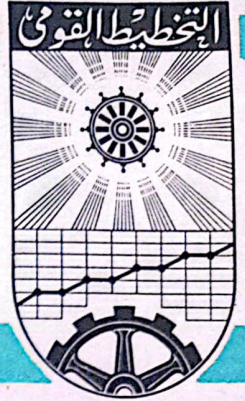


UNITED ARAB REPUBLIC

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THE INSTITUTE OF NATIONAL PLANNING

مختارة فقط



Memo. No. 254

SOME SUGGESTED PROCENDURES FOR
RESEARCH AND SUPERVISION IN
RELATION TO THE TRAINING PROGRAM
IN THE INSTITUTE

By

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24th November 1962

CAIRO
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Introduction

The Second Long-term Training Program has already started last week, to which about 50 trainees have been admitted. At the same time, the Institute is seriously considering its Research Program which will start in the immediate future.

Moreover, the Institute is keen on the maintainance and expansion of its academic relations with the other research organizations inside and outside U.A.R.

The scale of operations to be undertaken by the Institute raises some problems of coordination and organisation. This memorandum deals with some procedural issues related specifically to the Training Program. The issues covered are :

1. The system of supervision and following-up the training research projects.
2. The implementation of the Program of lectures & seminars , and the system of examinations.
3. The role of assistants in research and training.
4. The coordination of the training and research programs.
5. The system of cooperation between the Institute and the other research organisations inside and outside U.A.R.

The memorandum attempts to offer some suggestions for improving the machinery of work. All members of Staff are invited to give their comments and remarks.

1. The system of supervision and follow-up:

Three types of supervision are required :

1. Supervision of the group
2. Tutorialship
3. Research leadership

1) Supervision of the group

The system of group supervision has already been established, and the group supervisors have been appointed. But there seems to be a need for a formal definition of the functions of the group supervisor.

It is proposed here that the functions of the group supervisors be defined as follows :-

- a. Coordination of work within the group
- b. Following-up the progress of work
- c. Coordination of the courses given in the special area of specialization and the related courses given in the general program.

2) Tutorialship :

Each group ought to be divided to sub-groups, of 3 - 4 trainees. Each member of the Staff, including the part-time members, acts as a tutor for the sub-group . The tutor can meet the trainees individually once a week for one hour. Besides that, he can hold a seminar for the sub-group.

The functions of the tutor are :

- a. The discussion of the reading assigned to the trainees.
- b. The discussion of the outline of the research to be undertaken by the trainee.

- c. The preparation for the seminar of the whole group,
which will be start in Jan. 1963

3) Research leadership :

It is not necessary, however, that the tutor should be the research leader of his trainees. He can propose after consultation with the supervisor of the group somebody else to supervise the research project of any trainee in the sub-group.

The research leader will be responsible for direction and control of the research project. He has to see the trainee in regular intervals, and probably fortnightly.

The efficiency of the system of supervision requires : The re-establishment of the system of reporting. Both the research leader and the tutor should report monthly on the progress of the work under their supervision. These reports should be submitted directly to the group supervisor to enable him to follow up the progress of work in the group.

The contents of the reports can be agreed later on, but provisionally, the following terms can be considered.

1. The opinion of the supervisor on the capability of the trainee, and his conduct.
2. The supervisor's recommendations for the improvement of the system of work in general and for dealing with specific cases.

Within each group, the exchange of views is possible, and will eventually lead to a common agreement between the group supervisor, the tutors and research leaders. But what is needed is the establishment

of a system for the exchange of views between the five group supervisors. To establish this contact, copies of the reports submitted by each group supervisor should be delivered to all colleagues, and be discussed in the regular meetings headed by the leader. The responsibility of the leader for the research needs also to be discussed. The issue is this : Is the research leader an adviser for the trainee, or is he responsible for the contents of the research ?

Being an advisor, the responsibility of the research leader is confirmed to the recommendation of the reading list and the method of research without being responsible for the final draft. In this case, the trainee submits his research at the end of the year whether the research is satisfactory or not, and the leader is not responsible in any way for the research work.

In the second case, where the research leader is a supervisor, the dissertation should not be submitted unless it is approved by the leader. If the leader rejects the work or asks for fundamental changes, the trainee needs time to produce his dissertation in satisfactory form.

The decision on this issue should take into consideration the fact date.

The selection of the topics for training research ought to be subjected to certain rules.

- 1) The training research should contribute to the research activity of the Institute. In this way, the training research can be coordinated with the research program.

- 2) The trainees should be asked to do applied research. This gives them the opportunity to collect, process and analyse data. Purely academic research should be encouraged.
- 3) The trainees should be confined to a specific problem with well-defined dimensions. It may be proposed that the general area for training research in the groups would be "The Structure & Growth of the Egyptian Economy". This area can be divide into sectors, and each group can study the development and the structure of one sector or more. Both economic and technological aspects can be analysed. The trainees can make some projections if they are able to use the mathematical techniques. However, the trainee should not be permitted to start work on the project before the final approval by the Research and Training Committee. This approval stands as registration of the research project.

II. Lectures and examinations

The implementation of the training program which will start in January needs the following preparations :

1. Personal contact with the part-time lectures to be sure that they have finally accepted the official clearance for delivering the courses assigned to them.
2. The construction of the final time-table, at least for the first 8 weeks.
3. The coordination of the courses, and drawing-up the detailed outlines.
4. Preparation of reading list for each courses and the selection of basis text books to be availed by the library. The outline and the reading list for each course should be mimeographed and delivered to the trainees, before January.

The system of recording the lecture requires consideration.

It may be hard to ask each lecturer to write the full-text of the course. But still trainees expect to have some direct reference to the lectures. One of the two procedures can be adopted.

a. The lecturer can write lecture-notes to be mimeographed and delivered to the trainees before the lectures. The notes give the basic points which are emphasized by the lecturer, as well as the specific references to the topic discussed. The lecture-time can be used for the discussion of these notes instead of giving a formal lecture.

b. The lecturer can give a formal lecture which is attended by one of the assistants who summarizes the lecture. These summaries can be revised by the lecturer and mimeographed.

The first procedure seems to be more practical and more helpful for the trainees and the lecturer himself.

Whatever the procedure adopted will be the necessary arrangements must be made beforehand to secure its success.

Some groups have decided to hold weekly seminars on the special subjects starting in January, and the Research & Training Committee has recommended the extension of the seminar meetings.

The system of work in the seminar should be decided to give time for the preparation for the seminar before January:

- a) The nomination of the seminar leaders
- b) The preparation of the reading list for the seminar.

To avoid the diffusion of the efforts of the trainees, the reading list for the seminar can be the same as that for tutorial. Each trainee can be given certain assignments for the seminar discussion in the seminar during the year. The summary of readings on the topic can be given in the form of a short paper mimeographed and delivered to all trainees in the group, after being revised by the tutor. The merit of this system is that it gives the trainee the experience on how to write short papers, and to participate in academic discussion.

One of the papers to be submitted for discussion in the seminar should be a summary of the preliminary draft of the training dissertation. The seminar discussion on this summary helps the trainee to improve his work when writing the final draft.

All discussion in the seminars ought to be in English .

Formal examinations are necessary but the system of examination can be reviewed, taking into consideration the experience of last year and the multiplicity of the courses in the current Program (53 courses).

It is possible that each lecturer holds a written examination two weeks, after the end of the course. In this way, the burden of the examinations can be preserved for writing the final draft of the dissertation . At the end of the Program, a formal examination in three papers: two on the general course and one on the special course. The examination can take the form of an essay; to test the ability of the trainee to use the information he has taken in the lectures in dealing with planning problems.

III. The Role of Research Assistants

About 14 junior assistants have finished their training courses, and it is time to decide what they will do next.

Some of them are research assistants who are component to do independent research under the supervision of a senior member of Staff. Since these assistants are required to get Ph.D. as a condition for their promotion in the future, they should be given the opportunity to extend their training in research under the supervision of a senior member of Staff.

At the same Time, these assistants are needed to assist the senior Staff in training and research. In practice this assistance will be one part of training the junior assistance themselves.

A combination between the two activities is possible. Besides doing independent research, the assistants can be asked to assist the tutors in revising the work of the sub-groups. Each assistant can be attached to a sub-group. His functions will be confirmed to giving individual tutorials (one hour each) and attending the meeting of the Sub-group. In these tutorials the assistant helps the trainee in understanding the readings assigned to him, and revising the paper prepared for the seminar.

It is questionable whether the research assistants can help the trainees in their research work. This may put further burden on assistants and it may be more appropriate to leave this to the judgement of the group supervision.

It is, however, recognized that the senior Staff need the assistance of the junior Staff, for undertaking research operations (e.g. collection of data, computation, documentation, etc.) The question is: To what extent can the assistants participate in the research undertaken by the senior Staff? A distinction can be made between the research assistants and technical assistants. For the benefit of the research assistants, they ought to be relieved from such a duty, specially because they are asked to assist in training.

For the technical assistants, there is no need for asking them to do independent research or to assist in training. They can work as operational assistants.

IV. The coordination between research and training:

The Institute has already defined its training function, and is now considering a long-term Research Program.

The performance of the research function jointly with training creates some difficulties for the Staff, and it is time to coordinate training and research, and find out the balance between the two functions.

In seeking for this balance, certain questions have to be answered :

- a) Is it possible to coordinate the research projects undertaken by the trainees with the research projects undertaken by the senior Staff?
- b) Is it possible to link the training research projects with the Research Program, in the sense that the individual training research projects should be parts of the Research Program?

c) Is it appropriate, at the present time, that the seminar Staff undertake research projects outside the Research Program ?

These are some questions which are waiting for answers. The discussion should take into account two considerations: The first is that the Institute should perform the training and research functions, but it is not necessary that the effort should be allocated equally between the two functions. The second is the shortage of permanent senior Staff who bear the responsibility of training and research.

The senior Staff includes a number of foreign consultants and experts who cooperate with the permanent Staff. For the benefit of both parties, the permanent Staff and the visiting experts should collaborate in research. Two types of cooperation are possible:

- a) The visiting experts can act as consultant for the research projects undertaken, or supervised, by the permanent Staff.
- b) The visiting experts can act as directly participate with the permanent Staff, in directing research projects, leading teams of research workers and research assistants.

Practically both types are needed for the success of the research function of the Institute.

V. Cooperation with other organisations:

There are many organisations and government departments which are interested to co-operate with the Institute in doing joint research on problems of Planning. This cooperation is welcomed by the Institute, and there are many examples of cooperation with international organisations such as ILO and UNESCO, and local organisations and government departments

such as the Ministry of Education.

The extension of this practice is essential for the success of the research activity of the Institute. The Institute should be a center of gravity attracting other organisations as well as research workers.

This raises an important issue : Is it appropriate that the Institute acts as a producer of research, or should it act as a coordinator of research ?

Production of research by the Institute is indispensable, but there is more than one reason. Why the role of the Institute as a coordinator should be emphasized.

This requires the preparation of a program for the cooperation with the other organisation in research, specifying the facilities to be offered by the Institute (including the advice of the experts and the processing of data, and the allocation of the research projects.

Appendix I

The Second Long - Term Program

Nov. 1962-Nov. 1963

The Trainees Admitted To the Program

Classified by Groups

Financial and Economic Planning

=====

1. Mr. I. H. El-Essawi
2. Mr. M. R. El-Adl
3. Mr. S. A. Sakr
4. Miss L. L. El-Kheshen
5. Mr. M. A. Zitoon
6. Mr. M. W. Abd-El-Shahid
7. Mr. M. H. Bassuony
8. Mr. A. Y. El-Gwahergy
9. Mr. F. A. Eid
10. Mr. A. M. Soliman
11. Mr. M? H. Sharaf El-Din
12. Mr. A. O. Hassan
13. Miss S. M. El-Hakeem
14. Mr. A. H. El-Dousoky
15. Mr. A. El-Libedy
16. Mr. M. A. Mekhaeil

Manpower And Social Planning

=====

1. Mr. A. I. El-Bahi
2. Mr. F. E. Gebril
3. Mr. M. A. El-Hereedy
4. Mr. A. M. Nagib
5. Dr. R. A. Gomah
6. Mr. S. A. El-Kashef
7. Miss K. A. Meselhi
8. Dr. S. Fahmy
9. Dr. S. Hebah
10. Mr. A. A. Nassef
11. Mr. O. M. Abd El-Salam
12. Mr. M. F. El-Sharkawi
13. Mr. M. N. Hanafy
14. Mr. N. A. Wahbah

Industrial And Urban Planning

=====

1. Mr. M. A. Saleh
2. Mr. H. M. Mandoor
3. Mr. A. F. Meky
4. Mr. A. A. Ghaly
5. Mr. K. A. Abou Seef
6. Mr. M. A. El-Sharkawi
7. Mr. M. Helal
8. Mr. I. El-Melegy
9. Mr. N. H. Sharaf El-Dein
10. Mr. M. M. Abdel Basset

Agrarian And Rural Planning

=====

1. Mr. B. A. Fotouh
2. Mr. M. H. Ali
3. Mr. A. K. El-Barrad
4. Mr. S. L. Ibrahim
5. Mr. F. A. El-Sheikh
6. Mr. M. H. Fag El-Noor
7. Mr. M. I. Abdel-Ghany
8. Mr. M. A. Abdel-Kader

Mathematical Techniques of Planning

=====

1. Mr. M. H. Mahamed
2. Mr. F. M. Zaghlol
3. Mr. M. A. Nssar
4. Mr. M. S. El-Haddad
5. Miss F. H. Omar
6. Miss A. O. Zaki
7. Dr. T. Hamoudah
8. Miss N. A. Hassan
9. Mr. A. F. El-Khashab

Appendix II

The First Long - Term Program

Nov. 1961-Nov. 1962

The Training Research Projects

Economic & Financial Planning

1. Topic : Cost Inflation
Trainee : Miss H. Kheir El-Dine
Supervisors : Prof. B. Hansen & Dr. A. Hosny
2. Topic : The relation between Money Income and the Money Supply
Trainee : M. H. Selim
Supervisors : Prof. Bent Hansen & Dr. A. Hosny
3. Topic : Measurement of National Savings
Trainee : S. A. Abdallah
Supervisor : Dr. A. Hosny
4. Topic : The Concept of Production in the Developing Countries.
Trainee : M. El-Demerdash
Supervisor : Dr. A. Hosny
5. Topic : The Treatment of the Insurance Sector in the Flow of Funds Accounts
Trainee : S. I. Wereda
Supervisor : Dr. H. A. Sharaf
6. Topic : Performance Budgetting
Trainee : S. A. Meguied
Supervisor : Dr. H. A. Sharaf.
7. Topic : Definition of the Public Sector
Trainee : M. H. Radwan
Supervisor : Mr. R. Khalid

8. Topic : Treatment of the Public Business Sector in the Government Budget
Trainee : N. Sheweka
Supervisor : Dr. A. El-Sayed
9. Topic : Budget Classification
Trainee : T. Mohaseb
Supervisor : Mr. R. Khalid
10. Topic : Budget Classification
Trainee : K. Abd-El-Hay
Supervisor : Mr. R. Khalid
11. Topic : Analysis of the Egyptian Balance of Payments.
Trainee : Miss F. M. El-Refaie
Supervisor : Dr. A. Hosny
12. Topic : The Foreign - Exchange Budget
Trainee : A. Soliman
Supervisor : Dr. Y. Moustafa
13. Topic : Analysis of Balance of Payments of the U.A.R.
Trainee : G. El-Din Mahmoud
Supervisor : Dr. Mostaffa
14. Topic : Investment Criteria
Trainee : M. Awadallah
Supervisor : Dr. A. Hosny
15. Topic : Title 1 of the State Budget: Reclassification & analysis : 1952/53 - 1956/57
Trainee : Miss K. S. Mahran
Supervisor : Dr. A. El-Sayed
16. Topic : Budget Classification and National Accounts
Trainee : Miss J. R. El-Ohealy
Supervisor : Dr. A. El-Sayed

Mathematical Techniques of Planning

17. Topic : Stability of Dynamic Growth Models
Trainee : R. S. Hanna
Supervisor : Dr. M. M. El-Imam
18. Topic : Consumption and Demand Analysis
Trainee : Miss A. El-Gebaly
Supervisor : Dr. M. M. El-Imam
19. Topic : The Import Function
Trainee : M. S. Tobar
Supervisor : Dr. M. M. El-Imam
20. Topic : Uses of Input-Output Accounts in planning
Trainee : M. F. Abd-Allah
Supervisor : Dr. M. M. El-Imam
21. Topic : Construction of National Accounts in Fixed prices,
problems of Measurements
Trainee : A. A. Nosseir
Supervisor : Dr. M. M. El-Imam
22. Topic : Operations Research in the Glass Industry
Trainee : M. S. Eid
Supervisor : Dr. El-Dessouky

Industrial Planning

23. Topic : Appraisal of Industrial Projects
Trainee : F. I. Awad
Supervisor : Dr. I. Saad El-Din
24. Topic : Appraisal of Industrial Projects
Trainee : M. A. Mekhaieel
Supervisor : Dr. I. Saad El-Din
25. Topic : Choice of Technology
Trainee : Miss S. El-Kassaby
Supervisor : Dr. M. El-Dessouky
26. Topic : Measurement of Productivity in the Metallurgical Industries
Trainee : M. Abd-El-Raouf
Supervisor : Dr. M. Hamdy
27. Topic : Measurement of Productivity in the Metallurgical Industries
Trainee : M. Abdel-Latif
Supervisor : Dr. A. Hamdy
28. Topic : An Analytical Study of the Demand for Steel
Trainee : Miss S. Montasser
Supervisor : Dr. I. Saad El-Din
29. Topic : An Analytical Study of the Demand for Steel
Trainee : S. Tewfik
Supervisor : Dr. I. Saad - El-Din

30. Topic : A Historical Study of Road Transport Merchandise
1957 - 61
Trainee : Miss H. A. Ghaly
Supervisor : Dr. R. Hassan
31. Topic : A Historical Study of Railway Transport of Merchandise
1957 - 61
Trainee : S. El-Gammal
Supervisor : Dr. A. R. Hassan
32. Topic : The Role of Public Organisations in Co-ordinating,
Controlling and Planning Production in U.A.R.
Trainee : Y. Khedr
Supervisor : Dr. I. Saad El-Din
33. Topic : The Evolution of Public Organisations
in U.A.R.
Trainee : F. F. Sokkar
Supervisor : Dr. I. Saad El-Din

Agricultural Planning

34. Topic : The Policy of Food Supply in U.A.R.
Trainee : A. F. Abdel-Halim
Supervisor : Dr. E. Hammam
35. Topic : The policy of Land Reclamation in U.A.R.
Trainee : M. M. Abdel Raouf
Supervisor : Dr. E. Hammam
36. Topic : The Economic and Social Effects of the Agrarian Reform in the U. A. R.
Trainee : Miss M. A. El-Tomy
Supervisor : Dr. E. Hammam

Social Planning

37. Topic : Appraisal of Social Projects
Trainee : Miss N. Naguib
Supervisor : Dr. M. Hamza
38. Topic : Planning of High Education
Possibilities of Graduating Qualified Personnel
Trainee : S. Ateya
Supervisor : Dr. M. Hamza
39. Topic : Problems of Rural Habilitation
Trainee : Mrs. L. El-Assy
Supervisor : Dr. M. Hamza

Manpower Planning

40. Topic : Appraisal of the Results of the 1961 Census of Population in Kuwait
Trainee : H. H. El-Sareie
Supervisor: Dr. El-Badry
41. Topic : Projection of the number of Pupils in the Age Group 6-12 in Each Governorate 1963 - 1980
Trainee : I. Khalil
Supervisor: Dr. M. El-Badry
42. Topic : Housing Requirements in the Urban Governorates in the Next Ten Years.
Trainee : N. Sadek
Supervisor: Dr. M. El-Badry
43. Topic : Supply of and Demand for Labour in Construction
Trainee : A. El-Gamal
Supervisor: Dr. El-Badry
44. Topic : The Use of the Labour Force Survey to Measure the Degree of Employment
Trainee : Mrs. M. Ismaiel
Supervisor: Dr. M. M. El-Imam
45. Topic : Labour Requirements and Supply in Some Selected Public Utilities
Trainee : M. Ragheb
Supervisor: Dr. M. El-Badry
46. Topic : Projection of Population Growth by Age and Sex Groups 1963-80
Trainee : M. Waked
Supervisor : Dr. A. El-Badry