

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.

Economic Empowerment of Young Women in Poor Urban Cairo

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.



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.

SME Finance in Sharqiya Governorate Egypt's Competitiveness Program

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.

Pro-Poor Horticulture Value Chains In Upper Egypt

UNDP, UNIFEM, UNIDO, ILO

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.



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.

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.



**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.

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

Chemonics International/ USAID

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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.

