing for Decision Makers	32	4						
			1	13-Jan-97	16-Mar-97	8	IBM	SA	IT Fundamentals
			2	14-Jan-97	6-Feb-97	8	IBM	SA	IT Fundamentals
			3	16-Feb-97	12-Apr-97	8	IBM	SA	IT Fundamentals
			4	22-Feb-97	13-Mar-97	8	IBM	SA	IT Fundamentals
43	Personal Computing for Decision Making	7	1						
			1	23-Apr-97	12-Jun-97	7	IBM	SA	IT Fundamentals
44	Report Writing	41	3						
			1	8-Feb-97	10-Feb-97	15	CU/FEPS	PA	IT Fundamentals
			2	15-Mar-97	18-Mar-97	14	CU/FEPS	PA	IT Fundamentals
			3	1-Nov-97	3-Nov-97	12	CU/FEPS	PA	IT Fundamentals
45	Windows 2000 Professional	19	2						
			1	17-Mar-01	27-Mar-01	9	ITE	SA	IT Fundamentals
			2	26-May-01	30-May-01	10	ITE	SA	IT Fundamentals
46	Windows 95	91	9						
			1	4-May-97	8-Jun-97	11	ASDA	PA	IT Fundamentals
			2	10-May-97	22-May-97	12	ASDA	PA	IT Fundamentals
			3	17-Jun-97	1-Jul-97	12	ASDA	PA	IT Fundamentals
			4	5-Jul-97	16-Jul-97	12	ASDA	PA	IT Fundamentals
			5	25-Nov-97	5-Dec-97	12	ASDA	PA	IT Fundamentals
			6	25-Nov-97	5-Dec-97	12	ASDA	PA	IT Fundamentals
			7	9-Mar-98	12-Mar-98	8	ITE	SA	IT Fundamentals
			8	15-Mar-98	19-Mar-98	9	ITE	SA	IT Fundamentals
			9	24-May-98	28-May-98	3	ITE	SA	IT Fundamentals
47	Word for Windows	188	17						
			1	21-Dec-96	5-Jan-97	12	ASDA	PA	IT Fundamentals
			2	21-Dec-96	5-Jan-97	12	ASDA	PA	IT Fundamentals
			3	21-Dec-96	5-Jan-97	12	ASDA	PA	IT Fundamentals
			4	6-Jan-97	20-Jan-97	12	ASDA	PA	IT Fundamentals
			5	6-Jan-97	20-Jan-97	12	ASDA	PA	IT Fundamentals

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			6	1-Apr-97	15-Apr-97	12	ASDA	PA	IT Fundamentals
			7	1-Apr-97	15-Apr-97	12	ASDA	PA	IT Fundamentals
			8	1-Apr-97	15-Apr-97	12	ASDA	PA	IT Fundamentals
			9	24-May-97	8-Jun-97	11	ASDA	PA	IT Fundamentals
			10	14-Jun-97	19-Jun-97	10	Sarhank	SA	IT Fundamentals
			11	17-Jun-97	1-Jul-97	12	ASDA	PA	IT Fundamentals
			12	5-Jul-97	16-Jul-97	12	ASDA	PA	IT Fundamentals
			13	26-Jul-97	1-Aug-97	11	Sarhank	SA	IT Fundamentals
			14	26-Jul-97	1-Aug-97	9	Sarhank	SA	IT Fundamentals
			15	29-Nov-97	4-Dec-97	9	ITE	SA	IT Fundamentals
			16	29-Nov-97	4-Dec-97	11	ITE	SA	IT Fundamentals
			17	29-May-98	4-Jun-98	7	ITE	SA	IT Fundamentals
48	3D Studio MAX	1	1						
			1	20-Mar-99	26-Apr-99	1	AMAC	PA	IT Specialized Courses
49	A+ Certification Track	7	2						
			1	18-Dec-00	15-Jan-01	5	OU DA-IPAC	PA	IT Specialized Courses
			2	18-Dec-00	15-Jan-01	2	OU DA-IPAC	SA	IT Specialized Courses
50	Animation USINFG 3D MAX (1361)	1	1						
			1	27-May-00	31-May-00	1	AMAC	PA	IT Specialized Courses
51	AS/400 Control Language Programming	6	1						
			1	18-Aug-96	23-Aug-96	6	IBM	SA	IT Specialized Courses
52	AS/400 Control Language Programming WS OL2	10	2						
			1	26-Apr-98	3-May-98	5	IBM	SA	IT Specialized Courses
			2	23-Jun-99	30-Jun-99	5	IBM	SA	IT Specialized Courses
53	AS/400 Interactive Program Design OL14	9	2						
			1	30-Aug-97	8-Sep-97	4	IBM	SA	IT Specialized Courses
			2	9-May-98	17-May-98	5	IBM	SA	IT Specialized Courses
54	Building a Web Site	6	1						
			1	29-Oct-00	31-Oct-00	6	IBM	PA	IT Specialized Courses
55	C++	2	1						
			1	4-Dec-96	9-Dec-96	2	IBM	SA	IT Specialized Courses
56	CAIENT' 97	6	1						
			1	30-Mar-97	1-Apr-97	6	RITSEC	PA/SA	IT Specialized Courses
57	CAINET 2000	9	2						
			1	7-Mar-00	9-Mar-00	3	RITSEC	SA	IT Specialized Courses
			2	7-Mar-00	9-Mar-00	6	RITSEC	PA	IT Specialized Courses
58	CAINET 99	20	1						
			1	8-Mar-99	10-Mar-99	20	RITSEC	PA/SA	IT Specialized Courses
59	CAINET'98	6	1						
			1	22-Mar-98	24-Mar-98	6	RITSEC	PA/SA	IT Specialized Courses
60	CCNP-Building CISCO Multilayer Switched Netwo	1	1						
			1	29-Oct-00	2-Nov-00	1	Synergy Consulting	PA	IT Specialized Courses

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
61	CCNP-Building CISCO Remote Access Networks	1	1						
			1	15-Oct-00	19-Oct-00	1	Synergy Consulting	PA	IT Specialized Courses
62	CCNP-Building Scalable CISCO Networks	1	1						
			1	3-Sep-00	7-Sep-00	1	Synergy Consulting	PA	IT Specialized Courses
63	CCNP-CISCO Internetworks Troubleshooting	1	1						
			1	5-Nov-00	9-Nov-00	1	Synergy Consulting	PA	IT Specialized Courses
64	CICS Application Programing I	2	1						
			1	26-Apr-99	4-May-99	2	IBM	PA	IT Specialized Courses
65	CICS Application Programing II	3	1						
			1	10-May-99	19-May-99	3	IBM	PA	IT Specialized Courses
66	CICS Application Programming	8	2						
			1	26-Jul-00	3-Aug-00	4	IBM	PA	IT Specialized Courses
			2	6-Aug-00	14-Aug-00	4	IBM	PA	IT Specialized Courses
67	CICS DB2 Interface for system programmers	3	1						
			1	19-Jul-00	25-Jul-00	3	IBM	PA	IT Specialized Courses
68	CICS Introduction	16	4						
			1	18-Apr-99	21-Apr-99	6	IBM	PA	IT Specialized Courses
			2	31-Jan-00	1-Feb-00	5	IBM	PA	IT Specialized Courses
			3	6-Jul-00	10-Jul-00	4	IBM	PA	IT Specialized Courses
			4	20-Dec-01	26-Dec-01	1	IBM	PA	IT Specialized Courses
69	CICS TC for OS/390 Basic Tailoring	2	1						
			1	11-Jul-00	18-Jul-00	2	IBM	PA	IT Specialized Courses
70	CISCO Secure Pix Firewall Advanced	1	1						
			1	21-Oct-01	24-Oct-01	1	Synergy Consulting	SA	IT Specialized Courses
71	DB2 Designing for Concurrancy	2	1						
			1	7-Sep-00	11-Sep-00	2	IBM	PA	IT Specialized Courses
72	DB2 UDB Administration W/S for Win-NT	3	1						
			1	12-Jun-01	19-Jun-01	3	IBM	PA	IT Specialized Courses
73	DB2/400 Relational Data Base Coding and Implem	10	2						
			1	19-Apr-98	22-Apr-98	5	IBM	SA	IT Specialized Courses
			2	2-Jun-99	6-Jun-99	5	IBM	SA	IT Specialized Courses
74	Designing CISCO Networks	1	1						
			1	19-Sep-00	21-Sep-00	1	Synergy Consulting	PA	IT Specialized Courses
75	EM&CEC: Building Collaborative Solutions by usin	2	1						
			1	16-Dec-01	31-Dec-01	2	OU DA-IPAC	PA	IT Specialized Courses
76	ER Win/ BP Win	5	1						
			1	11-Nov-01	22-Nov-01	5	Future Systems	PA	IT Specialized Courses
77	Fast Track to Power Builder	7	1						
			1	25-May-98	29-May-98	7	OpenSoft	SA	IT Specialized Courses
78	Fast Track to Sybase	6	1						
			1	17-May-98	21-May-98	6	OpenSoft	SA	IT Specialized Courses

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
79	Front Page	8	1						
			1	18-Oct-98	22-Oct-98	8	ITE	SA	IT Specialized Courses
80	IBM Host Publisher For NT	5	1						
			1	8-Jan-01	14-Jan-01	5	IBM	PA	IT Specialized Courses
81	IBM-Introduction to Java Programing	8	1						
			1	1-Jun-01	1-Jul-01	8	IBM	PA	IT Specialized Courses
82	IBM-Web Artistic Design Concepts	10	1						
			1	27-Jan-01	31-Jan-01	10	IBM	PA	IT Specialized Courses
83	ICARO Programming	6	1						
			1	15-Mar-98	21-Mar-98	6	IBM	SA	IT Specialized Courses
84	Microsoft Professional Developers' Conference	6	1						
			1	28-Feb-98	28-Feb-98	6	Microsoft	PA/SA	IT Specialized Courses
85	MS Visual Basic 6.0 Development	8	1						
			1	4-Mar-00	29-Mar-00	8	New Horizon	SA	IT Specialized Courses
86	MS Visual Basic 6.0 Introduction	8	1						
			1	21-Feb-00	23-Feb-00	8	New Horizon	SA	IT Specialized Courses
87	PRG/400 Programming	5	1						
			1	7-Oct-96	11-Oct-96	5	IBM	SA	IT Specialized Courses
88	Programming Language Concepts	8	1						
			1	21-Apr-98	30-Apr-98	8	ITE	SA	IT Specialized Courses
89	Project Management (PMGT)	5	2						
			1	30-May-99	1-Jun-99	4	IBM	PA	IT Specialized Courses
			2	30-May-99	1-Jun-99	1	IBM	SA	IT Specialized Courses
90	SQL Advanced	9	1						
			1	22-May-99	25-May-99	9	IBM	PA	IT Specialized Courses
91	SQL Basic	9	1						
			1	13-May-99	16-May-99	9	IBM	PA	IT Specialized Courses
92	SQL/DS System Administration Advanced	3	1						
			1	8-Jul-01	15-Jul-01	3	IBM	PA	IT Specialized Courses
93	SQL/DS System Administration Basic	3	1						
			1	28-Jun-01	5-Jul-01	3	IBM	PA	IT Specialized Courses
94	System Analysis and Design	3	1						
			1	22-Mar-99	24-Mar-99	3	IBM	PA	IT Specialized Courses
95	TCP/IP Architecture	13	1						
			1	22-Sep-00	28-Sep-00	13	IBM	PA	IT Specialized Courses
96	Visual Basic Advanced Topics	4	1						
			1	26-Apr-99	9-May-99	4	IBM	PA	IT Specialized Courses
97	Visual Basic Crystal Reports	7	2						
			1	23-Mar-99	6-Apr-99	4	IBM	PA	IT Specialized Courses
			2	15-Jun-99	24-Jun-99	3	IBM	PA	IT Specialized Courses
98	Visual Basic Fundamental	21	3						

	Course_Name	# of Trainees	# of Classes		Start	End	Trainees	Provider	Place	Course Type
				1	16-Feb-97	23-Feb-97	6	Compu CAD	SA	IT Specialized Courses
				2	5-Jul-97	16-Jul-97	7	Compu CAD	SA	IT Specialized Courses
				3	26-Feb-00	1-Mar-00	8	New Horizon	SA	IT Specialized Courses
99	Visual Basic Interface VBINT	8	2							
				1	7-May-99	22-May-99	4	IBM	PA	IT Specialized Courses
				2	30-May-99	14-Jun-99	4	IBM	PA	IT Specialized Courses
100	VLDB 2000	2	2							
				1	10-Sep-00	14-Sep-00	1	Datum	SA	IT Specialized Courses
				2	10-Sep-00	14-Sep-00	1	Datum	PA	IT Specialized Courses
101	VSE/ESA Job Control Language Facilities	10	3							
				1	1-Jun-99	7-Jun-99	4	IBM	PA	IT Specialized Courses
				2	16-Jan-00	19-Jan-00	5	IBM	PA	IT Specialized Courses
				3	2-Jul-00	5-Jul-00	1	IBM	PA	IT Specialized Courses
102	VSE/ESA Overview	10	2							
				1	26-May-99	31-May-99	7	IBM	PA	IT Specialized Courses
				2	26-Dec-99	5-Jan-00	3	IBM	PA	IT Specialized Courses
103	VTAM and NCP SNA Implementation	3	1							
				1	28-Sep-00	8-Oct-00	3	IBM	PA	IT Specialized Courses
104	WAD: Designing Business Solutions	2	1							
				1	5-Feb-02	28-Feb-02	2	OU DA-IPAC	SA	IT Specialized Courses
105	WAD: Designing Data Services & Data Models	2	1							
				1	7-Mar-02	27-Mar-02	2	OU DA-IPAC	SA	IT Specialized Courses
106	WAD: Gathering & Analysing Business Requireme	2	1							
				1	10-Jan-02	1-Feb-02	2	OU DA-IPAC	SA	IT Specialized Courses
107	WAD: Implementing & Supporting MS Internet Inf	2	1							
				1	12-Nov-01	17-Nov-01	2	OU DA-IPAC	SA	IT Specialized Courses
108	WAD: Introduction to Web Development Technolo	2	1							
				1	22-Dec-01	5-Jan-02	2	OU DA-IPAC	SA	IT Specialized Courses
109	WAD: Mastering MS Visual Basic 6 Development	2	1							
				1	20-May-02	3-Jun-02	2	OU DA-IPAC	SA	IT Specialized Courses
110	WAD: Mastering Web Application Dev. Using MS	2	1							
				1	5-Jun-02	25-Jun-02	2	OU DA-IPAC	SA	IT Specialized Courses
111	WAD: MS Win 2000 Network and Operating Syste	2	1							
				1	24-Oct-01	31-Oct-01	2	OU DA-IPAC	SA	IT Specialized Courses
112	WAD: Proqraming a MS SQL server 2000 databas	2	1							
				1	25-Apr-02	10-May-02	2	OU DA-IPAC	SA	IT Specialized Courses
113	WAD: Querying MS SQL Server 2000	2	1							
				1	2-Apr-02	20-Apr-02	2	OU DA-IPAC	SA	IT Specialized Courses
114	WSD: Implementing MS Win. 2000 Professional &	10	2							
				1	25-Feb-01	4-Mar-01	9	OU DA-IPAC	PA	IT Specialized Courses
				2	12-Mar-01	7-Apr-01	1	OU DA-IPAC	SA	IT Specialized Courses

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
115	WSD: InterDev	10	2						
			1	14-May-01	4-Jun-01	9	OU DA-IPAC	PA	IT Specialized Courses
			2	2-Jul-01	28-Jul-01	1	OU DA-IPAC	SA	IT Specialized Courses
116	WSD: Mastering Web Site Fundamentals	10	2						
			1	4-Mar-01	18-Mar-01	9	OU DA-IPAC	PA	IT Specialized Courses
			2	9-Apr-01	5-May-01	1	OU DA-IPAC	SA	IT Specialized Courses
117	WSD: System Administration for MS SQL 7.0	10	2						
			1	26-Mar-01	10-Apr-01	9	OU DA-IPAC	PA	IT Specialized Courses
			2	7-May-01	2-Jun-01	1	OU DA-IPAC	SA	IT Specialized Courses
118	WSD:Implementing a Database in MS SQL 7.0	10	2						
			1	11-Apr-01	9-May-01	9	OU DA-IPAC	PA	IT Specialized Courses
			2	4-Jun-01	30-Jun-01	1	OU DA-IPAC	SA	IT Specialized Courses
119	WSD:Implementing MS Site Server 3.0	10	2						
			1	6-Jun-01	19-Jun-01	9	OU DA-IPAC	PA	IT Specialized Courses
			2	30-Jul-01	13-Aug-01	1	OU DA-IPAC	SA	IT Specialized Courses
120	Administrating Windows 95	7	1						
			1	12-Apr-98	16-Apr-98	7	ITE	SA	IT System Administration
121	Administrating Windows NT	6	1						
			1	29-Apr-98	2-May-98	6	ITE	SA	IT System Administration
122	Advanced CISCO Router Configuration	3	1						
			1	30-May-99	3-Jun-99	3	Silicon	PA/SA	IT System Administration
123	Advanced Functions Printer	5	1						
			1	10-May-98	14-May-98	5	IBM	SA	IT System Administration
124	Advanced HTML Authoring	7	1						
			1	25-Oct-00	26-Oct-00	7	IBM	PA	IT System Administration
125	Advanced VTAM/NCP Implementation	3	1						
			1	11-Oct-00	18-Oct-00	3	IBM	PA	IT System Administration
126	AS/400 Availability & Recovery Facilities Advanced	4	2						
			1	17-Aug-96	19-Aug-96	2	IBM	SA	IT System Administration
			2	26-Apr-99	29-Apr-99	2	IBM	SA	IT System Administration
127	AS/400 Availability & Recovery Facilities Basic Top	7	3						
			1	14-Aug-97	15-Aug-97	2	IBM	SA	IT System Administration
			2	26-Aug-97	27-Aug-97	3	IBM	SA	IT System Administration
			3	6-Apr-99	7-Apr-99	2	IBM	SA	IT System Administration
128	AS/400 Availability & Recovery Facilities Introducti	7	3						
			1	12-Aug-96	13-Aug-96	2	IBM	PA/SA	IT System Administration
			2	24-Aug-97	25-Aug-97	3	IBM	SA	IT System Administration
			3	4-Apr-99	5-Apr-99	2	IBM	SA	IT System Administration
129	AS/400 Concepts and Facilities Workshop OL49	10	2						
			1	22-Mar-98	29-Mar-98	5	IBM	SA	IT System Administration
			2	12-May-99	19-May-99	5	IBM	SA	IT System Administration

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
130	AS/400 Data Communication Concepts OE16	10	2						
			1	29-Mar-98	29-Mar-98	5	IBM	SA	IT System Administration
			2	7-Jun-99	7-Jun-99	5	IBM	SA	IT System Administration
131	AS/400 Data Communication Introduction	5	1						
			1	1-Apr-98	2-Apr-98	5	IBM	SA	IT System Administration
132	AS/400 Systems Operator Workshop	5	1						
			1	12-Apr-98	18-Apr-98	5	IBM	SA	IT System Administration
133	CISCO Training	4	1						
			1	26-Oct-98	28-Oct-98	4	Silicon	PA/SA	IT System Administration
134	CISCO Works	1	1						
			1	28-Jul-01	2-Aug-01	1	Synergy Consulting	PA	IT System Administration
135	DASP: Building Knowledge Management Solutions	1	1						
			1	7-Apr-02	8-Apr-02	1	OU DA-IPAC	PA	IT System Administration
136	DASP: Microsoft Access Development with Visual	1	1						
			1	3-Feb-02	28-Feb-02	1	OU DA-IPAC	PA	IT System Administration
137	DASP: Microsoft Outlook 2000	1	1						
			1	3-Mar-02	10-Mar-02	1	OU DA-IPAC	PA	IT System Administration
138	DASP: Microsoft PowerPoint 2000	1	1						
			1	19-Mar-02	26-Mar-02	1	OU DA-IPAC	PA	IT System Administration
139	DASP: Supporting Microsoft Excel 2000	1	1						
			1	3-Jan-02	27-Jan-02	1	OU DA-IPAC	PA	IT System Administration
140	DASP: Supporting Microsoft Word 2000	1	1						
			1	2-Dec-01	30-Dec-01	1	OU DA-IPAC	PA	IT System Administration
141	DASP:A+ Hardware/Operating Systems	1	1						
			1	18-Oct-01	30-Oct-01	1	OU DA-IPAC	PA	IT System Administration
142	DASP:Microsoft Windows 2000 Network and Oper	1	1						
			1	1-Nov-01	29-Nov-01	1	OU DA-IPAC	PA	IT System Administration
143	Data Communication Environment	3	1						
			1	31-Aug-00	6-Sep-00	3	IBM	SA	IT System Administration
144	Database infrastructure	25	1						
			1	7-May-97	13-May-97	25	RTI	PA/SA	IT System Administration
145	DB2 Family Fundamentals	13	3						
			1	9-May-99	11-May-99	7	IBM	PA	IT System Administration
			2	2-Feb-00	7-Feb-00	5	IBM	PA	IT System Administration
			3	27-May-01	28-May-01	1	IBM	PA	IT System Administration
146	Electronic File Management	12	1						
			1	19-Jul-97	20-Jul-97	12	CU/FEPS	PA/SA	IT System Administration
147	Electronic Publishing	24	2						
			1	1-Jul-97	3-Jul-97	14	CU/FEPS	PA/SA	IT System Administration
			2	14-Jul-97	16-Jul-97	10	CU/FEPS	PA/SA	IT System Administration
148	EM&CEC: Implementing MS Windows 2000 Proffe	2	1						

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			1	12-Jul-01	31-Jul-01	2	OUDA-IPAC	PA	IT System Administration
149	EM&CEC: Introduction	2	1						
			1	16-Jun-01	11-Jul-01	2	OUDA-IPAC	PA	IT System Administration
150	EM&CEC: MS Exchange Server 5.5 Series - Desig	2	1						
			1	1-Oct-01	31-Oct-01	2	OUDA-IPAC	PA	IT System Administration
151	EM&CEC: MS Exchange Server 5.5 Series Conce	2	1						
			1	1-Sep-01	30-Sep-01	2	OUDA-IPAC	PA	IT System Administration
152	EM&CEC: MS Windows 2000 Network and Opera	2	1						
			1	1-Aug-01	30-Aug-01	2	OUDA-IPAC	PA	IT System Administration
153	EM&CEC: Overview of MS Outlook and Exchange	2	1						
			1	1-Nov-01	30-Nov-01	2	OUDA-IPAC	PA	IT System Administration
154	EM&CEC: Visual Basic Scripting	2	1						
			1	2-Dec-01	15-Dec-01	2	OUDA-IPAC	PA	IT System Administration
155	Information Superhighway Conference & Exhibitio	2	1						
			1	25-Mar-96	27-Mar-96	2	RITSEC	PA	IT System Administration
156	Internet	10	1						
			1	10-Feb-02	20-Feb-02	10	Automation Consult	PA	IT System Administration
157	Internet Highway Executive Program	8	1						
			1	30-Mar-96	4-Apr-96	8	RITSEC	PA/SA	IT System Administration
158	Introduction to Database	14	1						
			1	26-Oct-96	28-Oct-96	14	CU/FEPS	PA	IT System Administration
159	Introduction to Networking	3	1						
			1	12-Sep-00	14-Sep-00	3	IBM	PA	IT System Administration
160	Introduction to SNA and its products	3	1						
			1	17-Sep-00	20-Sep-00	3	IBM	PA	IT System Administration
161	LAN Architecture	3	1						
			1	11-Sep-00	18-Sep-00	3	IBM	SA	IT System Administration
162	LAN Management Problem Determination & Perfo	1	1						
			1	18-Apr-99	21-Apr-99	1	IBM	PA	IT System Administration
163	Local Area Network Concepts	13	2						
			1	4-May-98	7-May-98	8	ITE	SA	IT System Administration
			2	17-Mar-99	21-Mar-99	5	IBM	PA	IT System Administration
164	MSPU: Microsoft Outlook 2000	18	2						
			1	26-Nov-00	28-Nov-00	15	OUDA-IPAC	PA/SA	IT System Administration
			2	20-May-01	24-May-01	3	OUDA-IPAC	PA	IT System Administration
165	MSPU:Microsoft Windows 2000 Professional	18	2						
			1	15-Oct-00	18-Oct-00	15	OUDA-IPAC	PA/SA	IT System Administration
			2	20-Mar-01	27-Mar-01	3	OUDA-IPAC	PA	IT System Administration
166	Networking Infrastructure	25	1						
			1	29-Apr-97	5-May-97	25	RTI	PA/SA	IT System Administration
167	Networking, IT	5	1						

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			1	22-Jun-96	7-Jul-96	5	RTI	Foriegn	IT System Administration
168	NISST Network Information Systems Strategic Pla	11	1						
			1	29-Nov-97	14-Dec-97	11	CLD/SUNNY/RTI	Foriegn	IT System Administration
169	NMP: Designing a MS Windows 2000 Directory Se	3	1						
			1	24-Jun-01	26-Jul-01	3	OU DA-IPAC	PA/SA	IT System Administration
170	NMP: Designing a MS Windows 2000 Migration S	3	1						
			1	10-Jun-01	20-Jun-01	3	OU DA-IPAC	PA/SA	IT System Administration
171	NMP: Designing a Secure MS Windows 2000 Net	3	1						
			1	10-Jun-01	12-Jul-01	3	OU DA-IPAC	PA/SA	IT System Administration
172	NMP: Implementing a MS Windows 2000 Network	3	1						
			1	19-Apr-01	19-May-01	3	OU DA-IPAC	PA/SA	IT System Administration
173	NMP: Implementing and Administrating MS Windo	3	1						
			1	20-May-01	7-Jun-01	3	OU DA-IPAC	PA/SA	IT System Administration
174	NMP: Implementing MS Windows 2000 Profession	3	1						
			1	15-Mar-01	12-Apr-01	3	OU DA-IPAC	PA/SA	IT System Administration
175	NMP: MS Windows 2000 Network and Operating S	3	1						
			1	18-Feb-01	11-Mar-01	3	OU DA-IPAC	PA/SA	IT System Administration
176	NMP: Network Concepts	3	1						
			1	8-Feb-01	17-Feb-01	3	OU DA-IPAC	PA/SA	IT System Administration
177	NW5 Administration	2	2						
			1	11-Jul-99	20-Jul-99	1	ACT	PA	IT System Administration
			2	15-Aug-99	24-Aug-99	1	ACT	Egypt	IT System Administration
178	NW5 Administration Advanced	1	1						
			1	25-Jul-99	2-Aug-99	1	ACT	PA	IT System Administration
179	Open Systems Interconnection	2	1						
			1	13-Oct-96	13-Oct-96	2	IBM	SA	IT System Administration
180	Operator Workshop	4	1						
			1	4-Aug-96	8-Aug-96	4	IBM	SA	IT System Administration
181	OS/400 Structure, Tailoring and Basic Tuning	7	2						
			1	1-Oct-96	3-Oct-96	2	IBM	SA	IT System Administration
			2	4-May-98	6-May-98	5	IBM	SA	IT System Administration
182	Pix Firewall	2	1						
			1	15-Jul-00	16-Jul-00	2	Synergy Consulting	PA	IT System Administration
183	REMOST Research/Information Management OST	6	1						
			1	12-Oct-97	1-Nov-97	6	Legislatures & Infor	Foriegn	IT System Administration
184	RSA Security System	3	1						
			1	18-Jul-01	21-Jul-01	3	Sigma	PA	IT System Administration
185	Search Engine	8	1						
			1	20-Nov-97	4-Dec-97	8	CU/FEPS	PA/SA	IT System Administration
186	Search Engine Application	8	1						
			1	22-Nov-97	6-Dec-97	8	CU/FEPS	PA/SA	IT System Administration

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
187	SR25 VSE/ESA Installation, Tailoring & Measure	4	1						
			1	8-Jun-99	16-Jun-99	4	IBM	PA	IT System Administration
188	SR92 VSE/ESA Advanced Operations	14	2						
			1	17-Jun-99	24-Jun-99	9	IBM	PA	IT System Administration
			2	23-Jan-00	30-Jan-00	5	IBM	PA	IT System Administration
189	Transaction Debugging CICS/ESA and CICS TS for	5	1						
			1	15-Aug-00	21-Aug-00	5	IBM	PA	IT System Administration
190	Using Windows NT	6	1						
			1	14-Apr-98	16-Apr-98	6	ITE	SA	IT System Administration
191	Veritas Backup Exec	3	1						
			1	24-Jul-01	25-Jul-01	3	STME	PA	IT System Administration
192	Windows NT Server and Support	6	1						
			1	4-May-98	9-May-98	6	ITE	SA	IT System Administration
193	2nd National Conference for the Libraries and Info	14	1						
			1	28-Jun-98	30-Jun-98	14	ESILA	PA	Library Science
194	Acquisition	6	1						
			1	24-Dec-01	30-Dec-01	6	Automation Consult	PA	Library Science
195	Analysis: Indexing & Abstracts (I)	16	1						
			1	12-Jul-97	14-Jul-97	16	CU/FEPS	PA/SA	Library Science
196	Analysis: Indexing & Abstracts (II)	14	1						
			1	5-May-97	7-May-97	14	CU/FEPS	PA/SA	Library Science
197	Books Descriptive Indexing Introduction	20	1						
			1	21-Apr-97	24-Apr-97	20	CU/FEPS	PA/SA	Library Science
198	Cataloging & Indexing	19	1						
			1	20-Nov-01	26-Nov-01	19	Automation Consult	PA	Library Science
199	Classification	21	1						
			1	30-May-97	2-Jun-97	21	CU/FEPS	PA/SA	Library Science
200	Collection Development	15	1						
			1	18-Oct-97	20-Oct-97	15	CU/FEPS	PA/SA	Library Science
201	Collection Development Resources	30	1						
			1	20-May-96	22-May-96	30	CLD	PA/SA	Library Science
202	Computer Applications in Libraries	12	1						
			1	12-Apr-97	13-Apr-97	12	CU/FEPS	PA	Library Science
203	CRS: Library Reference Training	6	1						
			1	9-Aug-95	23-Sep-95	6	Library of Congress	PA	Library Science
204	Electronic Mail	7	1						
			1	26-Jan-02	28-Jan-02	7	Automation Consult	PA	Library Science
205	Identify Users' Needs from the Parliamentary Libra	59	4						
			1	12-Oct-96	14-Oct-96	15	CU/FEPS	SA	Library Science
			2	26-Oct-96	28-Oct-96	15	CU/FEPS	PA	Library Science
			3	27-Oct-96	29-Oct-96	14	CU/FEPS	PA	Library Science

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			4	24-Dec-96	26-Dec-96	15	CU/FEPS	PA	Library Science
206	IFLA: 11th Annual Conference of Parliamentary Lib	5	2						
			1	16-Aug-95	27-Aug-95	2	Legislatures & Infor	Foriegn	Library Science
			2	27-Aug-97	27-Aug-97	3	Legislatures & Infor	Foriegn	Library Science
207	Introduction to Library & Information Science	75	2						
			1	14-May-96	15-May-96	36	CU/FEPS	PA	Library Science
			2	16-May-96	18-May-96	39	CU/FEPS	PA	Library Science
208	Inventory Control	12	1						
			1	27-Nov-01	3-Dec-01	12	Automation Consult	PA	Library Science
209	Library & Information Services	12	1						
			1	19-Jul-97	20-Jul-97	12	CU/FEPS	PA	Library Science
210	Library System: Quick Pass Through	33	1						
			1	17-Nov-01	19-Nov-01	33	Automation Consult	PA	Library Science
211	Local and International Reference - Library	35	1						
			1	24-Oct-96	26-Oct-96	35	CU/FEPS	PA	Library Science
212	MARC	18	1						
			1	20-Jan-02	23-Jan-02	18	Automation Consult	PA	Library Science
213	Modern Technology in Library & Information Servic	40	2						
			1	20-May-97	22-May-97	20	CU/FEPS	PA/SA	Library Science
			2	27-May-97	29-May-97	20	CU/FEPS	PA	Library Science
214	MS Office and Outlook	21	1						
			1	13-Jan-02	19-Jan-02	21	Automation Consult	PA	Library Science
215	OPAC	20	1						
			1	4-Dec-01	10-Dec-01	20	Automation Consult	PA	Library Science
216	Oracle Database-Troubleshooting for Librarians	5	1						
			1	23-Dec-01	29-Dec-01	5	Automation Consult	PA	Library Science
217	PC Application in Library	12	1						
			1	12-Apr-97	13-Apr-97	12	CU/FEPS	PA/SA	Library Science
218	Planning to Accomplish Library Mission and Devel	12	1						
			1	24-Dec-96	25-Dec-96	12	CU/FEPS	PA	Library Science
219	References Search through Specialized & Governr	15	1						
			1	22-Oct-97	23-Oct-97	15	CU/FEPS	PA/SA	Library Science
220	System Administration	9	1						
			1	1-Jan-02	6-Jan-02	9	Automation Consult	PA	Library Science
221	Tracking Parlimentary Information Needs	32	1						
			1	25-May-96	27-May-96	32	CLD	PA	Library Science
222	Users' Needs	8	1						
			1	11-Dec-01	23-Dec-01	8	Automation Consult	PA	Library Science
223	Web Browser	12	1						
			1	20-Jan-02	20-Jan-02	12	Automation Consult	PA	Library Science
224	Windows 2000 for Librarians	5	1						

	Course_Name	# of Trainees	# of Classes		Start	End	Trainees	Provider	Place	Course Type
				1	11-Dec-01	22-Dec-01	5	Automation Consult	PA	Library Science
225	Z39.50 Client S/W Bookwhere 2000	12	1							
				1	16-Feb-02	18-Feb-02	12	Automation Consult	PA	Library Science
226	Advanced Management Skills	9	2							
				1	27-May-98	1-Jun-98	3	IBM	SA	Management training
				2	2-May-99	4-May-99	6	IBM	PA	Management training
227	Basic Management Skills	3	1							
				1	24-May-98	26-May-98	3	IBM	SA	Management training
228	Communication	57	4							
				1	3-Sep-96	5-Sep-96	14	CU/FEPS	PA/SA	Management training
				2	17-Sep-96	19-Sep-96	15	CU/FEPS	PA/SA	Management training
				3	7-Jan-97	9-Jan-97	15	CU/FEPS	PA/SA	Management training
				4	3-May-97	5-May-97	13	CU/FEPS	SA	Management training
229	Communications Problem Determination	2	1							
				1	7-Oct-96	10-Oct-96	2	IBM	SA	Management training
230	Decision Making (Leadership)	13	1							
				1	31-Aug-96	2-Sep-96	13	CU/FEPS	PA	Management training
231	Human Resources Development	17	1							
				1	13-Oct-97	15-Oct-97	17	CU/FEPS	PA/SA	Management training
232	Human Resources Management	5	1							
				1	9-May-99	11-May-99	5	IBM	PA	Management training
233	Information Technology Project Management	30	2							
				1	22-Oct-96	24-Oct-96	15	CU/FEPS	SA	Management training
				2	29-Oct-96	29-Oct-96	15	CU/FEPS	PA	Management training
234	Information Technology Project Management (Lea	13	1							
				1	15-Oct-96	17-Oct-96	13	CU/FEPS	PA	Management training
235	ISSP, Information Systems Strategic Planning	6	1							
				1	12-Jun-97	1-Jul-97	6	RTI	USA	Management training
236	Leadership	30	2							
				1	28-Sep-96	30-Sep-96	15	CU/FEPS	PA/SA	Management training
				2	16-Oct-96	28-Oct-96	15	CU/FEPS	SA	Management training
237	Management of Change(Leadership)	13	1							
				1	14-Sep-96	16-Sep-96	13	CU/FEPS	PA/SA	Management training
238	Management of Conflict (Leadership)	13	1							
				1	8-Oct-96	10-Oct-96	13	CU/FEPS	PA/SA	Management training
239	Managing Effective Communication	6	2							
				1	12-May-99	16-May-99	5	IBM	PA	Management training
				2	12-May-99	16-May-99	1	IBM	SA	Management training
240	Masters in Public Administration	3	2							
				1	25-Aug-96	15-Apr-98	2	CLD	USA	Management training
				2	26-Aug-97	25-May-99	1	CLD	USA	Management training

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
241	MIS Management Information Systems	10	1						
			1	15-Jun-99	20-Jun-99	10	IBM	PA	Management training
242	Mission Statement & Collection Development	13	1						
			1	14-Nov-96	14-Nov-96	13	CU/FEPS	PA	Management training
243	Modern Administration and Developing Human Re	27	2						
			1	19-Jun-01	20-Jun-01	12	CU/FEPS	SA	Management training
			2	2-Oct-01	3-Oct-01	15	CU/FEPS	PA	Management training
244	Motivation	30	2						
			1	1-Oct-96	3-Oct-96	15	CU/FEPS	PA	Management training
			2	29-Oct-96	1-Nov-96	15	CU/FEPS	SA	Management training
245	Organizational Behavior	30	2						
			1	1-Sep-96	3-Sep-96	15	CU/FEPS	SA	Management training
			2	14-Sep-96	16-Sep-96	15	CU/FEPS	PA	Management training
246	PA/SA Members Tour	6	1						
			1	29-Nov-96	16-Dec-96	6	Library of Congress	USA	Management training
247	Planning & Monitoring Tools	26	2						
			1	28-Oct-97	30-Oct-97	12	CU/FEPS	SA	Management training
			2	1-Nov-97	1-Nov-97	14	CU/FEPS	PA	Management training
248	Planning Indicators	28	2						
			1	21-Oct-97	23-Oct-97	14	CU/FEPS	SA	Management training
			2	25-Oct-97	27-Oct-97	14	CU/FEPS	PA	Management training
249	Strategic Planning	16	1						
			1	28-Sep-97	29-Sep-97	16	CU/FEPS	PA/SA	Management training
250	Time Management & Team Building	17	1						
			1	1-Nov-97	3-Nov-97	17	CU/FEPS	PA/SA	Management training
251	TMGT Time Management	2	1						
			1	28-Jun-99	30-Jun-99	2	IBM	PA	Management training
252	Training & Effective Performance	5	1						
			1	8-Oct-96	10-Oct-96	5	PMEC	PA/SA	Management training
253	Advanced Skills for Economic and Financial Analy	12	2						
			1	28-Oct-00	31-Oct-00	5	CU/FEPS	SA	Research and Analysis
			2	28-Oct-00	31-Oct-00	7	CU/FEPS	PA	Research and Analysis
254	Conducting Field Research, Surveys & Statistical	48	1						
			1	13-Oct-01	17-Oct-01	8	CU/FEPS	PA	Research and Analysis
255	Content Analysis	24	2						
			1	15-Mar-97	30-Mar-97	14	CU/FEPS	PA	Research and Analysis
			2	4-Oct-97	7-Oct-97	10	CU/FEPS	PA	Research and Analysis
256	CRS: Research Training	67	3						
			1	12-Apr-95	21-Sep-95	30	Library of Congress	USA	Research and Analysis
			2	23-Sep-95	28-Sep-95	31	Library of Congress	USA	Research and Analysis
			3	28-Nov-95	8-Dec-95	6	Library of Congress	USA	Research and Analysis

	Course Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
257	CRS: Senior Staff Research Training	6	1						
			1	6-Apr-95	6-Dec-95	6	Compu George	PA/SA	Research and Analysis
258	Legislative Documents Analysis	32	2						
			1	7-Oct-97	9-Oct-97	18	CU/FEPS	PA	Research and Analysis
			2	14-Oct-97	16-Oct-97	14	CU/FEPS	SA	Research and Analysis
259	Logistics and operations research & information te	3	1						
			1	1-Mar-98	1-Mar-98	3	FORMAT	PA/SA	Research and Analysis
260	Office and Field Methods of Data Gathering	30	2						
			1	1-Oct-96	3-Oct-96	15	CU/FEPS	SA	Research and Analysis
			2	12-Oct-96	14-Oct-96	15	CU/FEPS	SA	Research and Analysis
261	PC Application in Research & Data Collection	36	2						
			1	11-Oct-97	13-Oct-97	19	CU/FEPS	PA	Research and Analysis
			2	18-Oct-97	20-Oct-97	17	CU/FEPS	PA	Research and Analysis
262	Preparing Research and Analysing Public Policy	7	1						
			1	12-Jun-01	13-Jun-01	7	CU/FEPS	SA	Research and Analysis
263	Public Policy Analysis	104	7						
			1	1-Sep-96	9-Sep-96	15	CU/FEPS	PA	Research and Analysis
			2	14-Sep-96	16-Sep-96	15	CU/FEPS	PA	Research and Analysis
			3	12-Oct-96	14-Oct-96	14	CU/FEPS	PA/SA	Research and Analysis
			4	17-Dec-96	19-Dec-96	15	CU/FEPS	PA/SA	Research and Analysis
			5	1-Apr-97	3-Apr-97	13	CU/FEPS	PA	Research and Analysis
			6	23-Sep-97	25-Sep-97	14	CU/FEPS	SA	Research and Analysis
			7	25-Oct-97	27-Oct-97	18	CU/FEPS	PA	Research and Analysis
264	Public Policy Analysis From a Comparative Perspe	29	2						
			1	20-Sep-97	22-Sep-97	14	CU/FEPS	PA	Research and Analysis
			2	4-Oct-97	7-Oct-97	15	CU/FEPS	SA	Research and Analysis
265	Public Policy Analysis from Economic Prespective	29	2						
			1	20-Sep-97	22-Sep-97	14	CU/FEPS	PA	Research and Analysis
			2	4-Oct-97	7-Oct-97	15	CU/FEPS	SA	Research and Analysis
266	Public Policy Evaluation	93	6						
			1	10-Sep-96	12-Sep-96	15	CU/FEPS	PA	Research and Analysis
			2	17-Sep-96	19-Sep-96	15	CU/FEPS	SA	Research and Analysis
			3	15-Oct-96	17-Oct-96	14	CU/FEPS	PA	Research and Analysis
			4	5-Apr-97	7-Apr-97	12	CU/FEPS	PA	Research and Analysis
			5	21-Oct-97	23-Oct-97	12	CU/FEPS	SA	Research and Analysis
			6	1-Nov-97	3-Nov-97	25	CU/FEPS	PA	Research and Analysis
267	Research Methodology (II)	25	2						
			1	17-Dec-96	19-Dec-96	15	CU/FEPS	PA/SA	Research and Analysis
			2	1-Apr-97	25-Jun-97	10	CU/FEPS	PA/SA	Research and Analysis
268	Research Methodology: Basic of Conducting a Res	13	1						
			1	20-Sep-97	22-Sep-97	13	CU/FEPS	PA	Research and Analysis
269	Research Methods (Fields of Research Methods)	10	1						

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			1	27-Sep-97	29-Sep-97	10	CU/FEPS	PA	Research and Analysis
270	Statistics & Data Presentation	58	4						
			1	28-Sep-96	30-Sep-96	15	CU/FEPS	SA	Research and Analysis
			2	1-Oct-96	3-Oct-96	14	CU/FEPS	PA	Research and Analysis
			3	15-Oct-96	17-Oct-96	15	CU/FEPS	PA	Research and Analysis
			4	27-Oct-97	29-Oct-97	14	CU/FEPS	PA	Research and Analysis
271	The Present & Future of Information Technology L	8	1						
			1	1-Nov-97	4-Nov-97	8	ESILA	PA	Research and Analysis
272	Administrative Reform Policies	14	1						
			1	30-Oct-97	30-Oct-97	14	CU/FEPS	PA/SA	Specialized topics
273	Budget and Economic Politics	30	3						
			1	24-Jul-00	24-Jul-00	10	Dr. Hamdy Abdel A	SA	Specialized topics
			2	25-Jul-00	25-Jul-00	10	Dr. Samy Al Sayed	SA	Specialized topics
			3	26-Jul-00	26-Jul-00	10	Dr. Mohamed Sakr	SA	Specialized topics
274	CAPITAL MARKET	30	2						
			1	11-Oct-97	13-Oct-97	14	CU/FEPS	SA	Specialized topics
			2	18-Oct-97	20-Oct-97	16	CU/FEPS	PA	Specialized topics
275	Certified Quality Manager	1	1						
			1	22-May-01	3-Mar-02	1	American University	PA	Specialized topics
276	Comparative Public Finance	29	2						
			1	20-Sep-97	22-Sep-97	15	CU/FEPS	SA	Specialized topics
			2	11-Oct-97	13-Oct-97	14	CU/FEPS	PA	Specialized topics
277	Constitution Development	32	2						
			1	28-Sep-97	29-Sep-97	17	CU/FEPS	PA	Specialized topics
			2	7-Oct-97	9-Oct-97	15	CU/FEPS	SA	Specialized topics
278	Egypt & 21 Century	20	1						
			1	24-Sep-97	24-Sep-97	20	CU/FEPS	PA/SA	Specialized topics
279	Egypt & Foreign Policy Patronage	18	1						
			1	9-Oct-97	9-Oct-97	18	CU/FEPS	PA/SA	Specialized topics
280	Financial & Economic Analysis	25	2						
			1	7-Oct-01	10-Oct-01	13	CU/FEPS	PA	Specialized topics
			2	21-Oct-01	24-Oct-01	12	CU/FEPS	PA	Specialized topics
281	Foreign Policy Analysis	36	2						
			1	28-Sep-97	29-Sep-97	24	CU/FEPS	PA	Specialized topics
			2	8-Nov-97	10-Nov-97	12	CU/FEPS	SA	Specialized topics
282	Growth Beyond Stabilization: Prospects for Egypt	8	1						
			1	3-Feb-99	4-Feb-99	8	The Egyptain Cente	PA/SA	Specialized topics
283	Information Marketing	16	1						
			1	3-Aug-97	7-Aug-97	16	CU/FEPS	PA/SA	Specialized topics
284	Legislative Process From Comparative Perspective	32	2						
			1	23-Sep-97	25-Sep-97	18	CU/FEPS	PA	Specialized topics

	Course_Name	# of Trainees	# of Classes	Start	End	Trainees	Provider	Place	Course Type
			2	28-Sep-97	29-Sep-97	14	CU/FEPS	SA	Specialized topics
285	Maintaining Property Rights	6	1						
			1	24-Apr-01	26-Apr-01	6	United Group	PA/SA	Specialized topics
286	Most important Economical & Political Issues	38	1						
			1	30-Mar-97	30-Mar-97	38	CU/FEPS	SA	Specialized topics
287	Property Agreement Economic Impacts Seminar	2	1						
			1	28-Feb-01	28-Feb-01	2	Sadaat Academy	PA/SA	Specialized topics
288	Sectoral Planning	28	2						
			1	25-Oct-97	27-Oct-97	14	CU/FEPS	SA	Specialized topics
			2	28-Oct-97	30-Oct-97	14	CU/FEPS	PA	Specialized topics
289	The role of real estate mortgage draft in relieving re	6	1						
			1	31-Mar-01	31-Mar-01	6	Sadaat Academy	PA	Specialized topics
290	Using Internet in Preparing Reports & Researches	27	2						
			1	21-Oct-01	24-Oct-01	12	CU/FEPS	PA	Specialized topics
			2	28-Oct-01	31-Oct-01	15	CU/FEPS	PA	Specialized topics
291	Using Internet in Preparing Reports & Researches	12	1						
			1	7-Oct-01	10-Oct-01	12	CU/FEPS	SA	Specialized topics

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## **Annex 2: DSSP Technical Assistance Provided**

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**Technical Assistance from January 1, 1995 to March 1, 2002**

	<b>TA_Id</b>	<b>Title</b>	<b>Place</b>	<b>ImplementFrom</b>	<b>ImplementTo</b>	<b>Consultant</b>	<b>Provider</b>
1	1.01	Project kick-off meeting facilitation	USA	28-Mar-95	31-Mar-95		
						Gordon Cressman	RTI
						Gordon Cressman	RTI
2	1.02	Project Planning	Egypt	1-Sep-95	1-Sep-95		
						Abdo Baaklini	CLD
3	1.03	IT-Strategic Planning and Project Planning	Egypt	1-Sep-95	1-Sep-95		
						Gordon Cressman	RTI
4	1.07	Annual Work Plan Preparation	Egypt	15-Jan-96	15-Feb-96		
						Bethany Singer	
5	1.08	Revisions to Training Material	Egypt	5-Jan-96	20-Jan-96		
						Abdo Baaklini	CLD
						Peg Clement	CLD
6	1.09	IT Strategic Planning and Procurement	Egypt	15-Jan-96	5-Feb-96		
						Gordon Cressman	RTI
7	1.1	Library Assessment and Planning	Egypt	3-Jan-96	27-Jan-96		
						Elizabeth Bouri	CLD
8	1.12	On-going Legislative Analysis	Egypt	15-Dec-95	14-Dec-96		
						Ali Dessouki	CU/FEPS
9	1.13	Transformation of Training Program Outline	USA	1-Feb-96	28-Mar-96		
							CU/FEPS
							CU/FEPS
10	1.14	Modification of Training Program Outline	Egypt	15-Mar-96	15-Apr-96		
							CU/FEPS
11	2.01	Development of Monitoring & Evaluation System	Egypt	1-Apr-96	1-Apr-96		
						Ali El Sawi	
12	2.02	Library Training & Policy Development	Egypt	3-Mar-96	24-Apr-96		
						Elizabeth Bouri	CLD
13	2.03	Introduction to Political Science	Egypt	1-May-96	31-Dec-96		
							CU/FEPS
14	2.04	Information Technology and LAN Tour Development	Egypt	28-Mar-96	1-Jun-96		
						Gordon Cressman	RTI
15	2.05	Library User Needs Survey	Egypt	30-Jun-96	31-Aug-96		
						Omnia Sadek	
16	2.07	Develop Simulation Models for the PA/SA	Egypt	15-Oct-96	31-Oct-96		
							RTI
17	2.09	ISSP and Networking Consultancy	Egypt	13-Oct-96	15-Nov-96		
						Gordon Cressman	RTI
18	2.1	Library Acquisition & References - International Resources	Egypt	15-Oct-96	15-Nov-96		
						Omnia Moussa	
19	2.11	Library Acquisition & References - Local Resources	Egypt	15-Oct-96	15-Nov-96		
						Sayeda Maged	
20	2.14	AWP Process	Egypt	8-Jan-97	27-Jan-97		
						David Green	ARD
21	2.15	IAD	Egypt	23-Jan-97	8-Feb-97		

**Technical Assistance from January 1, 1995 to March 1, 2002**

	TA Id	Title	Place	ImplementFrom	ImplementTo	Consultant	Provider
						Jamie Thomson	RITSEC
22	2.16	Information Technology II	Egypt	5-Jan-97	5-Feb-97		
						Gordon Cressman	RTI
23	2.18	Library Automation Plan	Egypt	1-Apr-97	15-May-97		
						Automation s	Automation Consultants
24	2.19	Workshop Series I for 1996/97	Egypt	31-Aug-96	9-Jan-97		
						Ali Dessouki	CU/FEPS
						Ali Dessouki	CU/FEPS
25	2.2	Workshop Series II for 1996/97	Egypt	15-Mar-97	19-May-97		
						Ali Dessouki	CU/FEPS
26	3.01	PA/SA Participation in GLIN	Egypt	3-May-97	9-May-97		
						George Sfeir	Library of Congress
						Nick Kozura	Library of Congress
						Rubens Medina	Library of Congress
27	3.02	Coordination of IT Activities: Library Automation Requirements Study & Tech	Egypt	1-Apr-97	31-May-97		
						Iman Al Asar	
28	3.03	English Language Training for PA/SA Library	Egypt	6-Apr-97	31-Jul-97		
						Randall Martin	
29	3.04	TA in staff development FOR RESEARCH SERVICES UNIT	PA	15-Jun-97	30-Oct-97		
						Reda Helal El Agouze	Individual Person
						Ehsan Kasem	Individual Person
						El Sayed Shabana	Individual Person
						Mohamed Sobhi Hagag	Individual Person
						Ragab Abdel Nabi El Bassel	Individual Person
						Sanaa Abd El Hamid	Individual Person
						Wael Fathy Baiowmy	Individual Person
						Radwan Mohamed Zake	Individual Person
30	3.06	Technical Assistance in Information Technology	Egypt	1-Apr-97	5-Jul-97		
						Cynthia Woloszyn	RTI
						Doug Knudson	RTI
						Gordon Cressman	RTI
						Liese Tijiri	RTI
						Linda Brigman	RTI
						Roy Echonberg	RTI
31	3.07	TRAINING IN GOVERNMENT BUDGET AND FINANCIAL ANALYSIS	Egypt	5-May-97	5-Dec-97		
						Ron Johnson	RTI
						Luis Crouch	RTI
						Robert Lee	RTI
32	3.12	Librarians Workshops I	Egypt	1-Apr-97	30-Sep-97		
						Ali Dessouki	CU/FEPS
33	3.16	Institutional Development Consultancy: Information Systems, Committee Syste	Egypt	1-Apr-97	30-Jun-97		
						Abdo Baaklini	CLD
34	3.18	Library Collection Management Policy and Procedures Draft Review and Development	Egypt	15-Nov-97	31-Dec-97		
						Elizabeth Bouri	CLD
35	3.19	Library Technical Assistance Computerization	Egypt	15-Nov-97	30-Jun-97		
						Elizabeth Bouri	CLD
36	3.2	US Study Tour for the SAIC: Network Information Systems	USA	1-Dec-97	15-Dec-97		

**Technical Assistance from January 1, 1995 to March 1, 2002**

	TA Id	Title	Place	ImplementFrom	ImplementTo	Consultant	Provider
							CU/FEPS
37	3.22	REMOST, Research/Information Management OST	Foreign	12-Oct-97	1-Nov-97		RTI
38	3.26	DSSP Information Technology Evaluation and Support Review and Analysis	Egypt	8-Feb-98	6-Mar-98		
						Roy Echonberg	RTI
						Gordon Cressman	RTI
39	3.27	DSSP Monitoring & Evaluation content and Comparative Analysis	Egypt	15-Mar-98	15-Nov-98		
						Ayman El Sayed Shabana	Individual Person
						Madiha Refaat	Individual Person
						Noha Hamed	Individual Person
						Ramy Moustafa	Individual Person
						Adel Abou Taleb	Individual Person
						Ashraf Yasin	Individual Person
						Sanaa Abd El Hamid	Individual Person
						Ayman El Sayed Shabana	Individual Person
						Reda Helal El Agouze	Individual Person
						Walid Ibrahim	Individual Person
						Sanaa Abd El Hamid	Individual Person
						Reda Helal El Agouze	Individual Person
						Ashraf Yasin	Individual Person
						Abdel Rahman Abdel Aal	Individual Person
						Ramy Moustafa	Individual Person
						Noha Hamed	Individual Person
						Adel Abou Taleb	Individual Person
						Abdel Rahman Abdel Aal	Individual Person
						Madiha Refaat	Individual Person
						Walid Ibrahim	Individual Person
40	3.28	Technical Support for the Shoura Assembly in Networked Databases	SA	1-May-98	30-Jun-98		
						Reda Abdul-Wahab El-Khoribi	
41	3.29	DSSP Information Technology Support, Equipment Specifications and Strategy Review	PA/SA	24-May-98	30-Jun-98		
						Gordon Cressman	RTI
42	4.01	DSSP Information Technology Support Strategy Review and Planning	Egypt	5-Nov-98	13-Nov-98		
						Gordon Cressman	RTI
43	4.02	DSSP Project Management Trip to Cairo	Egypt	1-Dec-98	31-Dec-98		
						David Green	ARD
44	4.04	DSSP Information Technology Support Strategic Review and Planning	Egypt	19-Apr-99	28-Apr-99		
						David Green	ARD
45	4.05	DSSP Monitoring & Evaluation: Data Collection & Analysis for 98/99	Egypt	1-May-99	30-Sep-99		
						Sobhi Bassiounu	Individual Person
						Noha Hamed	Individual Person
						Amany Ghanem	Individual Person
						Hanan Tammam	Individual Person
46	4.06	DSSP Information Technology Support Central Database Server Procurement & Installation	Egypt	1-Sep-99	4-Sep-99		
						Gordon Cressman	RTI
47	4.07	DSSP Project Management Trip to Cairo	Egypt	10-Jun-99	26-Jun-99		
						David Green	ARD
48	5.01	DSSP Information Technology Support in Networking Upgrade, Firewall and Training	PA	5-Dec-99	14-Dec-99		

**Technical Assistance from January 1, 1995 to March 1, 2002**

	TA Id	Title	Place	ImplementFrom	ImplementTo	Consultant	Provider
						Gordon Cressman	RTI
49	5.02	TA for Electronic Documentation System	PA/SA	15-Nov-99	31-May-00		
						Mahmoud Senara	BIT
50	5.03	TA for Project Management	ARD	24-Jan-00	7-Feb-00		
						David Green	ARD
51	5.07	DSSP Information Technology Support:	SA	1-Jul-00	30-Sep-00		
						Mahmoud Senara	BIT
						Mahmoud Senara	BIT
52	5.08	Analysis of the budget and Economic politics	SA	24-Jul-00	26-Jul-00		
						Hamdy Abdel Azim	Individual Person
						Mohamed Fathy Sakr	Individual Person
						Samy Al Sayed	Individual Person
53	5.09	Arabic Language and Report writing	SA	8-Jul-00	6-Aug-00		
						Dr. Ismail Ahmed	Ismail Ahmed
54	5.1	Parlimantary English for the Shoura Assembly	SA	16-Jul-00	16-Sep-00		
55	5.101	Technical Support for AS/400e upgrade by *IBM	SA	5-Jan-00	30-Jan-00		
						IBM	IBM
56	5.102	Technical Support for Tivoli IT Director by *IBM	PA	12-Dec-99	15-Jan-00		
						IBM	IBM
57	5.11	Research capability Development	PA/SA	20-Aug-00	28-Aug-00		
58	6.07	CISCO Track for PA	PA	1-Oct-00	31-Mar-01		
59	6.09	IBM Track for PA	PA	1-Oct-00	31-Mar-01		
						IBM	IBM
						IBM	IBM
60	6.1	Microsoft Track for SA	SA	1-Oct-00	31-Mar-01		
61	6.11	Microsoft Track for PA	PA	1-Oct-00	31-Mar-01		
62	6.15	English Language Training Course for the PA	PA	8-Oct-00	31-Mar-00		
						American university in Cairo	American University in Cairo
						American university in Cairo	American University in Cairo
63	6.23	MIS/LIS Development: Development Tools Software	PA	1-Dec-00	30-Jun-01		
						IBM	IBM
64	6.29	Staff Development For PA Researchers: Research & Committee Staff Skills	PA	1-Oct-00	31-Jan-01		
						CU/FEPS	CU/FEPS
65	6.34	Staff Development For SA Researchers:Research & Committee Staff Skills	SA	1-Oct-00	31-Jan-00		
						CU/FEPS	CU/FEPS
66	6.4	Arabic Training and Report writing for SA	SA	1-Nov-00	30-Jun-01		
						CU/FEPS	CU/FEPS
67	6.53	EPA Library data conversion	PA	21-Nov-01	28-Feb-02		

**Technical Assistance from January 1, 1995 to March 1, 2002**

	<b>TA Id</b>	<b>Title</b>	<b>Place</b>	<b>ImplementFrom</b>	<b>ImplementTo</b>	<b>Consultant</b>	<b>Provider</b>
						Automation s	Automation Consultants
68	<b>6.7</b>	<b>Installing and Configuring PA Network Upgrades</b>	PA	22-Mar-01	3-Apr-01		
						Gordon Cressman	RTI
69	<b>6.71</b>	<b>Installing and Testing CISCO &amp; RSA servers</b>	PA	17-May-01	31-May-01		
						Gordon Cressman	RTI
70	<b>6.72</b>	<b>Technical Consultation regarding PA/SA Networks</b>	PA/SA	7-Sep-01	19-Sep-01		
						Gordon Cressman	RTI
71	<b>6.73</b>	<b>Shoura Assembly Network</b>	SA	6-Jan-02	1-Feb-02		
						Gordon Cressman	RTI
72	<b>6.74</b>	<b>EPA Library Automation and Development</b>	PA	14-Oct-01	14-Jan-02	Dr. Zein Abdel Hady	Individual Person

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## **Annex 3: DSSP Training Providers**

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	<b>Provider</b>	<b>Tel. #</b>	<b>Fax #</b>	<b>Address</b>
1	Advanced Computer Technology (ACT)	3051801	3044438	10, El Batal Medhat Abdel Hamid St. Mohandesseen
2	Ahram Management Automation Center (AMAC)	3391018	5786060	Galaa St. Ramsis,
3	American University in Cairo	7976997	7957565	28 El Falaki St. - Babel Lok
4	Arab Parliamentary Training Center	7943000	7948977	People's Assembly
5	Automation Consultants	2746534	2746709	3 Hosny Khalaf st. - Nasr City
6	Cairo University Center for Advanced Software Development &	7602800	7602800	Faculty of Engineering-Cairo University
7	Center for Legislative Development (CLD)	5184340472	5184340394	423 State St., Albany, New York
8	CLD-SUNNY/RTI			USA
9	Compu CAD	3363455	3363455	6 Dokki St.
10	Compu George	3468234	3468234	20 Abouel Mahasen El Shazly St. Mohandesseen
11	Datum	5245160	5240221	Chornich El Nil, Maadi
12	Dr. Hamdy Abdel Azim	3584487	3584487	Sadaat Academy-Maadi
13	Dr. Mohamed Sakr	3584487	3584487	Sadaat Academy-Maadi
14	Dr. Samy Al Sayed	3584487	3584487	Sadaat Academy-Maadi
15	Egyptian Society for Info. Library Science & Archiving-ESILA	5676365/66	5729659	Cairo University - Giza
16	Faculty of Economics and Political Science-Cairo University	7746051	7746051	Cairo University - GIZA
17	FORMAT	3924089	3932203	2 Sherif St. El Lewa Bld., Down Town
18	Future Systems	2703737	2752884	#8 Block 44, Abdel Rahman Sidki St.-Nasr city

	<b>Provider</b>	<b>Tel. #</b>	<b>Fax #</b>	<b>Address</b>
19	IBM	3492533	3601227	50 Gameat El Dewal El Arabia St. - Mohandseen
20	Information Technology of Egypt (ITE)	3605440	3376778	59, Iran St. Dokki
21	International Federation Legislative Association	4417121935	4417121942	House of Commons, London, SWIA 0AA, UK
22	Ismail Ahmed	5081913		Menia University
23	Library of Congress	2027072092	2022523176	101 Independence Avenue, SE Washington DC
24	Microsoft	7922445	7922194	Abdel Kader Hamza St.GardenCity
25	New Horizon	3389756	7481687	6 Hussein Ahmed Rashad, off Mesadak, Dokki
26	OpenSoft	3481990	3600878	6,El Dokki
27	Operational Unit for Development Assistance (OUDA)	3368695	7488603	6 Nabil el wakad St. Dokki
28	Professional Management Expertise Center (PMEC)	3367960	7610317	33Amaer st. - Dokki
29	Regional Info. Technology & Software Engineering Center (RTI)	3402665	3412918	Hassan Sabry St. Zamalek
30	Research Tringle Institute (RTI)	9195416363		3040 Cornwallis Rd., Research Triangle Park, NC 2TT
31	Sadaat Academy	3584487	3584487	Kornish El Nil St. Maadi
32	Sarhank	3605440	3376778	59,Iran St
33	Sigma	122148948	2623870	4 El Obour Buildings - Heliopolis
34	Silicon	4050011	4022729	4 Nasr Ahmed Zaki St.-Nasr City
35	STME	6370606	2417871	43 Mohamed Farid St., Heliopolis
36	Synergy Consulting	2479009	2435065	4 El lewa Ahmed Mohamed Ali St.-Heliopolis

	<b>Provider</b>	<b>Tel. #</b>	<b>Fax #</b>	<b>Address</b>
37	The Egyptain Center For Economic Studies	5781202	5781205	Workd Trade Center, Kornish El Nil
38	United Group	7486927	7600927	48 Geiza St.

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## **Annex 4: The New People's Assembly**

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The following was originally contained in the DSSP Sixth Monitoring and Evaluation Report (2000-2001).

## **2.0 THE NEW PEOPLE'S ASSEMBLY**

The new People's Assembly (PA), elected in October 2000, represents the eighth Parliament since the inauguration of the permanent constitution of 1971 (the previous seven Parliaments were 1971-1976; 1976-1979; 1979-1984; 1984-1987; 1987-1990; 1990-1995, and 1995-2000). Of the 3,957 candidates who ran in the elections, only 824 of them represented the 15 political parties. An additional 3,133 ran as Independents, Moslem Brethren, and Labor candidates. Only five of the 15 official parties won seats in the new PA. The new PA includes 442 MPs (at the time of preparation of this report, two seats in Alexandria were not yet decided) who represent several parties.

The majority party, the NDP has 388 MPs (87.8% of the total 442 MPs). NDP candidates initially won only 172 seats, but immediately after the election, an additional 216 candidates who won seats as Independents switched their allegiance to the NDP.

There are currently 39 MPs (8.8%) who are officially Independent. The number of Independents was originally 255 MPs but as noted, 216 of them switched to the NDP. Among the remaining Independents there are 17 MPs who informally but publicly belong to the Moslem Brethren (which is officially banned), and two others that belong to the now disbanded Labor party. Also included as Independents are two members who belonged to the opposition Wafd Party, but who have been officially ousted from that party.

The opposition consists of those formally affiliated with opposition parties. There are officially 15 (3.4%) opposition members:

- Unionist - 6 (1.4%);
- Wafd - 5 (1.1%);
- Nasserite - 3 (0.7%); and,
- Liberal - 1 (0.2%).

Four of these parties (all but the Liberal Party) have parliamentary caucuses and therefore enjoy privileges such as priority in seating order, ex officio representation in major branches and delegations, and some logistical privileges like private rooms.

Between the 39 officially Independent MPs, and the 15 in the official opposition, there are 54 members who are not members of the NDP and can be considered the unofficial opposition. In addition, the new PA includes 10 appointed MPs.

All opposition MPs are males, and all but one are Moslems. In all, the current PA includes only 11 women and just seven Christians. In terms of professional background, the PA now includes 77 businessmen (55 of whom are newly elected members), 12 bankers, six journalists, 27 former police or military officers, six current and five former ministers, 19 university professors, 18 school teachers, and 23 lawyers. In terms of educational background, 205 MPs have university

education and 49 others have post graduate degrees. At least 25% of the MPs are under 45 years old.

The overwhelming majority of MPs, 277 of 442, are newly elected. Of the 165 MPs who were previously elected, only 99 were actually MPs in the previous PA; the other 66 were members of a Parliament before 1995. In other words, only 99 incumbent members of the 1995-2000 PA ran and won again in the 2000 elections.

## **2.1 Uncertain Party Affiliations**

The PA has been always dominated by the government party whether it be the Arab Socialist Union, the Egypt Party, or the NDP. Opposition parties were recognized in 1977, and there are now 14 legal parties in addition to the ruling NDP. Most of the opposition parties did run candidates in the past election, but as has historically been the case only a few won any seats.

Though the official opposition is small, the 2000 elections nonetheless resulted in enormous debate over the actual power and credibility of Egyptian political parties. The majority of those elected ran not as party candidates but as Independents. Many of those who did run as party candidates did not rely on their parties to win, but rather relied on their personalities and individual strategies and assets, as opposed to a party platform. These circumstances have called into question the credibility and authority of the political parties, including the NDP. The NDP was even prompted to refer to some candidates and MPs as “Independent, yet for the NDP’s principles.”

As a result of these uncertainties, it took the Speaker and the government more than a third of the legislative cycle to explore the new MPs in terms of their attitudes, coalitions, and potential and hidden agendas. This exploratory phase has been uncharacteristically anxious and unstable for the PA. For example, the PA spent much more time than usual discussing its approval of international treaties, and allocated an unprecedented amount of time for debate of these treaties. Subsequently, 17 interrogations and hundreds of questions were filed. The amount of time devoted to oversight, review and approval of these treaties, which have in the past been handled in a much more perfunctory manner, delayed until March the beginning of the PA’s legislation of a bill on Intellectual Property Rights, and legislations.

The Speaker of the PA had a more difficult time than normal trying to keep order under the dome. The mode of conduct of many of the enthusiastic new members contributed to a Parliament whose conduct has been characterized as unharmonious and at times uncontrollable. In more than a few cases the Speaker was involved, and had to keep order, in discussions about titles, speaking orders, seating order, addressing the Speaker, and accusations among MPs. The Speaker’s ability to maintain order was in question almost immediately with the election of the Speaker’s First Deputy. More than one hundred NDP members initially voted against the party’s candidate in preference for an alternate choice, though ultimately the party’s candidate was chosen. Additionally, for the first time since 1979, a substantial number of MPs (56, likely including some NDP members) called for revisiting the Rules of Procedures and Standing Orders.

## 2.2 The Character of the Parliament

The unexpected dynamics among the parties, the members and the leadership, and the rising expectations of the public put more pressure on MPs to demonstrate their independence. These dynamics have contributed to a change in the Parliament's character, and how it is perceived by the public. The press has also begun to look at the Parliament in a new light, characterizing it as "Parliament of Hope." Parliamentary actions and events during sessions are closely scrutinized (e.g., who is sleeping in session, who says what, who sits next to whom, who is given a chance to debate, who is absent and who is present, who attacks and who defends the government, etc.). Changes in public expectations have made floor actions more difficult for the Speaker to chairmen to control, and has resulted in acrimonious discussions, and actions such as turning off microphones.

This seeming lack of control over a body that was formerly well controlled, has called into question the authority of the political parties as the major driving forces of action in the Parliament. Initial observations indicate that members may be as much affected by other identification criteria, e.g., seniority, age and profession, as they are by party identification.

Newly elected members (many of whom are younger than 45 years old) often complained about being treated unequally compared to established members, and seemed eager to speak, appear on television, and be quoted in the press. These young members constitute approximately 25% of the Parliament. They are not only younger, but many are by profession (e.g., journalists, lawyers and merchants/businessmen) accustomed to exercising a somewhat independent voice. The presence of businessmen in the Parliament has become a major topic for public debate during elections, and after. The press has also focused on the involvement of the independently wealthy in politics and there have been accusations that some individuals are in effect buying political parties. At the same time, the MPs with business backgrounds have been noted for how informed and prepared they are for the plenary, and consequently how able they are to engage in debate and attract public attention.

The first two months of the session saw the frequent use of complaints such as, "give newcomers more chance," "we came here by the people's will, and they hold us accountable," "our constituencies closely scrutinize us and wait to hear us talking in Parliament," "do not kill the Parliament of hope," "we smell conflict of interest, and businessmen should not legislate laws for their own interests." The speaker denounced these and similar accusations and warned about internal splits in the PA. At one point, he determined that a list of speaker order should be posted. This was seen by some as a sign of transparency, but others resented the attempt at control. The speaker withdrew his suggestion.

All this is to say that the Parliament has become, especially compared to the past, more independent, and in its independence, harder for the ruling party to control. Despite the fact that businessmen, on the surface, appear to act as an integrated lobby, and that the Moslem Brethren have built a solid bloc of 17 MPs, it is hard to clearly identify coalitions and alliances in the PA. It is safe to say that interactions among MPs is permanently in flux and likely to continue to be so. Issues and interests around such things as the sugar industry, rice crops, and illegal private lessons have prompted formation of coalitions for collectively criticizing government policies.

Internal parliamentary election procedures, for example for the office of Speaker's Deputy, also prompted coalitions of Independent and NDP members. Access to, and use of information, by the members seems to have at least aided or fueled their independence.