

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

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.



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).

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.

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.

Pre-Feasibility Study of the Technical and Vocational Education Sector

European Commission Jordan

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.



**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.

**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.



Upper Egypt Rural Development Policy: SME Component

World Bank/Food & Agriculture Organization (FAO)

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)

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)

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.

Concept Paper for Regional Conference on SME Competitiveness

EuroArab Management School / Management Insights – Egypt (EAMS)

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.



Development of Action Plan for Enhancing SME Competitiveness

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

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)**

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.

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.

