

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

Macroeconomic Assessment of Post-Revolutionary

African Dev. Bank Egypt

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).



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

Social Fund for Development (SFD), CIDA, Egypt

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

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.

SME/PSD Policy Advisory Services: Algeria, Jordan, Morocco, Syria, Yemen and Egypt

International Development Research Center (IDRC)

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.



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)

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.

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

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

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)

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.



Development of A General Policy Framework for SME Development in Egypt

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

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)

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)/ EgyptianCenter for Economic Studies (ECES)

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.

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.

