

ENTRUST

DEVELOPMENT & MANAGEMENT CONSULTANTS

COMPANY PROFILE



Pioneering Innovation

www.entrust-dmc.com



WHO WE ARE

ENTRUST is an independent leading Egyptian development and management consultancy specializing in various developmental aspects. We work in cooperation with an extensive range of clients on the national, regional and international levels. ENTRUST provides exceptional advice, expertise, information and technical support to our clients in an effort to develop innovative strategies for sustainable development.

Since its establishment in 2001, the name of ENTRUST has come to be associated with the highest levels of professionalism and commitment to a superior quality of service. Our clients recognize ENTRUST as an important partner and a key resource that brings valuable knowledge and opportunities to developmental efforts in Egypt and the region, as a whole.

WHAT WE DO

ENTRUST's impressive reputation is owed in no small part to our consistently outstanding performance in all of the activities we undertake. Since our inception in mid 2001, we have successfully completed more than seventy contracts and assignments. It is the widely - recognized quality and professionalism of our work that enabled ENTRUST to play a significant role in development initiatives on global, regional, national and local levels.

ENTRUST's mission is to support sustainable development efforts through devising innovative integrated development solutions. Toward this end, we are actively involved in areas ranging from the development of global initiatives, national strategies and general policy frameworks to project design, management and evaluation. Our work ranges in scope and depth across a variety of development fields and we provide consultancy services to help our clients in diverse areas such as;

- Private sector & SME Development
- Agriculture
- Institutional Development & Capacity Building
- Civil Society development
- Trade & Competitiveness
- Policy, Legal & Regulatory Reform
- Corporate Social Responsibility (CSR)

ENTRUST recognizes the complexity of achieving our goals, as it requires profound expertise, continuous learning, innovation, as well as strategic and analytical thinking. In addition, the involvement in such a wide array of fields would not have been possible if not for the mastery of various developmental and professional tools. These include, inter alia:

- Quantitative & Qualitative Research Methods
- Advanced Moderation & Facilitation Techniques
- Participatory Techniques for Project Design & Planning
- Project Implementation & Management tools
- Program Evaluation tools
- Advanced Training & Capacity Building Methodologies



ENTRUST is known for its pioneering and innovative projects and programs that continue to have a significant impact on Egypt, as well as other countries in the region. In addition to our ground-breaking efforts in bringing SME development to the forefront of the policy-making agenda in Egypt, we are continuing to play a leading role in shaping SME development strategies and policies in the country. Our proposed General Policy Framework for "Enhancing SME Competitiveness & Exports in the 21st Century" prepared for the Ministry of Foreign Trade was endorsed by two successive Egyptian Prime Ministers who wrote introductory notes for the policy document developed by ENTRUST, declaring it as a cornerstone of future economic development efforts in the country.

Our efforts in promoting the SME competitiveness agenda were not limited to Egypt. In late 2003, ENTRUST co-sponsored the first regional conference on SME competitiveness, held in Aqaba, Jordan, under the auspices of H.M. Queen Rania Abdullah. ENTRUST also developed and presented the issues paper of the conference. ENTRUST was later on requested by Euro-Jordanian Action for the Development of Enterprises (EJADA) to address a forum of senior Jordanian officials and key private sector figures on the issue of SME Competitiveness in Jordan and the region.

ENTRUST has also been selected by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) to assist in designing a regional "Promotion Innovation and Technology Program for SMEs". The first of its kind in the entire MENA region, this program establishes an innovation and technology network starting with Egypt, Jordan, Yemen, and Germany. The project is focused on introducing new fields of SME development such as technology transfer, innovation advisory services, and technology and innovation policies. This is done through bringing the combined innovation and technological capacities of the member countries to assist the private sector and SME development in the region.

ENTRUST has also played a significant role in shaping the global brokerage initiative launched by the United Nations Development program (UNDP) and the Canadian International Development Agency (CIDA). ENTRUST was chosen among a select group of international experts drawn from all over the world to participate in the deliberations leading to the design of this new global program. Our Linkages Facilitation Program (LFP), to be implemented under CIDA's Business Development Services Support Project in Egypt, was further selected to be one of the first pilot projects in the world under this initiative. The LFP aims at facilitating the creation of new linkages and deepening and expanding existing ones between transnational corporations (TNCs) and SMEs.

OUR APPROACH

ENTRUST's approach is to combine state-of-the-art knowledge and skills, together with a solid first-hand familiarity and understanding of field realities and development dynamics on the international, regional and local levels. In order to ensure the relevance of our efforts to our clients and target groups, ENTRUST utilizes a wide array of participatory techniques that we specifically tailor to empower our partners and clients in order to actively participate in planning, designing, implementing and managing development endeavors. On the other hand, our competitive edge in policy analysis, formulation and advice enables us to devise and execute integrated solutions that bring together private sector and non-governmental organizations at the community level, with senior policy makers and international actors.

Throughout our work, our commitment and strict adherence to the principles of equality and inclusion as well as the value of both knowledge and local expertise have enabled us to play



a pioneering role in initiating sustainable development processes that continue to provide opportunities to our clients and partners.

OUR RESOURCES

Since our inception, we have opted to be a learning organization that constantly maintains close contacts with its clients and partners. Moreover, towards the same end, we have invested in developing our internal systems and resources along the lines of versatility, continuous learning, and customer orientation. Realizing the vital importance of knowledge in today's world, we have invested in developing internal systems and resources that enable our clients to benefit from state-of-the-art knowledge in the field, as well as utilize a variety of top-notch talents to address their concerns. ENTRUST's library includes hundreds of entries that are carefully categorized and indexed in our database to meet the needs of our customers. ENTRUST also maintains a large database of first-rate consultants specializing in various fields of development. These resources, together with our carefully selected staff members, enable us to swiftly address various development concerns, while consistently maintaining accuracy, reliability and superlative quality.

One of ENTRUST's most essential assets is our multidisciplinary team of professionals which was carefully selected to combine extensive experience and education in various developmental fields. ENTRUST's staff members undergo continuous education and training allowing for their acquisition of relevant and advanced knowledge and skills that are then incorporated into our work. Thanks to the versatility and professionalism of our staff, we are kept up to date with the latest developments in various fields, thus we are able to easily respond to the changing demands of our clients.

Finally, our automated management systems enable us to monitor the performance of various complex assignments with ease. These systems were specifically tailored to manage the deployment of internal and external human and material resources across our portfolio of assignments and contracts. Once a contract is signed with a client, one of our professional staff acquires full responsibility for coordinating the needed resources to deliver the required results. Quality control is undertaken by ENTRUST's senior management during various stages of implementation in order to facilitate access to resources, ensure smooth implementation, and maintain ENTRUST's standards of excellence.

CLIENTS & PARTNERS

ENTRUST takes pride in the partnerships it has established and augmented with its clients. They include some of the most prestigious international organizations, government entities, private sector companies, development projects, research agencies and civil society organizations.

International Organizations & Donor agencies

- United States Agency for International Development (USAID)
- The World Bank



- African Development Bank (AFDB)
- Food & Agriculture Organization (FAO)
- Canadian International Development Agency (CIDA)
- Instituto Libertad y Democracia (ILD)
- Aga Khan Development Network
- Donor Sub Group on SME Development in Egypt
- United Nations Development Programme (UNDP)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Organization for Women (UNWOMEN)
- Japan International Cooperation Agency
- European Union (EU)
- German Technical Cooperation (GIZ)
- The Netherlands Embassy

Government Entities

- Ministry of Foreign Trade (MOFT)
- Micro, Small and Medium Enterprise Development Agency (MSMEDA)
- Egyptian Ministry of Insurance and Social Affairs
- Small Enterprise Development Organization (SEDO)
- Industrial Modernization Program (IMP)
- Ministry of Finance
- Ministry of Planning, Yemen

Private Sector Companies

- The Coca-Cola Company
- Aramex
- Development Associates
- Emerging Markets Group (Deloitte & Touche)
- Euro-Arab Management School
- Chemonics International
- Carl Bro International
- International Resources Group (IRG)
- EuroArab Management School / Management Insights

Research Agencies

- International Development Research Center (IDRC)
- Egyptian Center for Economic Studies (ECES)
- Wageningen UR, Agrotechnology & Food Sciences Group (AFSG), The Netherlands

Civil Society Organizations

- NGO Service Center
- Agha Khan Development Network
- Agha Khan Foundation
- Om Habibeh Foundation



CONTRACTS & ASSIGNMENTS

Aswan Labor Market Study

November 2018 – July 2019

**Om Habiba
Foundation – A
Member of the Agha
Khan Development
Network**

Entrust Development & Management Consultants, was awarded a contract to assess the labor market in Aswan in terms of the demand and supply of skills, as well as to assess the trainings currently offered to youth to fill the market gaps, and to identify policy issues affecting the market for those skills. Scope of work also involves the use of a variety of tools and techniques including inter alia; focus group discussions, in-depth interviews, questionnaires and statistical analysis of primary and secondary data. Sub-sectors selected for assessment include:

- Hotels and accommodation activities.
- Food industries.
- Medical and dental practice activities
- Retail sale of information and communications equipment
- Maintenance and repair of motor vehicles
- Pre-primary and primary education

Design & Implement an Industrial Linkages Initiative

October, 2017 – October, 2018

**Integration International
Management Consultants
GmbH**

Leading the effort under the Business Innovation Component to design and implement an industrial linkages initiative. The initiative seeks to upgrade the capacities of SMEs in the manufacturing sector to enable them to qualify as suppliers to large and multinational firms. Work involves the identification of subsectors to be targeted in consultation with policy makers and other governmental and non-governmental stakeholders, identifying candidate lead firms, and potential suppliers, and assess their technical and financial needs, design assistance packages to potential suppliers, and oversee delivery of assistance to SMEs.

Work done focused on the following activities/subsectors:

- Food & beverages
- Luxury automobiles
- Electric equipments
- FMCGs
- White Goods
- Electric appliances
- Other engineering industries



Development of a National Strategy for the Development of Organic Clusters in Egypt

January 2017 – December 2017

MSME Development Agency & the African Bank for Development

Entrust Development & Management Consultants, heading an international consortium, was selected to develop Egypt's National Strategy for the Development of National Clusters. Work involves developing and implementing a consultation mechanism with stakeholders on the macro, meso and micro levels to develop a strategic framework addressing the development of organic clusters through the following components: Financial services, legal and regulatory reform, innovation & technology transfer, technical and vocational skills upgrading, gender and building the capacity of a variety of institutional actors. Clusters and Industrial Zones/value chains covered include:

- Shaa Al Teaban for leather tanning
- Al Robeeky for leather tanning
- Damietta for furniture manufacturing
- Tunis for pottery
- Kom El Berka for food processing (artichokes)

Meetings were conducted with residents of these clusters to identify the issues they are facing, the services needed, the infrastructure requirements, the governance arrangements and other factors hindering the development of the cluster. The results were then used by Working Groups that were specifically formed from government and non-governmental actors, as well as the private sector representing various clusters, to analyze these findings and incorporate pertinent recommendations in their work plans. These working groups covered:

- Research, Innovation and Technology Transfer Pillar
- Specialized Skills
- Access to Finance
- Governance
- Gender
- Legal and Regulatory Reform

Rapid Assessment of Sector Competitiveness and Opportunities in Qena and Sohag.

February 2016 – July, 2016

Entrust Development & Management Consultants was contracted to conduct a rapid assessment of sector competitiveness and opportunities in Qena and Sohag. Scope of work involves conducting an assessment of economic sectors and sub-sectors in the Sohag and Qena governorates that may have potential to respond to new markets and opportunities. The findings from this assignment was utilized to inform the design of the World Bank's Upper Egypt Local Development Program (UELDP). Entrust fielded a multidisciplinary team of experts to analyze existing data and statistics, review available literature, interview industry leaders and conduct field assessment of selected sectors in Qena and Sohag. Rapid Value

The World Bank - Egypt



Chain Assessments were conducted, and recommendations were presented, for the following value chains:

- Furniture
- Processed tomatoes
- Dehydrated onions
- Milk
- Marble & Granite
- Hand-woven Textiles

In addition, Entrust conducted case studies for enterprises in the following activities:

- Manufacturing solar panels and solar heaters
- Call Centers
- Agricultural waste recycling

Industrial zones covered included Shaa El Teaban in Cairo, Qeft, in Qena governorate and Al Kawthar in Sohag governorate. The study covered the impediments facing enterprises in both zones as well as the difference between both zones (one zone was under the Industrial Development Authority, while the other two were under the Governorate). The study highlighted the infrastructural needs of the zones, as well as the needed services, especially by SMEs.

Scoping Study of Health Insurance Services for Agricultural Workers and Small Farmers in Kom Ombo **Agha Khan Development Network - Egypt**

June 2015 – November 2015

Contracted to conduct a study exploring the feasibility of developing a community-based health insurance scheme targeting small farmers and agricultural workers in the district of Kom Ombo in Aswan Governorate in Upper Egypt. The study has the following components; a demand assessment covering the health insurance needs of the target group; a supply assessment covering service providers and a legal review assessing the suitability of the current legal and regulatory and institutional framework for community-based health insurance schemes.

Scoping Study of the Services and Institutional Landscape for SMEs in Egypt **Global Communities - USA**

January 2014 – February 2014

Conducted a study scanning the institutional and services infrastructure of SME Development in Egypt. The study sought to identify the current strategic orientation of the Government of Egypt (GOE) as a whole, as well as that of key GOE agencies. In addition, the study compiled and analyzed information on the current scope of services being offered to SMEs in Egypt. Finally remaining gaps not addressed by current service providers and GOE agencies and programs were identified and recommendations for remedial actions proposed.



Market Assessment for Hydroponic Agricultural Products in Egypt.

November 2014 – December 2014

**Wageningen UR,
Agrotechnology &
Food Sciences Group
(AFSG), The
Netherlands, and The
Dutch Embassy -
Egypt**

Entrust Development & Management Consultants was contracted to conduct an assessment of the market for hydroponic agricultural products in Egypt. Work involved the use of quantitative and qualitative research tools to assess market demand in selected market segments in Cairo and touristic locations in Egypt, as well as hydroponic products growers.

**Baseline Study for the Design and Implementation of a Programme to Support Women's Integration in the Value Chain
January 2014 – June 2014**

**The Coca Cola
Company and
UNWOMEN**

Contracted to conduct a baseline study to assess the feasibility of integrating women in the distribution chain of Coca-Cola in poor Urban Cairo and Upper Egypt. In addition to gathering and analyzing quantitative and qualitative data, the study involved identifying the business models of different actors in Coca-Cola's distribution chain including invested capital, operations, optimal product mix, turn-over, the legal and regulatory framework as well as financial and non-financial needs. The study also identified the best mechanism through which this joint Coca-Cola / UNWOMEN initiative can be undertaken.

**Value-Chain Analysis of Four Horticultural Crops
January 2014 – March 2014**

**The Dutch Embassy -
Egypt**

Entrust Development & Management Consultants was contracted to conduct a value chain analysis, with the objective of preparing a complete logistics chain analysis of four products from the production site to the outlet or the processing plant, focusing on chain inefficiencies; and conducting a gap analysis of the different product value chains and proposing practical recommendations to eliminate the identified gaps.

**Economic Empowerment of Young Women in Poor Urban Cairo
December 2013 – January 2014**

**Headstart Program -
Agha Khan
Development
Network (AKDN)**



The program objective was to empower poor young women in a district in Old Cairo through the provision of micro grants to support their start-up or existing economic activities. Entrust's Team developed criteria for rigorously selecting and screening almost 1000 grant applicants, built the capacity of applicants to enable them to gauge the economic feasibility and profitability of their activities, and finalized the selection of some 600 women.

**Capacity Building for Headstart Program
Partners
March – December, 2013**

**Agha Khan
Development
Network (AKDN)**

Fielded a team of experts, in charge of developing and implementing capacity building roadmaps for six CSOs working with the Headstart Programme in Cairo. The roadmaps addressed various aspects of the institutional capacity needs of the partner associations including their intellectual capacities, strategic planning, project management, M&E systems and networking. Work included the development of strategic plans with each of the six CSOs, and designing/redesigning development initiatives undertaken by them as part of a fund-raising effort.

**Cairo Economic Livelihood
Project (CELP) - Policy Component
December 2012- January 2104**

**Agha Khan
Development
Network (AKDN)**

Entrust was contracted by the Agha Khan Development Network (AKDN), to support Agha Khan Foundation in Egypt (AKF-E) in implementing the policy component of CELP, leveraging new opportunities to influence approaches for artisanal and economic development in ADAA. Entrust assisted CELP in enhancing the representation of ADAA artisans' interests and concerns through the development of advocacy agenda through a participatory bottom-up approach. Entrust also provided assistance in the establishment of a new independent syndicate for DAA artisans, build its capacity, assist in developing an advocacy agenda, and work on lobbying the government for specific policies and decrees. The Syndicate participated in the deliberations leading to the development of Egypt's current constitution and managed to introduce a constitutional article requiring the government to support artisans and small and micro enterprises in Egypt. Entrust also provided assistance to the Syndicate to work with the Ministry of Trade and Industry to protect Egyptian artisanal products from unfair competition from Chinese replicas.

**SME Finance in Sharqiya Governorate
Egypt's Competitiveness Program
December 2012- June 2013**

**Egypt
Competitiveness
Project -
USAID**

Entrust was selected by Chemonics International, in a program funded by the United States Agency for International Development (USAID-Egypt), to assist the Government of Egypt (GOE) in realizing ambitious reforms to support private sector-led economic growth), to provide SMEs in Sharkia with the technical support they require to grow their business by obtaining needed financing. This assistance is to provide SMEs with skills essential for effective management of their business, basic knowledge of proper accounting systems, and ways to



access financing that is needed for their business. The ultimate goal is to assist participating SMEs to obtain the financing necessary to allow them to grow their business and create new jobs – all of which benefit the economy of Egypt.

**Evaluation of Sharaka Program
October 2012 – December 2012**

**Om Habibeh
Foundations - Agha
Khan Development
Network (AKDN)**

Fielded a multidisciplinary Team of experts to evaluate the Sharakah Program. The program, funded by CIDA, the Ford Foundation, and Prince Sadr El-Dine Aga Khan Fund for Environment (PSAKFE) seeks to establish village level partnership[s] between the local government and civil society to deliver a variety of services to poor rural communities in Aswan, Egypt. Scope of work included institutional assessment of CSOs, assessment of results achieved to date, and client satisfaction with services delivered. Work also included developing recommendations for the future direction of the program.

**Macroeconomic Assessment of
Post-Revolutionary Egypt
October – November 2012**

African Development Bank

Contracted by the African development Bank to conduct a synoptic Study on an "Assessment of the Macroeconomic Environment and the Sources of Vulnerabilities in Egypt". The study seeks to (a) identify the main sources of current economic and socio-political vulnerabilities in Egypt and (b) to generally assess the resiliency of the Egyptian economy within the context of different scenarios for the country's post-revolutionary transition process. The study is organized into three main parts: (I) Socio-Political Analysis, (II) Economic Analysis and finally, (III) Conclusions (on relative economic resilience).

**Evaluation and Mid-Term Review of Egypt
Enterprise Development Project (EEDP) &
Cairo Economic Livelihood Project (CELP)**

**Canadian
International
Development Agency
(CIDA)**

August 2011- October 2012

Entrust was contracted by the Canadian International Development Agency (CIDA), to conduct an assessment/evaluation of the projects' purpose; where both components of the project aimed to "*generate improved employment opportunities through support to M/SMEs with emphasis on Egypt's marginalized groups, in particular women and youth*". The EEDP project aimed to provide demand-driven non-financial services to M/SMEs in six selected governorates (Gena, Sohag, BeniSuef, Fayoum, Behira and Gharbia) in an effective and sustainable manner. The CELP project aimed to increase enterprise development and employability in the program area and influence broader policies and practices. Entrust fielded a multidisciplinary team of experts and researchers to assess both projects. Experts covered institutional assessments of CSOs implementing both projects, financial and non-financial services, gender and environment, in addition to SME policies. Both qualitative and quantitative research methods were adopted to achieve better in-depth results and to assess whether the projects are on course based on their original plans. The Review identified



results to date and lessons learned which can feed into the enhancement of the performance of the two projects.

**Quantitative Baseline Study on Izzbet
Kheiralla
July 2010 – September 2010**

Aramex

Entrust was contracted by Aramex, a private sector multinational courier company, Twasul, an Egyptian NGO, and Ruwwad, a Jordanian non-profit organization, which have joined forces to build a community development initiative in Izzbet Kheiralla, one of the large informal settlements in Cairo. The objectives of the assignment are to formulate a comprehensive community profile for the households located in the neighborhood and to conduct an impact assessment study of earlier educational initiatives. The outcome of such endeavor is to identify potential and hidden assets in the communities and areas for future interventions to develop Izzbet Kheiralla. For the community profiling, the study had adopted a stratified multi-stage random sampling technique that has been undertaken along the household & the individual levels.

**Baseline Study for Pro-Poor Horticulture
Value Chains in Upper Egypt Project**

June 2010 – November 2010

**United Nations
Development
Programme (UNDP) -
Egypt**

Entrust was selected by UNDP-Egypt to provide baseline information on the current situation of small farmers in horticulture in six governorates in Upper Egypt. The results of the baseline study serves as a tool to identify appropriate interventions to upgrade the horticulture value chain in Upper Egypt. The study comprised desktop research to review and analyze available studies and statistical information relevant to small farmers and horticulture value chain in Upper Egypt; a value chain mapping to provide current situation of relationships and flow of inputs and services through the chain, as well as identifying actors along the chain and the main characteristics of production and exchange. In carrying out this assignment Entrust has adopted a pro-poor perspective and a gender perspective in each step of the baseline investigation. The baseline survey utilized both quantitative and qualitative methodologies in order to provide a comprehensive understanding of the current situation of small farmers in Upper Egypt. In addition, the study provided a comprehensive institutional capacity assessment of Farmers Association (FAs) to identify potential local partners and assessing their capacity building needs.

**Needs Identification Study in Micro-
Entrepreneurship and Access to
Finance for Women in Egypt**

Mid June 2009 – mid August 2010

**Netherlands Initiative for
Capacity development
in Higher Education
(NICHE)- Netherlands
Embassy**

Entrust was contracted by the Netherlands Embassy in Cairo to conduct a needs identification study on Micro Entrepreneurship and Access to Finance for Women in Egypt, in order to support Gender Equality and the Empowerment of Women in local organizations. Such support is directed to strengthen the capacity in providing training and education in the field of entrepreneurship and micro finance. Entrust reviewed the relevant literature on entrepreneurship, microfinance and gender in Egypt, policy documents and national



strategies that have a direct impact on the performance of the sector; mapping all the institutions involved in entrepreneurship and microfinance education; conducting a capacity needs assessment study to identify the main capacity gaps and challenges affecting the work of these micro credit and entrepreneurship organizations with special attention to education and training of staff.

Corporate Social Responsibility & the Global Compact in Egypt

September 2009 – February 2010

United Nations Development Programme (UNDP) - Egypt

Selected by UNDP-Egypt to provide assistance and advice on the design of new projects and activities in the field of Corporate Social Responsibility and the establishment of a Global Compact Center, as well as the design and implementation of a Growing Sustainable Business (GSB) initiative in Egypt. Work involves reviewing best practices and lessons learned and providing advice on their applicability to the Egyptian context, identifying results and targets, implementation strategies, sustainability scenarios, risks, as well as potential institutional setups and spin-off scenarios for the planned initiatives.

Product Diversification Study for Micro & Small Enterprises – MSEs (Technical Methodology & Approach)

April 2009 – October 2009

Social Fund for Development, African Development Bank - AFDB, Egypt

The Arab Republic of Egypt has received a loan and grant from the AFDB to finance the Micro & Small Enterprises (MSE). This project will be implemented by the Social Fund for Project (SFD III) as the primary coordinator of MSE development in Egypt. Entrust was selected to conduct the technical assistance component, which is a product diversification study for MSEs. Our proposed methodology and implementation approach in this project focuses on aligning SFD objectives & capacities with regards to Service/Product Delivery with market conditions in order to identify the needed products and services. For each product and service a market review is conducted and a positioning strategy is recommended. The positioning strategies are based inter alia on: Relevance to SFD objectives, relevance to SFD capabilities, current and potential demand, market structure & competition, effectiveness and efficiency of existing delivery channels. The positioning strategy also presents a practical approach to the implementation of the services identified, taking into consideration factors like: The demand for the service, its anticipated benefits, the status of its current supply, and the current capacities of the SFD.

Livelihood and Income From the Environment (LIFE) Program in Sinai – North Sinai/Al-Arish

February 2009 - July 2011

International Resources Group (IRG)/ USAID

The purpose of this project is to assist poorer Bedouin communities in the Central Sinai region. As a subcontractor to International Resources Group (IRG), ENTRUST fielded long-term and short-term experts and is responsible for several key tasks including: conducting socio-economic surveys, land tenure, and community needs assessments; the development and



approval of community development plans; developing and assisting in the implementation of environmentally sustainable tourism initiatives, SME development, assisting the program's fast track interventions, providing technical assistance to a community development grant program, and institutional development. In addition, the following tasks were also undertaken by Entrust:

- Conducted an economic overview of North Sinai covering resource endowment, infrastructure, main economic activities, the role and potential of the private sector, services offered to MSMEs and potential competitiveness.
- Conduct a commodities/services assessment to establish a data base regarding business characteristics, intra- and interregional linkages, market penetration, and growth constraints and prospects.
- Enhancing the competitiveness of Bedouin artisanal products including Kleem made by Bedouin women. In this regard, Entrust conducted a diagnostic study to identify weaknesses in the product value chain and delivered a variety of services including technical production-related training, assistance in product design, sourcing of inputs, branding and marketing.
- Entrust also conducted an in-depth value chain assessment for olives and olive processing in Central Sinai.
- Designed, developed the financial plan and the feasibility study, and provided assistance in managing the first public transportation network in North Sinai.
- Provided on-going capacity building and on the job training for Governorate employees in the pertinent departments.
- Provided capacity building to the local NGO partners to the project.
- Undertook the monitoring and evaluation functions for the entire project.
- Undertook all the gender-related work for the project.

Pro-Poor Horticulture Value Chains In Upper Egypt

UNDP, UNIFEM, UNIDO, ILO

November 2008 – February 2009

Selected by the UNDP and the UN Country Team to design a \$7 million joint program for the UNDP-Spain MDG Achievement Fund. The program seeks to promote viable equitable partnerships between small farmers and private sector investors in efficient pro-poor horticulture value chains in 3 locations in Upper Egypt, through these outcomes:

- Small farmers and agricultural workers equitably integrated into domestic and international value/supply chains of horticultural products through enhanced efficiency, productivity and viable business partnerships with private sector investors.
- Entrepreneurial forms of organization established by small farmers.
- Policy and regulatory changes to promote pro-poor private sector-based growth in Upper Egypt's horticultural sector identified and discussed with GOE.



The Program was acknowledged as one of the best designs submitted to the global fund under the theme of private sector development.

Technical Assistance Support to Social Development in Egypt in three (3) Governorates (Assiut, BeniSuef, Fayoum)

The European Union – EU/ The Social Fund For Development – SFD

July 2008 – October 2010

As member of an international consortium, ENTRUST was selected to provide technical assistance to the Support to Social Development Project, funded by the European Commission. The project aims to enhance decentralisation of decision making, community-based and demand-driven activities, combined interventions using integrated approaches and actions in favor of the ultra poor. Against this background, the Support to Social Development project funds activities of the “Integrated Services for the Poor program”. The supported demand driven activities involve infrastructure works as well as social development activities in urban and rural areas, identified as pockets of poverty. In addition, our experts are currently playing an integral part in developing the capacity of the Social Fund for Development (SFD) in Egypt. Particular emphasis is laid on the development of local capacity at the governorate level in Upper Egypt to implement the program, through the creation of Program Implementation Units (PIUs) as well as to sustain development efforts through the creation and development of Local Area Development (LAD) Platforms. This goes hand in hand with assisting the SFD headquarters and its regional branch offices to be better able to:

- Manage grants targeting CDAs and NGOs
- Engage CDAs and NGOs in SFD local programs and activities
- Internalize independent local Project Implementation Units (PIUs)
- initiate and manage local area development plans
- Establish and maintain local Governorate Committees as a mechanism for coordination, good governance and evaluation of SFD work at the governorate level
- Design and implement an effective communications and PR strategy for SFD RBOs and SFD HQ.

Local Consultation for the Development of the National Strategy for Micro and Small Enterprises Development

Social Fund for Development (SFD), CIDA, Egypt

July 2008 – September 2008

As part of developing the National Strategy for Micro and Small Enterprise Development in Egypt, ENTRUST was selected to conduct local consultations with start-up and existing micro and small entrepreneurs, in addition to youth. The aim of the consultations is to identify the constraints, needs, as well as the services required by the sector. In addition, these consultations also addressed the feedback of clients of existing service providers on the scope and quality of the services offered.



**Development of a National SME
Development Strategy for Yemen**

GTZ, Yemen

March 2008 – September 2010

ENTRUST was contracted by GTZ and the Ministry of Planning and International Cooperation to develop and implement a strategy formulation process for the development of the National Strategy for SME Development for the Republic of Yemen. Work included meeting top government officials, representatives of various stakeholders, donors and international organization to create a consensus on a participatory strategy formulation process. The proposed roadmap identified stages of strategy formulation, deliverables and outputs at each stage, issues and themes to be addressed by the strategy, as well as working groups to tackle these issues and themes. ENTRUST is contracted by GTZ to oversee and provide technical assistance to the process.

**Research on Tourism in the Southern
Red Sea Region**

**Chemonics
International Inc./USAID;
Livelihood and Income
from the Environment
(LIFE): Sustainable
Economic Growth in the
Red Sea Governorate**

November 2007 – January 2008

The focus of the program is to meet economic, social and environmental objectives by positioning the Southern Red Sea area as a world-class, sustainable, ecotourism destination. The project has four components; job creation & infrastructure, sustainable ecotourism, conservation management, and cross-cutting concerns. ENTRUST provided leadership and advice on private sector and SME development to provide sustainable income and investment opportunities for the local population, as well as a range of financial and non-financial support services to shore up this effort.

In addition, Entrust conducted research on Tourism in the Southern Red Sea region in Egypt, as well as Neweiba in South Sinai to assess the viability of eco-tourism investments. This assignment supported the LIFE Red Sea (LRS) Project in developing a plan for new tourism products in the Southern Red Sea market that meets the growing interest for soft-adventure tourism products in Egypt. The objective of the assignment was to provide benchmarks for the economic impact of current tourism-related activities in the SRS region, in terms of income and foreign exchange generated, the leakages associated with those income flows, and the number of jobs created with the SRS region vs. the impact of sustainable tourism models.

**Pre-Feasibility Study of the Technical and
Vocational Education Sector**

**European Commission
Jordan**

October 2007 – December 2007

As part of an international consortium, ENTRUST was selected to conduct a pre-feasibility study of the technical and vocational education sector in Jordan. The pre-feasibility study will provide the decision makers in the Government and the European Commission with sufficient information to make strategic choices in the design of the project "Support to TVET



sector in Jordan" and to prepare further analysis leading to acceptance, modification or rejection of the proposed project for further financing and implementation. Particular attention will be paid to the previous and current preparatory work that may have been achieved, to ensure broad stakeholders' participation to the different phases of the process and explore prospects of increased donor coordination under the leadership of the Government of Jordan.

**Special Needs Education for Gifted Children:
Program Development** **European Commission
Jordan**

July, 2007 – October, 2007

As part of an international consortium, ENTRUST was selected to provide advisory services to the Jordanian Ministry of Education. ENTRUST's consultants have developed a program for the education of gifted children following best practices and international standards. This was done following an appraisal that we conducted of current programs and benchmarking them against international standards. ENTRUST is also building the capacity of the staff of the Jordanian Ministry of Education, schools, resource rooms and pioneer centers to implement the program.

**SME/PSD Policy Advisory Services:
Algeria, Jordan, Morocco, Syria, Yemen and
Egypt** **International
Development Research
Center (IDRC)**

March 2007 – September 2007

Contracted by IDRC to participate in a study to assess the SME/PSD policy and research contexts in the MENA region. The study is conducted in Algeria, Jordan, Morocco, Syria, Yemen, and Tunisia or Turkey with the aim of identifying opportunities for SME and Private Sector development policy and research capacity support through a regional intervention. Assessment covers government entities, key donor organizations, research community and other relevant stakeholder groups in the selected countries to identify institutional readiness and existing state of SME/PSD interventions, as well as cross-country comparisons to identify commonalities where a regional focus would be beneficial. Scope of work also includes the development of concrete options and recommendations for a regional SME/PSD policy initiative, in addition to identifying potential donor partners for this effort.

**Independent Evaluation of the UNIDO Country
Framework Programme in Egypt** **United Nations Industrial
Development
Organization (UNIDO)**

June 2006 – August 2006

As a member of the evaluation team, ENTRUST participated in the joint evaluation of the Country Framework Programme. Scope of work included assessing the efficiency of implementation; assessing the outputs produced and outcomes achieved as compared to those planned; verifying prospects for development impact; and providing an analytical basis and recommendations for the focus and redesign for a possible continuation of the programme under a Phase II.



**Technical Assistance for Grant Scheme under European Commission
the South Sinai Regional Development
Programme**

May 2006 – 2008

As part of a multidisciplinary team of experts, ENTRUST worked to promote local initiatives in the field of environment, local community development, cultural heritage, social development, equipment & capacity building and public awareness, thus contributing to the sustainable development of the entire South Sinai region. This is done through providing technical assistance and advice to facilitate the successful and effective implementation of a grant scheme targeting local associations and enterprises.

Entrust played an important role in carrying out the SSRDP capacity building elements with special reference to the EC project cycle management (PCM) and planning and implementing SSRDP Grant Scheme. This entailed working closely with and delivering technical assistance and training to local authorities, civil society associations and SMEs in the various cities of South Sinai. Grants to SMEs under this scheme covered activities in tourism, mining and quarrying, animal husbandry, olive pressing, agriculture, and transportation of potable water, among others.

Entrust's intervention in the SSRDP capacity building activities continued through its involvement in assisting local initiatives in the fields of environment, local community development, cultural heritage, social development and public awareness. Sector-specific technical assistance is provided to grant recipients as well as to social service providers including health services, social housing, and employment generation.

**Textile Sector Processes Study &
Workshop Series**

**Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ)
– SME Promotion Program**

August 2005

ENTRUST was selected as part of a consortium including Context Consulting & Services and Gherzi Textile Organization to conduct a study of enterprises in the various links of the textiles and garments value chain. The study was followed by a series of workshops, of which ENTRUST held primary responsibility to identify constraints facing enterprises, in addition to opportunities and potential gains available to the sector.

**Linkages Facilitation Program (LFP)
– Market Study & Program Design**

**Canadian International
Development Agency (CIDA) -
Business Development Services
Support Project (BDSSP)**

March 2005 – June 2005

ENTRUST was contracted by CIDA's BDSSP Project to design a linkages facilitation program. The objective of the Linkages Facilitation Program (LFP) was to promote and enhance outsourcing capabilities/linkages between Transnational Corporations (TNCs) or Large Corporations and SMEs in Egypt. This was to be done through playing an intermediary/brokerage role between Transnational Corporations (TNCs), SMEs and service



providers. Towards this end, ENTRUST conducted a market assessment by investigating and interviewing TNCs, large enterprises, SMEs and business associations. The study provided information on TNCs/large corporations whom should be targeted and examines the demand on the program as well as its economic and financial viability. It also seeks to highlight main issues to be considered during the program design and implementation. In addition, ENTRUST developed a program design based on the findings of the study as well as international best practices and lessons learned. The design included three detailed implementation scenarios targeting different categories of suppliers.

Livelihood and Income from the Environment (LIFE): Sustainable Economic Growth in the Red Sea Governorate

**Chemonics International/
USAID**

March 2005 – 2008

The focus of the program is to meet economic, social and environmental objectives by positioning the Southern Red Sea area as a world-class, sustainable, ecotourism destination. The project has four components; job creation & infrastructure, sustainable ecotourism, conservation management, and cross-cutting concerns. ENTRUST's senior management provided leadership and advice on private sector and SME development to provide sustainable income and investment opportunities for the local population, as well as a range of financial and non-financial support services to shore up this effort.

Rapid Review of Donor Interventions to Reform the Business Environment for SMEs in Egypt

**Donors' Subgroup on SME
Development**

(CIDA, GTZ, ILO, UNDP, IFC & KfW)

2005

Based on our predominant capability, ENTRUST was selected by more than six donors active in Egypt to conduct a review of donor interventions in the area of reforming the business environment for SMEs in Egypt. Our team of consultants' focus is to assess the effectiveness of the various tools and methods used by donors and donor-funded projects to assist in reforming the business environment in Egypt, identify best practices and lessons learned, as well as outline suggestions for future action. The results of the study were presented in the World Conference on Best Practices in Business Environment Reforms, held in Cairo by the Donors' Group on Business Environment Reform for Small Enterprises, 2005.

Secondary Data Analysis & Mapping of Donor BDS Projects

Canadian International Development Agency (CIDA) - Business Development Services Support Project (BDSSP)

October 2004 – January 2005

Selected to assist in the selection of priority sectors and governorates for project activities, as well as potential partners for BDSSP. Towards this end, ENTRUST mapped the SME profile for eight selected governorates, presenting an in-depth analysis of such dimensions as sectoral distribution, size structure, gender, and employment among several others. In addition, a mapping exercise of donor-funded BDS projects was conducted to obtain an overview of



the existing technical, institutional and financial resources that the project can assist in bridging and synergizing.

**Promotion of Innovation and
Technology for SMEs in the Middle
East**

**Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ)**

August 2004 – October 2004

Selected by GTZ to assist in designing a regional "Promotion Innovation and Technology Program for SMEs". The program establishes an innovation and technology network starting with Egypt, Jordan, Yemen, and Germany. The project is focused on introducing new fields of SME development such as technology transfer, innovation advisory services, and technology and innovation policies. This is done by bringing the combined innovation and technological capacities of the member countries to assist the private sector and SME development in the region.

**Development of National Strategy
for Micro and Small Enterprise
Development in Egypt**

**Canadian International
Development Agency (CIDA) &
Social Fund for Development (SFD)**

May 2004 – 2009

ENTRUST was selected by the Social Fund for Development (SFD) and CIDA to provide advisory services towards the development of the first national strategy for MSE development in Egypt. ENTRUST provided overall advice and guidance, especially with regards to the integration of the subject strategy within the overall macroeconomic policy framework and orientation of the government of Egypt.

SME Policy Advisory Services

**Canadian International
Development Agency (CIDA)**

May 2004 – 2008

ENTRUST coordinated a task force from the Social Fund for Development, and a team of international and local consultants to develop Egypt's first Small and Micro Enterprise Development Strategy. This strategy is to be presented by the Social Fund for Development to the Cabinet and the Prime Minister.

- Provide CIDA with advice on general policy and programming issues pertaining to their involvement in SME development in Egypt.
- ENTRUST coordinated with Donor Agencies to assist and facilitate the Donor Sub-Group Meetings.
- Develop synergies among existing CIDA projects, as well as enhance donor coordination in the field of SME development, in addition to designing new programs and interventions along the lines of national and international best practices and modern SME development tools and practices. Assistance provided also includes fostering strategic relationships with local and international stakeholders to support various aspects of SME development.



**Upper Egypt Rural Development
Policy: SME Component**

**World Bank/Food & Agriculture
Organization (FAO)**

April 2004 – June 2004

As part of the team developing a rural development strategy for Upper Egypt, ENTRUST held responsibility for developing the background document on the SME component. The study investigated the relationship between SMEs, employment and poverty alleviation in Egypt. The scope of work covered the identification of SME growth patterns and determinants in Egypt, with specific emphasis on Upper Egypt. Recommendations were presented to maximize the economic and social contribution of SMEs in Upper Egypt, as well as enhance the sustainability of development efforts.

**SMEs & Economic Development In
Jordan**

**Euro-Jordanian Action for the
Development of Enterprise (EJADA)**

February 2004 – March 2004

ENTRUST was contracted by EJADA to develop and give a presentation to a forum in Amman on the importance of small and medium-sized enterprises (SMEs) to economic development in Jordan. The presentation addressed SME's and their role in a global context, the impact of globalization on national and regional economies, regional trends in SME development, as well as challenges, strategies and policies for SME development.

**Development of SME Mapping
Tool**

**Small Enterprise Development
Organization (SEDO) / Japanese
International Cooperation
Agency (JICA)**

December 2003 – 2004

Fielded a multidisciplinary team of experts to develop a replicable SME Mapping Tool that would enable SEDO to formulate policies and programs on both the local (governorate) and national levels. Work included identification of policy priorities, statistical analysis and development of indices to rank sectors for targeting, in-depth assessments of priority sectors using qualitative and quantitative research tools, consultation with stakeholders and capacity building of SEDO. Work is being undertaken in the governorates of Damietta, Gharbiya and Qena in order to test and refine the mapping tool.

**Mid-term Evaluation of the Social
Protection Initiatives Project (SPIP)**

**Social Protection Initiatives Project
(SPIP), World Bank & Ministry of
Insurance & Social Affairs**

October 2003 – November 2003

ENTRUST was selected to conduct a mid-term evaluation on the Social Protection Initiative Project for the World Bank and the Ministry of Insurance & Social Affairs. Work involved assessing progress against planned results, institutionally assessing the Program Management Unit, reviewing the design and plans of the project in order to propose amendments, as well as assessing the project's cooperation with local community based NGOs active in the field of street children and disabled children.



**Concept Paper for Regional
Conference on SME
Competitiveness**

**EuroArab Management School /
Management Insights – Egypt
(EAMS)**

May 2003 – June 2003

Co-sponsored the first regional conference on SME competitiveness. The conference was held in Aqaba, Jordan under the auspices of H.M. Queen Rania and was attended by leading international and regional experts in the field of SME development. ENTRUST developed the concept paper and gave the main presentation for the conference.

**Work Plan for the Donor Sub-Group
on M/SME Development**

**Donor Sub-Group on M/SME
Development / Micro, Small &
Medium Policy Development Project**

May 2003 – June 2003

ENTRUST was selected by the Donor Sub-Group on M/SME Development in Egypt to assist the delegates and representatives of various donor organizations working in the field of SME development to develop their first work plan. Scope of work involved developing preliminary discussion points on the work plan, as well as facilitating discussions and finalizing the work plan.

**Assessment of the International
Trade Points in Egypt**

**Ministry of Foreign Trade (MOEFT) /
Deloitte & Touche Tohmatsu
(SMBSP)**

April 2003 – July 2003

The Ministry of Foreign Trade and Deloitte & Touche Tohmatsu (SMBSP) contracted ENTRUST to conduct a full scale evaluation of all the International Trade Points in Egypt. The assessment covered the cost effectiveness of their functions, the adequacy of their physical, financial and human resources, the appropriateness of their operational, service delivery and information systems, in addition to their performance levels and the degree of client satisfaction, which were analyzed and benchmarked against international actors. The evaluation proposed restructuring measures to improve the performance and the relevance of the services provided. The recommendations were adopted by the Ministry of Foreign Trade and the International Trade Points in Egypt were restructured along the lines suggested by ENTRUST.

**Compilation & Analysis of
Industrial Data**

**Industrial Modernization Program
(IMP) – Finance & Policy
Component**

January 2003 – February 2003

ENTRUST was contracted by the IMP Finance & Policy component to compile and analyze data pertaining to the development of the Egyptian economy in general and the current status of the Egyptian industry compared to other countries and economies. Analysis covered inter alia the status of the Egyptian economy in general, the manufacturing sector, exports and employment, as well as impediments facing small and medium Egyptian manufacturing enterprises.



Development of Database for the Business Resource Centres of the Industrial Modernization Centre

Industrial Modernization Centre (IMC) and GFA Management

December 2002 – January 2003

ENTRUST was contracted by GFA and the Industrial Modernization Center (IMC) to assess the need to develop a database for the Business Resource Centers (BRCs) operating in Egypt. ENTRUST conducted an in-depth investigation with pertinent staff and management of the IMC and the BRCs to identify their needs, assess the ability of existing systems to fulfill those needs and propose recommendations accordingly. Based on the success of this phase, the IMC decided to proceed with a second phase for the contract to design and install the required system.

Overview of the Furniture Manufacturing Sector in Egypt

Collaboration for Community-Level Services Project, Development Associates/United States Agency for International Development (USAID)

November 2002

ENTRUST was contracted by Development Associates and USAID to conduct an overview of the furniture manufacturing and trading sector in Egypt, with a particular focus on Damietta. The assignment addressed issues related to product design, production, marketing, in addition to institutional, legal and regulatory issues. Recommendations were provided on the level of the firm, sector organizations, local government authorities in Damietta and public policies on the national level.

Guidelines for the Development of M/SME Policy Framework

SME Policy Development Project / Ministry of Economy & Foreign Trade (MOEFT)

November 2002- February 2002

ENTRUST was selected to advise SMEPOL on the development of an M/SME policy framework. Work involved reviewing pertinent literature and proposing adequate policy formulation mechanisms and processes based on best practices as well as the realities of the Egyptian context to be adopted by the project. These guidelines were later on adopted by the General Policy Framework endorsed by the Government.

Development of Action Plan for Enhancing SME Competitiveness

Ministry of Foreign Trade / International Development Research Center (IDRC)

September 2002 – January 2004

ENTRUST was selected to coordinate a participatory effort involving key stakeholders and policy makers to develop an action plan to enhance the competitiveness of the small and



medium enterprise sector. The process was guided by ENTRUST'S earlier work in developing a general policy framework to enhance SME competitiveness in the twenty-first century. Through bringing together groups of experts, SME representatives, pertinent senior government officials and donor representatives, ENTRUST facilitated and informed the development of action plans in the areas of business development services, cluster development, innovation and technology, financial services, export promotion, legal and regulatory reform, foreign direct investment as well as networking and inter-firm linkages. The action plan was endorsed by two successive Egyptian Prime Ministers who wrote introductory notes for the policy document developed by ENTRUST.

Development of A General Policy Framework for SME Development in Egypt **Ministry of Foreign Trade / International Development Research Center (IDRC)**

September 2002 – May 2003

ENTRUST fielded a multidisciplinary team to develop and draft a general policy framework for SME Development in Egypt, under the theme "Enhancing the Competitiveness of Egyptian SMEs in the 21st Century". The policy framework addressed cluster development, innovation and technology, financial services, business development services, export promotion, legal and regulatory reform, foreign direct investment as well as networking and inter-firm linkages. The framework was endorsed by two successive Prime Ministers of Egypt to provide an overarching frame of reference against which development and policy initiatives are to be designed and monitored. Work involved secondary research and statistical analysis, the integration of the results of participatory qualitative research and international best practices, as well as managing a consultative process with all stakeholders to refine, finalize and facilitate the adoption of the policy framework.

Rapid Assessment of the Alexandria International Trade Point **Ministry of Foreign Trade/Deloitte & Touche Tohmatsu (SMBSP)**

June 2002 – July 2002

ENTRUST fielded a multidisciplinary team to conduct a rapid assessment of the International Trade Point in Alexandria. The purpose of the assignment was to develop interventions to enhance the capacity of ITPs as well as develop a blueprint to establish new ones in other governorates. Based on the results of the assessment, H.E. the Minister of Foreign Trade, together with Deloitte & Touche, decided to contract ENTRUST to conduct a full-blown assessment of all the International Trade Points in Egypt.

Research on Legal & Regulatory Impediments to Small Enterprises **Instituto Libertad y Democracia (ILD)/ Egyptian Center for Economic Studies (ECES)**

June 2002 – October 2002

ENTRUST was contracted by the ILD and ECES to provide advice on the status of microfinance and the conditions of Egyptian SMEs. Work also included conducting qualitative research with small entrepreneurs in several Egyptian governorates including



Cairo, Alexandria, Damietta and Sharqiya to identify legal and regulatory constraints to their establishment, operation and growth. Research covered several aspects including market transactions, finance, property rights and use of property, as well as government regulation and supervision.

**Development of an Investment
Map for Daqahliya Governorate**

**Small & Medium Business Support
Project, Deloitte & Touche
Tohmatu/CIDA**

April 2002 – June 2002

ENTRUST fielded a multidisciplinary team of experts to identify the different types and basic components of investment maps, identified, reviewed and assessed data sources that can be utilized in developing and updating the map, and developed an outline for the investment map to be adopted by the Project.

**Research on the Restructuring of
the African Development Bank**

**Deloitte & Touche, Emerging
Markets, Brussels**

March 2002

ENTRUST was subcontracted by Deloitte & Touche to conduct a survey on the services provided by the African Development Bank's Private Sector Operations Department. The survey covered fourteen organizations selected from amongst government organizations, ministries, financial institutions and business organizations.

**Designing a Public Awareness
Campaign for M/SME
Development Policies**

**SME Policy Development Project Ministry of
Economy & Foreign Trade (MOEFT)/ CIDA
/International Development Research Center
(IDRC)**

February 2002 – August 2002

Under a subcontract with Rada Research & Public Relations, ENTRUST provided advice regarding the technical issues and the target groups to be addressed by the first public awareness campaign on SME development policies in Egypt.

**Operational Review of the
Environmental Initiative Fund (EIF)
Project**

**Canadian International
Development Agency (CIDA)**

February 2002 – June 2002

ENTRUST participated in the operational review of the project by providing guidance and advice regarding issues of sustainability, impact and governance, as well as relationships with the various stakeholders. Work also covered conducting a series of focus groups with program clients and stakeholders to discuss lessons learned, gauge performance and identify measures through which it can be improved.



**Training Course on SMEs
and the Macro-
Environment**

**Ministry of Foreign Trade (MOFT) /
International Development Research
Center (IDRC)**

January 2002

ENTRUST developed training objectives, curricula and provided training to MOFT employees on the relationship between SMEs and the macro-environment. ENTRUST was particularly responsible for the sessions and material on the general policy framework as well as the institutional setup.

**Defining the Mandate for M/SME
Policy Development in Egypt**

**SME Policy Development Project /
Ministry of Economy & Foreign
Trade (MOEFT)**

November 2001 – February 2002

ENTRUST was contracted by SMEPOL to identify the mandates of key stakeholders in M/SME policy formulation. Work involved updating an institutional setup study conducted in the early design stages of SMEPOL, analyzing the results of stakeholders mapping and developing a policy analysis matrix to describe the roles, responsibilities and mandates of the different actors.

Stakeholders Analysis

**SME Policy Development Project /
Ministry of Economy & Foreign
Trade (MOEFT)**

July 2001- August 2001

Contracted to identify stakeholders that can be involved in the formulation and implementation of SME development policies, with particular reference to the five policy areas targeted by the project: general policy framework, unified definition for the SME sector, access to finance, streamlining regulations, and increasing the share of SMEs in public procurement. Designed a database to house and analyze the findings, trained MOEFT staff on data gathering, entry and analysis.

**Civil Society in the Future
Conference**

**NGO ServiceCenter/
Development Training II / United
States Agency for International
Development (USAID)**

July 2001 – November 2001

ENTRUST was contracted by the Development Training II project and the NGO Service Center to take full technical and managerial responsibility for designing and delivering their first annual civil society national conference; "Civil Society in the Future", held under the auspices of H.E. the Minister of Insurance and Social Affairs. ENTRUST drafted the issues paper, designed the conference, drafted its agenda, identified keynote speakers to address the pertinent issues, and was responsible for its implementation with all of its technical and administrative aspects. Attended by some 500 delegates of civil society organizations in Egypt, the conference was one of the largest such events in Egypt.