

Design & Implement an Industrial Linkages Initiative

Integration International Management Consultants GmbH

Leading the effort under the Business Innovation Component to design and implement an industrial linkages initiative. The initiative seeks to upgrade the capacities of SMEs in the manufacturing sector to enable them to qualify as suppliers to large and multinational firms. Work involves the identification of subsectors to be targeted in consultation with policy makers and other governmental and non-governmental stakeholders, identifying candidate lead firms, and potential suppliers, and assess their technical and financial needs, design assistance packages to potential suppliers, and oversee delivery of assistance to SMEs. Work done focused on the following activities/subsectors:

- Food & beverages
- Luxury automobiles
- Electric equipments
- FMCGs
- White Goods
- Electric appliances
- Other engineering industries

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.

Market Assessment for Hydroponic Agricultural Products in Egypt

Wageningen UR, Agrotechnology & Food Sciences Group (AFSG), The Netherlands, and The Dutch Embassy - Egypt

Entrust Development & Management Consultants was contracted to conduct an assessment of the market for hydroponic agricultural products in Egypt. Work involved the use of quantitative and qualitative research tools to assess market demand in selected market segments in Cairo and touristic locations in Egypt, as well as hydroponic products growers.

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.

Macroeconomic Assessment of Post-Revolutionary

African Egypt Dev. Bank

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).

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.

Livelihood and Income From the Environment (LIFE) Program in Sinai – North Sinai/AI-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.



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.

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.

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.

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.



Compilation & Analysis of Industrial Data

Industrial Modernization Program (IMP) – Finance & Policy Component

ENTRUST was contracted by the IMP Finance & Policy component to compile and analyze data pertaining to the development of the Egyptian economy in general and the current status of the Egyptian industry compared to other countries and economies. Analysis covered inter alia the status of the Egyptian economy in general, the manufacturing sector, exports and employment, as well as impediments facing small and medium Egyptian manufacturing enterprises.

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.

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.

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.

