

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

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

The World Bank – Egypt

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 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.

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

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

Pro-Poor Horticulture Value Chains In UNDP, UNIFEM, UNIDO, ILO Upper Egypt

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.

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

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.

Textile Sector Processes Study & Workshop Series

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

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.

Overview of the Furniture Manufacturing Sector in Egypt

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

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.

