

Scoping Study of the Services and Institutional Landscape for SMEs in Egypt

Global Communities - USA

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.

Capacity Building for Headstart Program Partners

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

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.



Corporate Social Responsibility & the Global Compact in Egypt

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)

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

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.

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

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.



Special Needs Education for Gifted Children: Program Development

European Commission Jordan

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.

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

European Commission

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.

Assessment of the International Trade Points in Egypt

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

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.



Rapid Assessment of the Alexandria International Trade Point

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

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.

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)**

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.

Training Course on SMEs and the Macro-Environment

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

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)**

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.

