

IDC

Integrated Development Consultants

Founded in Egypt since 1985

'Turning visions into reality'

An Egyptian private consultancy firm providing development planning, economic and management consulting services. The firm's work scope covers both public and private development activities; including project design and organization, implementation planning, evaluation, and technical assistance in implementation.

IDC is experienced in economic policy, enterprise and sector regulation, private sector development, market structure and marketing, finance and investment planning, institution building, human resources development (HRD) and training, labor utilization & employment, environmental & health sector studies, and decentralization of urban and rural development.

Mission

IDC is an Egyptian development consultancy firm dedicated to the enhancement of the quality of life and economic welfare of communities throughout Egypt. We are committed to the creation of a more enabling environment for economic and social development, through the provision of tailored technical assistance in the implementation of both public and private development activities.

Through our innovative solutions, we seek to enable increasingly large numbers of people to gain from the opportunities found in education and training. By assisting our clients in the implementation of their strategic and tactical objectives, we uphold our mission to promote economic and social development in an ***ethical and culturally-appropriate*** manner. We differentiate ourselves by our competence and creativity, combining a global perspective with local sensitivity.

Approach

Proactive Participation and Professionalism

We offer our clients an ***open-minded and participatory*** approach that is based on specialized professional knowledge and adaptability. To achieve our objectives, we are amenable to various levels of intervention, working on both the micro and macro levels. We apply our innovative solutions to both public and private development activities, including project design and organization, restructuring, implementation planning, evaluation and technical assistance in implementation.

Believing that development is an ***integrated*** process, we provide a wide range of consulting services for development projects within the government sector, seeking to maximize the positive impact of related factors e.g. HRD, environment, health and labor utilization and employment. At the same time, we assist our private sector clients in building strong organizations capable of performing profitably and efficiently.

Dialogue and close cooperation with the client and counterpart are deemed essential in ensuring relevant, cost-effective and sustainable results. Through a thorough understanding of the underlying context, we effectively assist our clients in achieving their public policy and developmental objectives.

In all our endeavours, we abide by our principle that proactive participation in the spirit of professionalism is the key to success.

Fields of Expertise

IDC provides, for development projects within the government sector, a wide range of consulting services:

- * Policy and strategy analysis
- * Human resources development / Training
- * Enterprise and sector regulation
- * Environmental studies
- * Health sector studies
- * Privatization studies
- * Economic and socio-economic studies
- * Institutional development
- * Labor utilization & human resources management
- * Infrastructure (water/wastewater) management
- * Operation and maintenance training for infrastructure projects
- * Urban and rural development
- * Finance and investment planning
- * Project management, planning and evaluation

IDC established its fast growing Financial & Management Services (FMS) division in August 1986. In 1991 the division expanded to offer a broad range of consulting services to the private sector.

The services of the FMS division is provided in the form of:

- * Market research and marketing studies
- * Strategic Alliance
- * Project evaluation and feasibility studies
- * Business upgrade and set-up
- * Business planning
- * Financial analysis
- * Cost accounting and budget planning
- * Human resources management
- * Organizational development and design

We assist our private sector clients to build strong organizations capable of performing profitably and efficiently.

Capabilities Statement

IDC built a reputation of quality. Over the past 28 years the firm executed technical assistance, project implementation and consultancy contracts in the sectors of industry, agriculture, finance and banking, local administration (urban and rural), and infrastructure. We enjoy the trust and confidence of our clients as well as strong credibility and sound relations with several international institutions in Egypt. We have witnessed significant growth of our services based on long-lasting relationships with our clients. The firm has successfully completed over one hundred (100) major studies for USAID, the IBRD/World Bank, DANIDA, the EU, the United Nations, Government of Egypt and several private sector clients. Deadlines for all studies were met, thanks to our ability to manage highly complex assignments by assembling teams of skilled consultants from various disciplines. The satisfaction of our clients and the repeat business that we received from them reinforces IDC's commitment to quality work.

Personnel Resources

IDC has a core team of 15 full time technical and administrative staff in addition to a large number of full-time technical and support staff assigned to long term on-going projects and short-term consulting assignments in the year 2016.

IDC has access to a qualified network of local experts and international organizations around the world. The Company has established strong links with the Egyptian academic community such as the National Research Centre (NRC), the National Institute of Planning (NIP), the various research centres of Cairo University and the Sadat Academy for Management Sciences, Zagazig University, the High Institute of Public Health, ...etc. Similarly, IDC has also strong association with international consulting firms and individual experts.

With such a vast and multi-disciplinary pool at its disposal, **IDC** is able to select the best expertise in response to its clients needs. **IDC's** core team secures home-office technical support to projects and establishes quality control for the consulting services provided by the company. This linking of a core project management approach with the specialized expertise, guarantees the quality and responsiveness of our consulting services to the special needs of our clients.

Contracts

March 2014 - July 2014. “Assessment of Healthcare Waste Management in Egypt”; Ministry of Health & Population (MOHP) / Egyptian Environmental Affairs Agency (EEAA) / UNDP/GEF. Integrated Development Consultants (IDC). (Ref. 1.2014)

The proposed UNDP-GEF project aims to protect human and environmental health by reducing releases of POPs and other hazardous releases (e.g. mercury, lead, etc.) resulting from the unsound management of waste, in particular the incineration and open burning of hazardous health care waste and electronic waste by demonstrating and promoting Best Available Techniques (BAT) and Best Environmental Practices (BEP) to soundly manage and dispose of such wastes.

Type of services provided:

- Review available literature and provide estimates for unintentional POPs and mercury emission from the healthcare wastes in Egypt;
- Perform a detailed review of the existing policy, regulatory and legal framework as well as institutional arrangements for HCWM on the national level,
- Conduct site visits to potential governorates to be covered under the proposed UNDP-GEF project and identify two governorates suitable for implementation of the GEF Pilot Project based on interest of the government, availability of data, willingness of key stakeholders to cooperate on the pilot project implementation, interest of international agencies, etc.,
- Conduct a rapid survey for quantities of HCW, using UNDP methodology, in the selected governorates to verify collected data,
- Hold consultation meetings with relevant stakeholders on the national and governorate levels.
- Assist in arranging a consultation workshop on HCWM and mercury management initiative.
- Support the Project Development Expert in the preparation of the GEF Project Documentations and respond to comments and inquiries from the UNDP-GEF-Project Development Consultant, as needed.

August 2013 – April 2014. “Provision of Short Term Technical Assistance to the Egyptian Electricity Regulatory Authority (EGYPTERA)”; The European Union / EGYPTERA; Montgomery Watson Harza (MWH) / Integrated Development Consultants (IDC). (Ref. 2.2013)

The global objective of the assignment is to contribute to strengthening the

capacities of the EGYPTERA to become an efficient and reliable regulatory authority so the regulatory functions and the power sector reform process are implemented in accordance with EU and international best practices. The specific objectives are to provide support to EGYPTERA in the reform process implementation in the specific aspects of raising awareness and market simulation, providing the tools and know-how that will be necessary during the execution of the twinning project which should start in the first quarter of 2014. IDC experts participate in the preparation and delivery of the following outputs:

1. Four workshops and 4 round tables informing and raising awareness among the stakeholders on the future organization of the power sector in Egypt, specifically on the introduction of market mechanisms;
2. Simulation of the future market behaviour; including the preparation and delivery of the sessions / workshops for presentation and discussion of results with stakeholders;
3. Analysis of the last expansion plan available in Egypt and analysis of three possible system expansion scenarios;
4. Three workshops to raise awareness among stakeholders and support to EGYPTERA on answering questions and/or making amendments to the grid code.

July – November 2013. “Feasibility Study for Public Private Partnership Project in Land Development”; Private Sector Company; Integrated Development Consultants (IDC). (Ref. 1.2013)

Public Private Partnerships (PPPs) are crucial to the delivery of priority economic development projects. However, it is essential that there is a broad consensus in relation to the scope of PPPs, the process through which PPP projects will be developed and the benefits expected to be realised by adopting the PPP approach across all interests in both the public and private sectors. The Ministry of Housing & Urban Communities / 6 of October City Council intends to tender the development of a 718,200 m² plot in the 9th neighbourhood in 6 of October City on a PPP basis.

The intended project includes a hotel facility (250 rooms) over 46,200 m²; commercial / recreational area 46,200 m²; two stories office building 16,800 m²; Hotel apartments (230 unit) over 29,400 m² and the remaining area should be devoted to public facilities such as cinemas, open theatre, lagoons, gardens, playgrounds...etc.

IDC was responsible to prepare the preliminary feasibility study report including:

- Support and justification for the project;
- Review of the country’s socio-economic situation;
- Description of the project components;
- Market analysis (demand, supply and gap analysis, and marketing plan);
- Technical analysis;
- Financial Analysis (Benefits and costs of the project and their distribution among partners);

- Financial viability of the project and likely finance structure;
- Organizational / operational analysis; and
- Project implementation schedule.

May – October 2012. "Feasibility Study for a Solar Power Station in Kom Ombo"; Arab/International Consortium; Integrated Development Consultants. (Ref 1.2012)

The Ministry of Electricity and Energy intends to engage the local and international private sector in the production of electricity from renewable energy sources. Thus, qualified private sector investors were invited to submit their pre-qualifications for the execution of a solar power station in Kom Ombo with a capacity of 200 MW on BOO basis. The power station is expected to include 10 production units, 20 MW each. A separate piece of land will be allocated to each unit on the right to use basis. The private producer is expected to operate and maintain the project for a period ranging from 20-25 years. The Egyptian government will negotiate a contract with the producer for the purchase of the electricity produced.

IDC was responsible to prepare a preliminary Techno-Economic feasibility study for the project including:

- Review of the country's economic situation;
- Review all laws and regulations governing the energy sector in Egypt;
- Technical analysis (size, location, timing and technology);
- Financial analysis (costs, revenues, break-even, alternative scenarios and sensitivity);
- Risk analysis (economic/political);
- Organizational/operational analysis; and
- Project implementation schedule.

November 2011 – October 2012. "Feasibility Study for Public Private Partnership Project in the Transport Sector"; Private Sector Company; Integrated Development Consultants (IDC). (Ref. 4.2011)

Public Private Partnerships (PPPs) are crucial to the delivery of priority economic infrastructure projects under the Egyptian national development plan and to the provision of quality public services. However, it is essential that there is a broad consensus in relation to the scope of PPPs, the process through which PPP projects will be developed and the benefits expected to be realised by adopting the PPP approach across all interests in both the public and private sectors.

The Egyptian government intends to tender the development of the new "Mehwar" of AL-Zomor Canal in Giza governorate on a PPP basis.

The new "Mehwar" length is expected to be 14.6Km starting from AL-moneib area and ending at AL- Warak district. Two scenarios/alternatives are envisaged

for implementation. The first scenario would cost up to LE 2.4 billion, while investment under the second scenario would drop to roughly LE 850 million.

IDC is responsible to prepare the preliminary feasibility study report (FSR) including:

- Support and Justification for the project;
- Description of the project, including definition of services, location, target users, technologies to be employedetc;
- Social and environmental assessments and planned impact mitigations;
- Benefits and costs of the project and their distribution among key stakeholders;
- Financial viability of the project and likely finance structure;
- Economic appraisal;
- Requirement for government assistance to the project; and
- Project implementation schedule.

June – October 2011. “Sustainable POPs Management Project in Egypt”; The Egyptian Environmental Affairs Agency (EEAA)/ World Bank/ GEF; Tauw.bv (Netherlands)/ NIRAS (Denmark)/ Integrated Development Consultants (IDC). (Ref 3.2011)

Persistent Organic Pollutants (POPs) are chemical substances that persist in the environment, bio-accumulated through the food web, and pose risks of causing adverse effects to human health and the environment. EEAA in Egypt is collaborating with the World Bank in the implementation of a sustainable POPs management project to enable the Government of Egypt to meet its obligations under the Stockholm Convention, the Egyptian Law of Environment and all relevant ministerial decrees issued in that regard. The purpose of the Technical Assistance was to assist EEAA in preparing a POPs project document including (a) elaborating the technical aspects of the project so as to fill gaps and provide a sound and cost-effective basis for the project, (b) to facilitate a smooth and early start to project implementation by undertaking initial capacity building work.

IDC provided three (3) senior consultants namely the Institutional Assessment Expert/Deputy Team Leader; the Training Expert; and the Chemical and Waste Management Expert. The IDC team participated with the International consultants in the implementation of the following activities: (a) policy strengthening to assist EEAA to prepare action plan for POPs management till 2015; (b) capacity building activities including capacity assessment and capacity development plan for the project, including institutional set up required for implementation; (c) development of an inventory and tracking system for hazardous waste including POPs to be implemented by the project; and (d) management of obsolete pesticide stocks, PCBs, and dioxin and furans from industrial sources.

June – September 2011. "Preparation of the Environmental Impact Assessment Report for a Pharmaceutical Factory in Alexandria"; Private Sector Company; Integrated Development Consultants (IDC). (Ref. 2.2011)

Environmental Impact Assessment (EIA) is recognized and applied in Egypt since the ratification of Law number 4/1994 to all new establishments or extension of existing ones, as an environmental management permitting pre-requisite and a major environmental tool. One principal objective of an EIA is the requirement to provide enough relevant information to enable the Egyptian Environmental Affairs Agency (EEAA) to set an appropriate level of assessment of any proposed investment for the necessary review and to facilitate the decision making process for EIA's approval. The information may be gathered through an EIA study and presented in an EIA report or by completing an environmental assessment screening form, available at EEAA, pending the complexity, nature and location of the proposed project.

The **assignment involved** the preparation of an EIA study for a pharmaceutical factory for the production of ethical drugs and syrups to be located at Borg Al Arab industrial zone near Alexandria. The project is expected to cover an area of approximately 32 thousand meters square, with a built-up area equal to 60% of the total area.

IDC was responsible to prepare the EIA report of the project including:

- Description of the project (brief description, components, timing for construction and operation...etc)
- Baseline conditions and project area boundaries
- Impacts of proposed project (identification of impacts on environmental components, mitigation measures for adverse impacts)
- Evaluation of alternatives
- Planned environmental monitoring

March – July 2011. "Preparation of the Environmental Impact Assessment Report for a Touristic Resort at Marsa Alam"; Private Sector Company; Integrated Development Consultants (IDC). (Ref. 1.2011)

Environmental Impact Assessment (EIA) is recognized and applied in Egypt since the ratification of Law number 4/1994 to all new establishments or extension of existing ones, as an environmental management permitting pre-requisite and a major environmental tool. One principal objective of an EIA is the requirement to provide enough relevant information to enable the Egyptian Environmental Affairs Agency (EEAA) to set an appropriate level of assessment of any proposed investment for the necessary review and to facilitate the decision making process for EIA's approval. The information may be gathered

through an EIA study and presented in an EIA report or by completing an environmental assessment screening form, available at EEAA, pending the complexity, nature and location of the proposed project.

The **assignment involved** the preparation of an EIA study for a touristic resort to be located at Marsa Alam area near Hurghada on the Red Sea in Egypt. The project is expected to cover an area equal to 210 thousand square meters and to include a main hotel comprised of 250 rooms and 30 suits; one hundred chalet/bungalos; and 10 separate villas.

IDC was responsible to prepare the EIA report of the project including:

- Description of the project (brief description, components, timing for construction and operation...etc)
- Baseline conditions and project area boundaries
- Impacts of proposed project (identification of impacts on environmental components, mitigation measures for adverse impacts)
- Evaluation of alternatives
- Planned environmental monitoring

October 2010 - December 2010. "Assessment and Strategy Development in Response to Impact of Sea Level Rise on Migration in Egypt – Community Strategic Planning Exercise"; International Organization for Migration (IOM); Integrated Development Consultants (IDC). (Ref. 3.2010)

In the context of pressing worldwide environmental predicaments, the issue of Sea Level Rise (SLR) has been exacerbated by climate change, and has become a red-flag policy concern for many governments, including the Government of Egypt (GoE). In this framework, the International Organization for Migration (IOM) is working in partnership with the GoE on a pilot project designed to mitigate the challenges climate changes may pose on vulnerable populations in Egypt.

The **objective** of this consulting assignment was the implementation of a strategic planning exercise to identify potential pilot initiatives to address/mitigate the potential consequences of Sea Level Rise (SLR) on migration within two communities living in low elevation areas southeast of Alexandria; Abo Qir East and West. Both communities have been identified as priority areas; their cumulative population of over 40,000 being at risk of displacement induced by SLR.

The **specific objectives** of the project were:

- Identification of the main potential impacts of SLR on Abu Qir East and Abu Qir West communities;
- Categorization and incorporation of the views of primary stakeholders into Plan;

- Definition of a clear and concise vision for the two communities, in light of the identified migration implications of SLR, and recommendation of practical interventions to priority issues; and
- Proposition of community-based strategy and hence relevant potential pilot activities (interventions)

The **scope of work** included the following activities:

- Implementing interviews and focus groups with relevant stakeholders to gather community perspectives and priorities;
- Developing a community profile and situation analysis;
- Conducting a workshop with key stakeholders to present and disseminate results, reach consensus on community needs, raise awareness of potential migration issues and community constraints, and discuss/agree on potential interventions; and
- Designing three pilot interventions in light of findings and within the context of a comprehensive community strategic plan

March 2010 – September 2010. "Training for NGOs awarded an EU grant under the European Instrument for Democracy and Human Rights (EIDHR) on PCM and financial/administrative management of an EU grant contract"; Delegation of the European Union (EU); ECO3 Consortium/Integrated Development Consultants (IDC). (Ref. 2.2010)

The "European Instrument for Democracy and Human Rights" (EIDHR) is a financial instrument aiming at supporting local Non State organizations in the field of Democracy and Human Rights. The **overall objective** of this service contract was to provide the professional technical assistance needed by the NGOs in Egypt in order to improve the technical and managerial quality of the projects. The Beneficiaries were local NGOs in Egypt, awarded an EU grant under the EIDHR call for proposals 2007 and 2008. The **Specific Objectives** were to:

- Improve the technical capacity of local NGOs to manage their projects
- Improve the administrative capacity of local NGOs to manage their projects
- Improve the sustainability and the impact of an action through networking and capitalization of experience

IDC was required to design, organize and implement the capacity building activities for local NGOs in Egypt working in the field of democracy and human rights.

The **scope of work** comprised:

Activity 1: One training session (4 days) "The Project cycle management (PCM)

and the practice of the logical framework from the design to the monitoring" (P1).
This involved:

- Presentation of the Project Cycle Management (PCM)
- Presentation of the Logical Framework
- Practical cases of PCM & logical framework use throughout projects implementation
- Impact and sustainability criteria selection and evaluation methods

Activity 2: Workshop (5 days) "Administrative and financial management of a EU grant contract" (P2). The content of this component was:

- Illustrating the contractual obligations set in the contract ("specific conditions" and "annexes")
- Providing guidelines to ensure a smooth administrative and financial management of the projects and avoid problems
- Providing guidelines to ensure good communication with the EU Delegation

Delivering training on technical and financial reporting (inception, interim and final narrative reports).

February – July 2010. "Feasibility Study for a Mega Mall (shopping and recreational)."; Private Sector Company; Integrated Development Consultants (IDC). (Ref. 1.2010)

The project **aimed** at establishing a mega mall including shopping and recreational facilities over an area of approximately 162 thousands square meters located at the Six of October City. The project is initiated by an investment group from the United Arab Emirates. The group has more than 20 years experience in developing and managing commercial centers in the Emirates, Egypt and several Arab countries. The project investment could reach up to 450 million U.S. Dollars and includes a skiing area similar to "Ski – Dubai" located at "Mall of the Emirates" belonging to the same investment group; 17 movie theatres, 380 stores, coffee shops, parking lots...etc. The duration of construction is roughly 34 months and the project is expected to be operative within 40 months from the starting date.

IDC was responsible to prepare the project's Techno-Economic feasibility study including:

- Review of the country's socio- economic situation
- Market analysis (demand analysis, supply analysis, gap analysis, and marketing plan).
- Technical analysis (size, location, timing and technology)
- Financial analysis (costs, revenues, break-even, alternative scenarios and sensitivity)
- Economic analysis (economic costs/benefits and social welfare)

- Preliminary environmental analysis (compliance with law 4/1994 on the environment and steps to be followed to get the “environmental license”
- Organizational/operational Analysis (vision, mission, management structure and administrative communication)

July 2009 – April 2010. “The Preparation of the Terms of Reference and Guidelines for the Call for Proposals for the Regional Programme Entitled ‘Sustainable Water Management and De-Pollution of the Mediterranean’”; European Union; MWH Global/Integrated Development Consultants (IDC). (Ref. 3.2009)

Following the 2006 Euro-Mediterranean Ministerial Conferences on Environment and Water, the EC identified a new Regional Programme on Water to be implemented under the European Neighborhood and Partnership Instrument (ENPI).

The **overall objective** of this framework contract was to assist the EC in the preparation of the technical documents related to the two components of the new Regional Programme: Sustainable Water Management and de-pollution of the Mediterranean.

The **specific objectives** of the contract were to 1) assist the EC for the preparation of the ToR and Procurement Notice for the support mechanism; and 2) assist the EC for the preparation of the Guidelines of the Call for Proposals for the Demonstration Projects Component

IDC provided the Team Leader for the mission, whose **scope of work** comprised:

- Conducting field missions in Brussels, Greece, other EU Member states and ENPI South partner countries to meet with relevant cooperation partners at the national and international organization levels, as well as bilateral donors;
- Submitting a Procurement Notice template, emphasizing the conditions of participation and selection and award criteria;
- Preparing the ToRs with logical framework, following the EuropeAid template, including the budget breakdown over expert categories; and

Composing the Guidelines of the Call for Proposals following the EuropeAid template

June 2009 – March 2010. “Mediterranean Hot Spot Investment Programme – Project Preparation and Implementation Facility (MeHIP-PPIF)”; European Union; Atkins/HCL Consultants/Pescares Italia Srl/Integrated Development Consultants (IDC). (Ref. 2.2009)

The **overall objectives** of the project were to:

- Contribute towards achieving the Horizon 2020 goal of de-polluting the Mediterranean Sea by the year 2020;
- Identify and prepare high priority, sustainable investment projects which will make a significant contribution to de-pollution of the Mediterranean and have a demonstration effect in target sectors; and
- Promote adequate and sound industrial waste management, urban waste water management and solid waste management in the South Mediterranean region.

IDC provided one of the four Key Experts, namely Key Expert 4 – Solid Waste and Environmental Expert, in the context of Phase 1 of the project. The **specific objectives** of this inception phase were to identify a shortlist of suitable projects for finance and to facilitate information sharing and collaboration amongst stakeholders.

The **scope of work** provided by the consultant was to:

- Promote and oversee the development of an integrated solid waste management system and update the relevant technical parameters;
- Estimate the investment, operational and total costs associated with different treatment processes and compare the different scenarios;
- Carry out sensitivity analysis, including discussion of the outcomes including recommendations for financial packaging;
- Engage in literature review and stakeholder meetings to assess the current state of knowledge and ongoing studies on pollution sources and similar regional de-pollution initiatives;
- Identify any sector reform issues critical to preparing bankable projects and propose solutions;
- Participate in identifying 10 mature, priority projects suitable for EIB finance within two years; and

Participate in preparing detailed implementation plans for the identified EIB projects

April 2009 – March 2010. "Technical Assistance for the Central Administration of Pharmaceutical Affairs (CAPA) for the Development of a Complete Human Resources Management System"; The Central Administration of Pharmaceutical Affairs/Ministry of Health & Population/World Health Organization (WHO). (Ref. 1.2009)

The **main objective** of this assignment is to establish and implement a well defined and integrated Human Resources Management System and procedures to improve work relations and professional role emphasis within CAPA, with the ultimate aim of supporting CAPA in undertaking its role as the main responsible body for the implementation of clear drug policies covering the various relevant fields as research, quality assurance, registration, and pricing. The **scope of work** includes:

- formulation of CAPA's vision & mission statements;
- formulating the CAPA's HR strategic objectives;
- developing an Effective Organizational Structure;
- training needs assessment for key positions within the organization;
- developing an intra- and inter-departmental communication plan and reporting system; and
- developing an integrated Human Resources Management System (HRMS) and HR department set-up. Activities under this task included:
 - HR audit/assessment of the current HRM system;
 - developing job descriptions and job specifications for key positions within CAPA's organization structure;
 - developing a manpower planning, selection and recruitment process;
 - identifying a candidate for the position of Human Resources Manager;
 - developing a compensation structure & salary scheme in line with the Government's salary scale;
 - preparing an effective performance appraisal system that reflects the key performance indicators;
 - carrying out Training Needs Assessment (TNA) & preparing a Career Path Development Plan for core positions in the organization; and
 - preparing a final Human resources management manual that includes all developed HR policies and procedures.

October 2008 – December 2008. "Design, prepare, and execute a training Program on Health Care Waste Management (HCWM) for Health Care Workers at Ismailia Governorate"; The Egyptian Environmental Affairs Agency (EEAA)/ DANIDA. (Ref 4 .2008)

The Environmental Management of the Unit (EMU) is one of seven components forming the EEAA/DANIDA Environmental Sector Programme (ESP). The EMU main objective is to support the on-going Egyptian processes to build capacity at the local level within 18 Governorates that has very close linkages to the ongoing ESP and other donor support. One of the main targets of the EMU is to establish a number of pilot projects at several governorates including Ismailia HCWM project.

IDC was responsible to provide a total training solution including the preparation, organization, coordination and delivery of 5 training courses for a total number of 156 trainees and supervise another 3 courses for various staff categories (managers, physicians, nurses, technicians, and workers) currently working in the Directorate of Health and Population and various health care facilities at Ismailia Governorate. The overall objective of the training program was to enable

trainees to implement a sound HCWM system in their health care facilities. The detailed objectives included delivery of one "Training of trainers" course to a group of personnel (first category) who will be assigned to train different categories of health care workers at various facilities in the future. The other 4 courses were delivered to various health care staff categories. The trained staff in the first category were supervised during their delivery of training to physicians, nurses, and workers from various facilities.

August 2008 – extended to April 2009. "Technical Assistance for a Private Sector Firm in the Manufacturing Sector for the Restructuring/Development of its Organizational Structure and Development of Job Descriptions"; Industrial Modernization Centre (IMC). (Ref. 3.2008)

The main **objective** of this assignment is to formulate a customer-tailored organizational development/restructuring plan for the Beneficiary Company (BC) and too formulate customer-tailored job descriptions for the Beneficiary Company (BC).

The **scope of work** includes undertaking the following tasks:

- formulating a customer-tailored organizational development/ restructuring plan;
- developing an intra- and inter-departmental communication plan and reporting system; and
- developing and formulating customer-tailored job descriptions;

May 2008 – September 2008. "Planning Support to Regional Branch Offices (RBOs)"; The Egyptian Environmental Affairs Agency (EEAA)/ DANIDA. (Ref 2 .2008)

The Support to Decentralized Environmental Management (SDEM) is one of seven components forming the EEAA/DANIDA Environmental Sector Programme (ESP). The SDEM support in shifting environmental management to the regional level. The goal is that regional branch offices are well established and equipped, enabling the EEAA to carry out its functions at the local level and effectively service decentralized institutions involved in environmental management.

The overall objective of the SDEM component (of ESP) at the RBOs level is to strengthen participating RBOs to be better able to fulfil their mandate according to the Environmental Law 4/94.

The specific objective of the consultancy assignment was to support the RBOs in preparing, implementing and reviewing annual action plans, through formulating 5 outputs/ deliverables, as follows:

1. Support implementing the environmental indicators for RBOs
2. Review identified assumptions and risks of the plans developed by RBOs
3. Develop monitoring and follow up reports of plans implementation
4. Develop performance enhancement of two (2) RBOs, as pilot activity
5. Develop planning directives by implementing planning manual (including procedures, references, forms, indicators)

The final outputs/ deliverables were prepared using a participatory approach with the Planning and Follow up Department at the Branches' Affairs Sector- EEAA. The results of the consultancy assignment were communicated with various RBOs and extensively discussed with two RBOs (the North West of Delta RBO at Alexandria, and the Canal Zone RBO in Suez).

March 2008- August 2008. "Strengthening the National Procurement and Supply-Chain Management System for HIV/AIDS, TB and Malaria in North Sudan". Sudan Ministry of Health/ UNDP; EuroHealth Group Denmark, and Integrated Development Consultants (IDC). (Ref 1 .2008)

The **objective** of the project was to obtain technical assistance and capacity building in relation to the supply-chain management that would strengthen the existing systems and also will ensure that sub-recipients have adequate access to health projects required to achieve their targets. The aim is to provide long term technical assistance and advisory services over a period of six months regarding supply chain management for TB, HIV/AIDS and Malaria. Furthermore to provide short term interventions in terms of assessment, training and tools development among other areas of support.

Scope of work included:

- Provide advisory services and support in terms of Supply Chain Management to the Global Fund Medicines Supply Unit (GFMSU) in relation to TB, HIV/AIDS and Malaria, as regards to forecasting, quantification, distribution, storage, inventory, LIMS(Logistics & information management system), good pharmaceutical procurement, competitive procurement planning and implementation;
- Provide advisory support in preparing bi-annual forecasts for HIV, TB and Malaria commodities;
- Provide advisory support for budgeting process for HIV, TB and Malaria;
- Assess the existing systems available at the central, state and locality levels;
- Develop guidelines and standard operating procedures
- Develop and conduct training on forecasting and quantification; logistics and information management system; pharmacovigilance and rational drug use for 40 staff at central level and 750 staff at state level;

- Development of procurement plans
- Assist with the development of standard operating procedures for procurement processes
- Assessment of suitability of logistics (storage, distribution, information management systems)
- Develop specifications of software requirements for the system identified, and ensure the inventory control systems are adequate;
- Development of a distribution plan;
- Provide advice regarding the development/improvement of the pharmacovigilance system to collect, monitor, assess and evaluate information from healthcare providers and patients on the adverse effects of medications.
- Provide advice regarding the establishment/improvement of system to effectively plan and implement rational medicines use practices in the health system;
- Identify and recommend relevant international courses conducted by relevant institutions regarding the promotion of rational drug use.

December 2007– May 2008. "Helwan Governorate Environmental Action Plan"; The Egyptian Environmental Affairs Agency (EEAA) /DANIDA ". (Ref 6 .2007)

As in all Egyptian municipalities, Helwan is facing several challenges in managing environmental issues. This could require addressing several environmental problems simultaneously, including but not limited to; pure drinking water supply, waste water management in households and facilities, and managing municipality solid and hazardous waste etc. The list of environmental challenges seems to be endless, whereas the available resources are limited. Thus, facing these environmental challenges is not considered a luxury issue, but a necessity.

The main objective of the Helwan Governorate Environmental Action Plan is improving the quality of the environment and hence improving the quality of life for the region residents. **The scope of work** included:

- 1- Defining the main environmental issues and prioritizing actions to improve the indoor, outdoor and working environment and to reduce the negative environmental effects addressed in the environmental profile.
- 2- Demonstrating and clarifying the primary and secondary view points and ambitions of the concerned parties that contributed in preparing these view points.
- 3- Defining the region's future environmental vision, suggesting practical and cost effective solutions for the top priority environmental issues that concern the governorate.

- 4- Setting of goals, strategies, and improving programs for directing and guiding the society on its different levels of authorities, organizations, and individuals, in order to achieve the governorate future environmental vision.
- 5- Identifying the cost of the proposed interventions and establish a time-phased action plan for implementations.
- 6- Identifying the institutional mechanism with clear roles and responsibilities for implementation, follow-up, monitoring and evaluation of the plan.

November 2007– March 2008. "Upgrading Of The Tihama Development Authority's Financial And Accounting System". Tihama Development Authority/ European Union; Investissement developpement Conseil (IDC)- France, and Integrated Development Consultants (IDC). (Ref 5 .2007)

The European Commission has allocated a grant to the Government of Yemen (GOY) for the implementation of irrigation infrastructure projects aiming at improving household food security in the rural areas of the *Tihama*. The Ministry of Planning and International Cooperation has delegated the implementation of these projects to the Tihama Development Authority (TDA), a semi-autonomous governmental agency placed under the supervision of the Ministry of Agriculture and Irrigation and in charge of agricultural and rural development within the *Tihama*. This technical assistance provided overall management support to the programme, including procurement. The purpose of such a support was to develop TDA's institutional capacities in the various areas of expertise required for the implementation of the financial component. The purpose of this contract was:

- (1) to upgrade TDA's dedicated system for EU financed components for management, administration and reporting in order that the special conditions are fulfilled;
- (2) to assist the PIU of TDA, where possible and practical, in identifying and introduction of practical measures earlier identified in the audit to ensure that TDA is able to meet the special conditions.

The **scope of work** included the following activities:

- a) Review and finalize the draft operational manual (prepared by the TA) for management, administration, control and reporting of EU funds in English and Arabic;
- b) Prepare job descriptions for the staff members (including the authorising officer and the accounting officer) involved in the management, administration and reporting of EU funds in English and Arabic;
- c) Assist TDA in setting up the purchased tailor-made accounting software for

- the administration and reporting on EU funds and train staff as required;
- d) Assist and train staff in implementation of the new management, administration, control and reporting procedures of the EU funds;
 - e) Discuss with the PIU the identified shortcomings and the measures envisaged and comment on the plan of action and the time table taking into account the on-going described processes;
 - f) Assist where required in implementation and or detailed description and time table of required measures.

November 2007- January 2008. "Final Evaluation of The Trade Enhancement Programme- C (TEP- C)"; Egypt Ministry of Finance/ European Union; Comito and Associati- Italy, and Integrated Development Consultants (IDC). (Ref 4 .2007)

The objective of this assignment was to assess the TEP- C global performance in terms of programme implementation and results achievement against Specific Financing Agreement objectives. The evaluation methodology was in line with the standard EC approach emphasizing the effectiveness, impact and sustainability of the programme. The final evaluation covered the period from the start-up of the programme (15/06/2005) until the end of the Annual Work Plan 2, (31/12/2007). The Evaluation mission conducted the following tasks:

- Reviewed and assessed the impact of the TEP- C activities in the following programme components:
 - (I) Valuation
 - (II) Risk Management
 - (III) Post-Clearance Audit
 - (IV) Capacity-Building for Management
 - (V) External and Internal Communication
- Reviewed and assessed the working relationships with the Customs Reform Unit and the Ministry of Finance as the main beneficiary.
- Identified detail lessons learned and proposed realistic and achievable recommendations for the future Trade Enhancement Programmes placing the main emphasis on:
 - actual impact achieved on end beneficiaries, strengths and weaknesses of the current approach (to date);
 - *opportunities* for change or improve the aid delivery, concentration of resources where appropriate for greater and more immediate impact;
 - *enhance effectiveness and efficiency* of technical assistance delivery and management , including a better response mechanism, where

- possible; and
- *a guide for the Commission* for future interventions in trade development in Egypt as well as in other Mediterranean countries.

September 2007– March 2008. "Preparation of a Twinning Project Fiche for Developing an Integrated Hazardous Substances and Waste Management System"; The Egyptian Environmental Affairs Agency (EEAA)/ The European Union; Niras A/S- Denmark, and Integrated Development Consultants (IDC). (Ref 3 .2007)

The **objective** of this assignment was to support the EEAA in improving environmental and health status in Egypt as a result of sound management of hazardous substances and wastes through a twinning project with a similar European institution.

The **specific objective** of the project was to prepare a twinning project fiche in the field of integrated hazardous substances and waste management. The twinning operation prepared will help strengthen EEAA's institutional, policy and human resources capacities in the area of hazardous substances and waste life cycle management and in meeting the Government of Egypt obligations under international environmental conventions by adopting EU best practices in this field. The **scope of work** included:

- Conducting a rapid review and preparing a brief assessment report on EEAA.
- Drafting a Twinning Project Fiche including a detailed description of the twinning project objectives, activities to be implemented and results to be achieved.
- Organizing a one day presentation workshop to exchange views and share comments of all stakeholders.
- Providing Technical Support to EEAA and developing Institutional Pre requisites arrangements (IPA) ensuring the achievement of the twinning mutually agreed results between the EEAA and the European competitively selected twinning agency(ies).

April 2007- December 2007. "Capacity Building Training Programme for Central and Regional inspectors and Technical Staff on Different Environmental Issues"; The Egyptian Environmental Affairs Agency (EEAA) /DANIDA. (Ref 2. 2007)

The Support to Decentralized Environmental Management (SDEM) is one of seven components forming the EEAA/DANIDA Environmental Sector

Programme (ESP). The SDEM support in shifting environmental management to the regional level. The goal is that regional branch offices are well established and equipped, enabling the EEAA to carry out its functions at the local level and effectively service decentralized institutions involved in environmental management.

The overall objective of the SDEM component (of ESP) at the RBOs level is to strengthen participating RBOs, namely Greater Cairo & Fayoum, Suez and Assuit to be better able to fulfil their mandate according to Law 4/94.

IDC was responsible to provide a total training solution including the preparation, organization, coordination and delivery of 16 training courses for 418 central and regional inspectors and technical staff belonging to EEAA on various environmental issues including:

- A training course on Joint inspection of health care facilities, qualifying 24 trainees selected by SDEM to be able to participate effectively and efficiently in environmental inspection activities, emphasizing the health care facilities according to their respective role in collaboration with other relevant stakeholders.
- A training course on environmental disaster management; air pollution. Following the course the participants (24 trainees) will be able to participate effectively and efficiently in environmental disaster management activities according to their respective role in collaboration with other relevant stakeholders.
- Six (6) training courses on Health Care Waste Management at Beni Suef Governorate Health Care Facilities to enable 154 trainees to implement a sound HCWM system at their health care facilities.
- Six (6) training courses on Health Care Waste Management at Aswan Governorate Health Care Facilities to enable 175 trainees to implement a sound HCWM system at their health care facilities.
- A training course on Inspecting Iron and Steel Manufacturing Industries, allowing 21 participants to be able to effectively and efficiently participate in environmental inspection activities emphasizing the Iron and Steel Industries.
- A training course on the environmental inspection of Marine and Nile Ports was executed. The aim was to enable 22 trainees selected by the SDEM component to efficiently participate in environmental inspection activities related to Marine and Nile Ports.

April 2007 – June 2007. "South Sinai Regional Development Programme SSRDP: Training in Project Planning and Financial Management Systems for Grants Recipients"; South Sinai Governorate/ The European Union; PARTICIP GmbH Consultants for Development & Environment- Germany and Integrated Development Consultants (IDC). (Ref 1. 2007)

The global objective of the SSRDP is to enhance the sustainable development of the South Sinai region by promoting local initiatives in the field of environment, local community development, cultural heritage, social development, equipment & social development, capacity building and public awareness. The objective of this assignment was to provide SSRDP grant beneficiaries with intensive training in project planning, financial management and budgeting in order to comply with the financial reporting requirements of the contracting Authority and the current EU rules and regulations with respect to procurement of goods and services.

The **scope of work** included the following activities:

- Survey, review and design of financial management systems: The consultants made an inventory of the situations and propose systems that meet the financial management and financial reporting requirements of the Contracting Authority. These requirements are in line with current EU rules and regulations.
- Training in Financial Management, Project Planning and Budgeting: The consultants delivered five (5) joint training courses in Financial Management, Project Planning and budgeting two (2) days each for a total number of 110 trainees. The training focused on the preparation of work plans and procurement plans based on the current EU guidelines. Training was delivered over a period of 22 days.
- Helpdesk: The Consultants conducted one-to-one sessions with the same 110 trainees representing 55 grants beneficiaries over a period of 22 days.

October 2006 – December 2006. "A Study on the Current Credit Pricing Practices of Banks Operating in Egypt on Loans extended to Small and Micro Enterprises SMEs."; The Social Fund for Development in Egypt. (Ref 8.2006)

The **objective** of this assignment was to provide the Social Fund for Development with an overview and analysis of the current pricing practices of banks of loans to businesses. The **scope of work** included collection of secondary and primary data regarding the general financial sector trends (inflation, treasury bill rates, inter-bank rates) as well as banks' information (weighted average cost of funds, costs of making loans, price of loans, effective annual interest rates, etc.). It also included an analysis of the monetary policy

and its impact on interest rates and extension of loans. In addition, it included conducting a survey of the current average interest rates and pricing practices of loans extended by public, private and joint venture banks to businesses with special focus on SMEs.

October 2006 – May 2007. "Technical Assistance for a Private Sector Firm in the Automotive Industry for the Development of a Complete Human Resources Management System"; Industrial Modernization Centre (IMC). (Ref. 7.2006)

This assignment aimed to provide short-term technical assistance to an Egyptian private sector manufacturing company on developing its vision, mission and strategy and its organization structure, HR department and system. The **main objective** of this assignment was to establish and implement a well defined and integrated Human Resources Management System and procedures that are in line with current practices in multinational companies, with the ultimate aim of supporting the continued success of the Company's business. The **scope of work** included:

- formulation of the Company's vision & mission statements;
- formulating the Company's HR strategic objectives;
- developing an Effective Organizational Structure;
- developing an intra- and inter-departmental communication plan and reporting system; and
- developing an integrated Human Resources Management System (HRMS) and HR department set-up. Activities under this task included:
 - HR audit/assessment of the current HRM system;
 - developing job descriptions and job specifications for key positions within the BC's organization structure;
 - developing a manpower planning, selection and recruitment process;
 - identifying a candidate for the position of Human Resources Manager;
 - developing the BC's business process flow chart that describes the internal processes of the HR department;
 - developing a compensation structure & salary scheme;
 - preparing an effective performance appraisal system that reflects the key performance indicators;
 - carrying out Training Needs Assessment (TNA) & preparing a Career Path Development Plan for core positions in the organization;
 - recommending appropriate human resource software solutions which complies with the BC's strategies & needs; and
 - preparing a final Human resources management manual that includes all developed HR policies and procedures.

August 2006 – January 2007. "Technical Assistance for a Private Sector Firm in the Pharmaceutical Sector for the Development of a Complete Human Resources Management System"; Industrial Modernization Centre (IMC). (Ref. 6.2006)

The main **objective** of this assignment is to undertake an extensive Human Resources Development (HRD) process for a private sector manufacturing company operating in the Pharmaceutical Sector. The **scope of work** includes undertaking the following tasks:

- formulating a customer-tailored organizational development/ restructuring plan;
- developing and formulating customer-tailored job descriptions;
- carrying out training needs' assessment;
- formulating performance improvement plans;
- carrying out individual staff performance appraisal;
- designing an integrated performance appraisal system and training the Beneficiary Company staff in conducting the performance appraisal;
- developing a customer-tailored staff health and safety manual;
- developing a competitive remuneration system; and
- providing assistance to the Beneficiary Company for staff recruitment and hiring.

July 2006 – December 2006. "Technical Assistance for a Private Sector Firm in the Engineering Sector for the Development of a Complete Human Resources Management System"; Industrial Modernization Centre (IMC). (Ref. 5.2006)

The main **objective** of this assignment is to undertake an extensive Human Resources Development (HRD) process for a private sector manufacturing company operating in the Engineering Sector. The **scope of work** includes undertaking the following tasks:

- formulating a customer-tailored organizational development/ restructuring plan;
- developing and formulating customer-tailored job descriptions;
- carrying out training needs' assessment;
- formulating performance improvement plans;
- carrying out individual staff performance appraisal;
- designing an integrated performance appraisal system and training the Beneficiary Company's staff in conducting the performance appraisal;
- developing a customer-tailored staff health and safety manual;
- developing a competitive remuneration system; and
- providing assistance to the Beneficiary Company for staff recruitment and hiring.

July 2006 - December 2007. "Public Health Issues Project"; Ministry of

Health and Population/African Development Bank; *Integrated Development Consultants (IDC) in association with the High Institute of Public Health (HIPH) and the Institute of National Planning (INP).* (Ref. 004.2006)

Within the framework of the Health Sector Reform Programme (HSRP), this assignment focuses on the development of district-level health care delivery system in Kous and Naga Hammady Districts, Qena Governorate; and El Ganaien District in Suez Governorate. The ultimate **objective** of the assignment is to expand and improve the quality of basic preventive, curative and public health services in the 3 districts through: monitoring and evaluation (M&E) of HSRP activities at all levels; improvement of Human Resources (HR); improvement of Information, Education and Communication (IEC); and improvement of environmental indoor and health care waste management.

The **Scope of work** includes:

1. develop, discuss & test tools for the M&E of the HSRP activities, prepare list of indicators to monitor and evaluate: training outcome, public health team working performance, to monitor morbidity and mortality, as well as social marketing and health education;
2. Prepare several guidelines: for annual check ups for use by GPs, nurses, community health workers; for different women services at the primary health care facilities; for implementing the intervention for health promotion in the community with specific duties of personnel; for community awareness campaign; for healthy lifestyle services at the levels of health units and hospitals, and Indoor environment guidelines of health care facilities;
3. train selected personnel representing the MOHP's counterparts at central and district levels on M&E skills, women health, training design and planning;
4. Establishing several workshops on healthy life style, injury prevention, school health, communicable diseases prevention and control, and environmental health
5. prepare and establish detailed training plans on enhancing professional training in public health and strengthening health data collection and utilization;
6. prepare training courses manuals for the different categories of health personnel on different topics of public health;
7. define and develop technical specifications and tender dossiers for: equipment of indoor environment in health care facilities; equipment and tools for HCWM including incineration facility and station, equipment for infection prevention and control;
8. prepare community awareness campaigns for orientation with the community health worker (CHW) as well as various community leaders;
9. prepare a list of social activities and events for the clients in the health unit to be implemented by the CHW;
10. ensure availability of the health promotion materials;

11. Develop detailed plan to define and develop action steps in immunization, screening, surveillance, early detection and response for selected diseases: diarrhoeal diseases, acute respiratory infection, Scistosomiasis, Hepatitis, AIDS, TB, Leprosy and Malaria
12. prepare & discuss job description & selection criteria for the jobs described in the TOR, as well as preparing Guidelines for the job categories & functions/ purposes.

June 2006 - December 2006. "Technical Assistance for Training in the Pharmaceutical Sector; Managerial Training"; Ministry of Health and Population/EuropeAid; Euro Health Group (EHG) and Integrated Development Consultants (IDC). (Ref. 003.2006)

The assignment eventually **aims** to improve work relations and professional role emphasis within the health reform policy in Egypt, support the new upgrading and restructuring of the pharmaceutical sector, and help in the implementation of clear drug policies covering such fields as research, quality assurance, registration, and pricing. The **Scope of work** includes:

- Develop training materials including curricula, case studies and exercises, power point presentations for the training curricula, trainer and trainee guides, etc.
- Provide total training solutions including the preparation, coordination, organization and delivery of 17 training programmes for a total of 375 pharmacists within the pharmaceutical sector including both the Central Administration of the Pharmaceutical Affairs (CAPA) and the National Organization for Drug Control and Research (NODCAR). as a fundamental component of the Health Sector Reform Programme.
- Training subjects were:
 - Module 1 Management of Change & Development in the Drug Sector, repeated twice.
 - Module 2 Managerial Problems and Problem Solving techniques, repeated twice.
 - Module 3 Human Resources Management, repeated twice.
 - Module 4 Strategic Planning, repeated twice.
 - Module 5 Health Education, repeated 3 times.
 - Module 6 Technical Development, repeated 4 times.
 - Module 7 Reporting and Office Technology, repeated twice.

March 2006 - December 2006. "Family Medicine Training Programmes at Alexandria, Menoufia, Qena and Sohag Governorates"; Ministry of Health and Population/EuropeAid; Integrated Development Consultants (IDC) in

association with Zagazig University and Northern Ireland Centre for Health Care (Nicare). (Ref. 002.2006)

The project aims to provide physicians within family health units and centres (FHU & FHC) with necessary knowledge and skills enabling them to deliver the Basic Benefit Package of Health Services as designated in the Health Sector Reform Programme, and achieve necessary accreditation standards. By the end of the training program, the trainees should be able to: differentiate between the health services provided through Primary Health Care units and/or centres and hospitals; anticipate health hazards at different stages of the family life cycle; understand the concept of team work and the leader role of family physician; understand common health care problems; recognise the importance of health education, acquire knowledge about using family health record systems, and acquire efficient clinical skills.

The **scope of work** includes the delivery 50 courses of Family Medicine training programmes for a total number of 1,250 trainees in four governorates: Alexandria (24 courses), Menoufia (14 courses), Sohag (6 courses) and Qena (6 courses). The courses are based on the curriculum provided by the Ministry of Health & Population. Integrated Development Consultants (IDC) is leading the consortium throughout the project. It provides the necessary technical, administrative and logistical backstopping for the management and training teams; participate in the recruitment of the trainers; maintain high-level coordination with the STSP/MOHP; and maintain and oversee all project's accounts and finance.

March 2006 - December 2006. "Family Practice Nurse Training Programmes at Alexandria, Menoufia, Qena and Sohag Governorates"; Ministry of Health and Population/EuropeAid; Integrated Development Consultants (IDC) in association with Faculty of Nursing, Cairo University and Northern Ireland Centre for Health Care (Nicare). (Ref. 001.2006)

The **objective** of this project is to improve theoretical and clinical capabilities of personnel involved in family practice nursing and to prepare nurses to deliver professional primary health care services to the community through a variety of community service projects. At the end of the training, participants would have achieved the following: develop a clear understanding of the concept of the Primary Health care and the role of the nursing in improving community health; develop a clear understanding of community needs considering community health problems; fully understand the components of the family health system within the Health Sector Reform Programme; fully understand the role and responsibilities of the family health nurse and become capable of providing nursing care to all family members at all ages and provide counselling; fully understand the Family Health Unit/Centre and its facilities; capable of providing health needs and nursing care to patients suffering form communicable and non-communicable diseases through understanding the concept of infection

control at Family Health Units and home visits.

The **scope of work** includes the coordination, organization and delivery of 66 courses of Family Practice Nurse training programmes for a total of 1,980 nurses in four governorates; Alexandria (18 courses), Menoufia (26 courses), Sohag (10 courses) and Qena (12 courses). The courses are based on the curriculum provided by the Ministry of Health & Population. Integrated Development Consultants (IDC) is leading the consortium throughout the project. It will provide the necessary technical, administrative and logistical backstopping for the management and training teams; participate in the recruitment of the trainers; maintain high-level coordination with the STSP/MOHP; and maintain and oversee all project's accounts and finance.

November 2005 - May 2006. "Assuit Governorate Environmental Action Plan (GEAP) "; Egyptian Environmental Affairs Agency (EEAA)/ DANIDA. (Ref. 002. 2005)

As in all Egyptian municipalities, Assuit is facing several challenges in managing environmental issues. This could require addressing several environmental problems simultaneously, including interalia; drinking water supply, waste water management in households and facilities, and managing municipality solid and hazardous waste etc. The list of environmental challenges seems to be endless, whereas the available resources are limited. Thus, facing these environmental challenges is not considered a luxury issue, but a necessity.

The Environmental Action Plan (EAP) of Assuit Governorate is the product of public participation and contribution as well as the cooperation of the "Decentralization of the Environmental Management" program and the Middle Upper Egypt Regional Branch Office (Assuit RBO) The Egyptian Environmental Affairs Agency (EEAA) and the Environmental Management Units in the region in addition to the technical expertise of the several authorities, institutions, university representatives, research centres and the leaders of civil society, non-governmental organizations, community development organizations, and the official stakeholders of Assuit.

The **objective** of the assignment was to assist the Middle Upper Egypt Regional Branch Office (Assuit RBO) to develop and coordinate environmental corrective actions to remedy the environmental issues identified in the environmental profile for Assuit governorate. The output of this project included final environmental action plan for Assuit Governorate and detailed selected 1-2 pilot activities to be implemented via SDEM activities in the year 2006.

The **scope of work** included.

- 1- To define the main environmental issues and to prioritize actions to be taken to improve the indoor, outdoor and working environment and to reduce the negative environmental effects addressed in the environmental profile.
- 2- Demonstrating and clarifying the primary and secondary view points and ambitions of the concerned parties that contributed in preparing these view points.
- 3- Defining the region's future environmental vision, suggesting practical and economical solutions for the top priority environmental issues that concern the governorate.
- 4- Setting of goals, strategies, and improving programs for directing and guiding the society on its different levels of authorities, organizations, and individuals, in order to achieve the governorate future environmental vision
- 5- Identify the cost of the proposed interventions and establish a time-phased action plan for implementations.
- 6- Identify the institutional mechanism with clear roles and responsibilities for implementation, follow-up, monitoring and evaluation of the plan.

March 2005 - July 2005. "Preparation of the Environmental Profile for Assuit Governorate"; Egyptian Environmental Affairs Agency (EEAA)/ DANIDA. (Ref. 001. 2005)

The **objective** of this assignment was to assist the Middle Upper Egypt Regional Branch Office (Assuit RBO) to develop background papers on different environmental issues to feed in the Assuit Governorate Environmental profile as well as to provide on-the-job training for the counterpart staff of the Task Force on the preparation of the environmental profiles.

The **scope of work** included:

- Briefing meeting with the client to arrive at a common understanding of the TOR.
- Training of Task Force members on "Profile Design & Information Issues including GIS".
- Prepare and present the detailed work program for the assignment.
- Finalize the work program including agreement on tasks and responsibilities.
- Prepare, present and discuss all relevant background papers.
- Prepare, present and discuss the environmental profile for Assuit Governorate. Presentation to the RBO management should be made by the end of the assignment.
- **Outputs of the project:**
 - Detailed work program
 - Background papers including current situation, associated pollution & risks and recommended alternative solutions.

- Natural resources, biodiversity, cultural and historic resources.
 - Social status and demographic conditions.
 - Local economy.
 - Status of industry.
 - Infrastructure and public facilities.
 - Waste issues and management.
 - Environmental health and quality of life.
 - Land use and human settlement.
- Environmental profile report for Assuit Governorate describing area characteristics and list of environmental problems that need to be addressed in order of importance and priority.

December 2004 - December 2005. "Investigating the Implementation of the National Environmental Action Plan (NEAP)"; Egyptian Environmental Affairs Agency (EEAA)/DANIDA; *Integrated Development Consultants (IDC) in association with the Institute of National Planning (INP).* (Ref. 006. 2004)

The first National Environmental Action Plan (NEAP) was prepared by EEAA in 1992. It was updated in the period 1999-2002 and the updated version represents Egypt's agenda for environmental actions over the period (2002-2017). The NEAP provides strategic actions that could be interpreted into detailed plans however; it provides no cost estimates of the proposed action. The project involves the preparation of policies, strategies and plans for the implementation of specific programs to achieve the objectives. The project determines progress in NEAP implementation and provide guidance for EEAA to coordinate with concerned entities regarding the integration of the NEAP in the national 5 year plan 2007-2012.

The project's **scope of work** involved:

- Analyze the NEAP to identify roles and responsibilities of different stakeholders;
- Investigate how was the NEAP integrated in EEAA annual plans and assess the progress of NEAP implementation;
- Undertake an introductory workshop for representative of concerned stakeholders to indicate the required participation, information required and means of its delivery;
- Recommend adjustments and activities to be included in the period 2005-2007
- Recommend activities that could be integrated in the action plan 2007-2012; and
- Formulate final recommendations for managing future interaction and communication between EEAA an other concerned stakeholders regarding the follow-up on NEAP implementation

December 2004 - September 2005. "Study Regarding Environmental Budget for Different Ministries. National Environmental Action Plan (NEAP)"; Egyptian Environmental Affairs Agency (EEAA)/DANIDA; *Integrated Development Consultants (IDC) in association with the Institute of National Planning (INP).* (Ref. 005. 2004)

Within the scope of the decentralization of the environmental management and its task force, EEAA prepared a methodology to activate the prospect of this decentralization.

The project's **scope of work** included:

- Review and appraise the methodology used in allocating the environmental budget within the investment plan of different ministries, identify weakness and propose corrective measures.
- Propose criteria for identifying the activities related to environmental protection.
- Train selected relevant staff from the different ministries on the application of the proposed selection criteria.
- Identify the government investments earmarked for environmental protection in the 3 consecutive five-year plans covering the period 1992 – 2007.
- Based on the above, prepare a list of activities related to environmental protection by ministry and source of funding during this period.
- Identify actual expenditure in relation to allocated investment.
- Propose an improved methodology and procedures for elaborating the investment plans for environmental protection at both ministries and national level to be used in the future.

November 2004 - December 2004; "Initiating the Decentralization Environmental Management (DEM) activities in Assuit Governorate"; Egyptian Environmental Affairs Agency (EEAA)/ DANIDA. (Ref. 004. 2004)

The project **aimed** to assist the Assuit Regional Branch Office (RBO) management in initiating the DEM component activities through providing a pool of short-term consultants. The **scope of work** of consultants included undertaking the following activities:

- assist in the preparation, implementation and reporting for the "DEM Activities Initiation Workshop" planned during November;
- assist in development of the 2005 DEM Subcomponent 5 Annual Work Plan;
- develop ToR for Assuit Governorate Environmental Profile Preparation;
- prepare a Solid Waste Management Profile as a model for profiling.

As part of the work process, the consultants aimed to implement capacity

development activities in close co-operation with the director and task force of the RBO, to enable the RBO staff in Assuit to understand, integrate and apply techniques, methods and models developed and presented by the consultants.

July 2004 – December 2004. "Project Development and Proposal Writing on Integrated Development Project in Sinai (IDPS) with emphasis on Socio-Economic Development and Job Creation"; Egyptian Swiss Development Fund (ESDF). (Ref. 003. 2004)

The development of Sinai has become a national and strategic goal Egypt seeks to realize through the national project for the development of Sinai, which takes into consideration all the agricultural, industrial, mining, tourist and national security dimensions. The ESDF considered supporting development in Sinai through extending its contributions with a ceiling of LE 4.5 ml. for a three-year second phase of the original project. The main **objective**/emphasis of the potential new project was socio-economic development and job creation in five (5) selected areas within the Sinai Peninsula.

The Consultant's **scope of work** included:

- identify goals and objectives for the project;
- identify and design a number of socio-economic intervention measures in agro-active selected areas for development support;
- develop the current effort of production improvement and marketing of handmade needle heritage products of the Bedouin women in North Sinai;
- develop and design intervention measures for job creation and income generation through appropriate involvement of the Bedouin community in the safari tourism in Nuweiba area;
- develop the current effort on job creation and income generation involving training and provision of micro-credit;
- addressing basic social development needs including basic education, environmental awareness and primary health;
- develop a comprehensive capacity building plan for the two lead NGOs and the second-tier Community Development Associations (CDAs);
- develop an elaborate design for each individual activity within which implementation mechanisms, required human resources and end results are clearly identified;
- develop the project budget including both ESDF funding, Government and others' contributions as well;
- develop an appropriate Project Management Framework clarifying cooperation and coordination mechanisms between all stakeholders in order to avoid any overlaps and conflicts; and
- develop the project's detailed implementation plan.

April 2004 – October 2004. "Integrated Development Project in Aswan

Governorate with emphasis on Agriculture, Livestock, Eco-tourism and Fisheries Sectors; Technical Assistance during the “Start-up” Phase”; Egyptian Swiss Development Fund (ESDF). (Ref. 002. 2004)

The ESDF has launched a pioneering approach to the development assistance that integrates comprehensive project planning with local implementation through community institutional capacity building. Within the approach, cluster of lead NGOs are targeted partners for project identification as well as vehicles for implementation. The project ultimately aims to serve the disadvantaged group in Aswan. The project design includes 29 activities in 4 sector namely Agriculture, live stock, ecotourism and fisheries.

IDC was responsible during the “start-up” phase over the first 4 months of project implementation period (4 years) to perform the following tasks: Assess the doability of the different proposed activities, recommend decrease/ or modification in project scope it needed; develop elaborate design for each individual activity; review the project budget, develop an appropriate project management framework; develop the project implementation plan; and develop a comprehensive and detailed training plan for the 5 lead NGOs.

March 2004 - September 2004. "Environmental Management in the two Governorates of Aswan and Beni-Suef, Egypt Environmental Sector Programme, Environmental Training"; The Egyptian Environmental Affairs Agency (EEAA)/The Danish International Development Agency (DANIDA). (Ref. 001. 2004)

The Environmental Management in the Governorate (EMG) is one of seven components forming the EEAA/DANIDA Environmental Sector Programme. The EMG component **objectives** are: (i) enabling the Environmental Management Unit (EMUs) in the two governorates of Aswan and Beni-Suef to carry out their mandated environmental management functions; (ii) participatory Governorate Environmental Action Plan (GEAP) process functioning in Aswan and Beni Suef, involving people at community level in identifying and rectifying environmental problems through community-based and replicable projects.

IDC's **scope of work** included the provision of total training solutions including the preparation, coordination, organization and delivery of 16 courses for a total of 423 trainees from Aswan and Beni-Suef governorates. The training subjects covered: air pollution, impact of using pesticides and chemical fertilizers in agriculture, safe disposal of solid wastes, public health, and the safe utilization of treated wastewater.

November 2003 - May 2004. "Project Cycle Management (PCM) Training"; The Egyptian Environmental Affairs Agency (EEAA)/DANIDA. (Ref. 004. 2003)

Project preparation and implementation is one of the important elements in the formulation of Action plans. However, it has become clear that stakeholders, counterparts and beneficiaries are not very familiar and confident with the basic concept of project identification, preparation and implementation. The **objective** of the training is to enable participants to prepare projects' proposals and to be familiarized with the different steps of project cycle management. IDC's **scope of work** included the provision of a total training solution including the preparation, organization, coordination and delivery of 16 training courses for a total of 600 government officials from Aswan and Beni-Suef governorates. The training took place on 5 successive cycles.

March 2003 - December 2003. "Environmental Management in the two Governorates of Aswan and Beni-Suef, Egypt Environmental Sector Programme. Environmental Training"; The Egyptian Environmental Affair Agency (EEAA)/the Danish International Development Agency (DANIDA). (Ref. 003. 2003)

Within the framework of the EEAA/DANIDA Environmental Sector Programme, the Environmental Management in the Governorate (EMG)'s - one of its seven components - **objectives** are: (a) enabling the Environmental Management Unit (EMUs) in the two governorates of Aswan and Beni-Suef to carry out their mandated environmental management functions; (b) participatory Governorate Environmental Action Plan (GEAP) process functioning in Aswan and Beni-Suef involving people at community level in identifying & rectifying environmental problems through community-based & replicable projects.

IDC's **scope of work** included the provision of a total training solution including the preparation, coordination, organization & delivery of 25 training courses in addition to workshops and seminars for a total of 1,512 civil servants & government officials from Aswan & Beni-Suef governorates. The training subjects included environmental impact assessment, public health, hospital waste management, solid waste management, strategic planning, & report writing.

February 2003 – November 2003. "Development of District-level Health Plans in Qena and Suez Governorates"; Ministry of Health and Population/the African Development Bank; *International Health Development Group (IHDG) and Integrated Development Consultants (IDC).* (Ref. 002. 2003)

The **objective** of the project was to prepare district health plans for two districts (Nagaa Hammady and Quos) in Qena and one district (El Ganaien) in Suez. The Master Plan of the districts is developed in a way that reflects how integration would be done maximizing use of existing facilities and providing comprehensive decentralized provision of health services. **Health Planning Component:**

The project objective was to develop Health Plans for a total of three districts located in the Governorates of Qena and Suez. The development of Health Plans was, at a policy level, based on a review of the existing health policy framework, namely the Health Sector Reform Program. At an empirical level, detailed district profiles were generated. On the basis of the District Profiles, district health plans were developed to ensure the practical elaboration of the reform process. The developed Health Plans can be disaggregated into the following three sub-components:

- Infrastructure, Facilities and Equipment Rationalization Planning
- Human Resource Rationalization Planning
- Waste Management Planning

Subsequently, detailed implementation plans for the practical implementation of the District Health Plans were developed. The project involved extensive interaction with communities, health officials and authorities at grass-roots level.

Training Component:

A Shadow Group composed of 14 officials was seconded to the project from the Egyptian Ministry of Health for training in the development of Health Plans. The training program was based on a training needs analysis of the Shadow Group, undertaken at the start of the project, to ensure the suitability of the designed training program. Subsequently, the Shadow Group worked closely with the consultant staff for the duration of the six-month project in the concrete activities of district profiling, health planning and implementation planning. These activities ensured that a sustainable district health planning capacity was internalized by the Ministry of Health.

The **scope of work** included inter-alia:

- Development of three District Health Plans and implementation plans
- Verification of existing data
- Public Health Status analysis
- Infrastructure and Equipment Analysis
- Human Resource Analysis
- Waste Management Analysis
- Training and training needs analysis
- Capacity-building, Physicians and knowledge about the public health service regulations and laws will be improved.
- Developing facilities upgrading plan including renovation/ rebuilding of health facilities
- Developing equipment rationalization plan based on needs and availability
- Developing a human resources rationalization plan including development, retraining and distribution of health staff.
- Developing a waste management plan
- Developing population enrolment guidelines

- Developing a plan for the reform of the health finance system in the pilot districts
- Developing a detailed implementation plan over two years.

IDC provided twelve (12) senior consultants covering the following fields: institution development, public health, community medicine, training, health information system, GIS, solid waste, health economics, internal medicine, drug logistics, civil engineering and bio-medical engineering.

Jan. 2003 – July 2003. "Design of an Integrated Development Project in Aswan Governorate with emphasis on Agriculture, Livestock, Eco-tourism and Fisheries Sectors;" Egyptian Swiss Development Fund (ESDF). (Ref. 001. 2003)

The ESDF has launched a pioneering approach to development assistance that integrates comprehensive project planning with local implementation through community institutional capacity building. Within this approach, cluster of lead NGOs are targeted partners for project identification as well as vehicles for implementation. The project ultimately **aimed** to serve the disadvantaged groups in the governorate of Aswan through a set of interventions that target socio-economic development and job creation in the region. **Scope of work** included:

- assessment of the ability of 12 NGOs, both technically and administratively, to manage and execute the project activities;
- assessment of potentials for eco-tourism & fisheries development in Aswan;
- identifying a number of socio-economic projects in the agriculture/ livestock sector, the eco-tourism sector and the fisheries sector;
- identifying a number of services projects that deal with cross-cutting issues such as sanitation (water, wastewater and solid waste management), and social services such as basic education and primary health services;
- capacity building and training needs assessment for the selected NGOs.

October 2002 – March 2005. "Environmental Sector Programme – Environmental Management in the Governorates (EMG) of Aswan and Beni-Suef;" Egyptian Environmental Affairs Agency (EEAA)/Danida. (Ref. 002. 2002)

Under a direct contract agreement with the Environmental Management in the Governorates (EMG) component of the EEAA/DANIDA Environmental Sector Programme, IDC was responsible, under a direct contract agreement with the EMG Component, to provide a pool of 14 consultants covering the following fields: institution development, environmental training, information technology, environment profiling, GIS, sampling and monitoring, social surveys, solid waste management, wastewater/infrastructure, socio-economic analysis, and

environmental impact assessment. This assignment **aimed** to enable the EMG component to fulfil its **objectives**: (i) to enable the Environmental Management Units (EMUs) in the two governorates of Aswan and Beni-Suef to carry out their mandated environmental management functions; (b) participatory Governorate Environmental Action Plan (GEAP) process functioning in Aswan and Beni Suef, involving people at community level in identifying and rectifying environmental problems through community-based and replicable projects. IDC's **scope of work** included active participation with international consultants in:

- developing environmental action plans for both governorates,
- design and following implementation of pilot projects,
- developing HRD plans and training delivery,
- developing socio-economic profiles;
- developing communication and public awareness strategies; and
- institutional and organizational development.

February 2002 – April 2002. "Environmental Sector Programme – Environmental Management in the Governorates (EMG) of Aswan and Beni Suef; Inception Phase" Egyptian Environmental Affairs Agency (EEAA)/Danida; KAMPSAX / *Integrated Development Consultants*. (Ref. 001.2002)

The Environmental Management in the Governorates (EMG) is one of seven components forming the EEAA – DANIDA Environmental Sector Programme. The EMG component **objectives** were: (a) enabling the Environmental Management Units (EMUs) in the two governorates of Aswan and Beni-Suef to carry out their mandated environmental management functions; (b) participatory Governorate Environmental Action Plan (GEAP) process functioning in Aswan and Beni-Suef, involving people at community level in identifying and rectifying environmental problems through community-based and replicable projects. Under a sub-contract agreement with the Danish firm KAMPSAX, during the project's inception phase IDC was responsible to provide a pool of consultants including: an Institutional and Human Resources Development Specialist, a GEAP Trainer and Specialist, an Environment Profile Specialist, an Information Technology and Communication Specialist, a Legal Specialist and two Communication and Awareness Specialists. IDC's **scope of work** included active participation with international consultants in carrying out the following provisional studies in Aswan and Beni Suef:

- institutional and organizational analysis;
- environmental and socio-economic profiles;
- EMUs communication strategy;
- training needs assessment and stakeholder analysis.

August 2001 – November 2001. "Technical Assistance in Implementation to an Egyptian Company producing building chemicals and paints;" Euro-Mediterranean Partnership/Private Sector Development Programme

(PSDP); Ministry of International Cooperation (MIC)/The European Community; Advanced Engineering Gmbh and Integrated Development Consultants (IDC). (Ref. 004.2001)

A technical assistance in Implementation conducted in collaboration with the German consulting firm Advanced Engineering. The **objective** of the assignment was to provide assistance to a private sector firm upgrade its activities through four (4) implementation projects namely: quality control improvement, upgrading Production Planning, developing financial and costing systems, and developing marketing and sales strategies.

IDC was responsible, under a sub-contract agreement, for the execution of the two latter projects. IDC's **scope of services** included:

- developing a detailed budgeting system and a detailed costing system;
- providing training to the company's management in preparing and interpreting the financial reports generated from both systems.
- defining the Marketing strategy and reviewing the Strategic Marketing Plan of the company;
- preparing a detailed budget forecast for marketing activities and cost of sales;
- reviewing and upgrading the current Sales Plans;
- reorganizing the Sales Department including development of systems and procedures;
- providing on-the-job training for the marketing and sales staff and managers.

April 2001 – November 2001. "Consulting Services to undertake Five Action Planning Studies for Private Sector firms;" Euro–Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community. (Ref. 003.2001)

The **objective** of the technical assistance was to provide five (5) selected Egyptian private sector companies with Action Planning studies that would confirm the requirements for improving their competitive performance. Each action plan also included a set of Terms of Reference for the Implementation of requirements for improving competitive performance agreed with the Company's management. The companies studied, represented a wide range of businesses, with little in common with respect to the products manufactured or services provided. One common denominator was the Companies' need for an overall improvement of their business activities. The **scope of work** included:

- the assessment of the Company's functional areas namely marketing, sales and distribution, production/technical, management and manpower, environment and housekeeping, management information system (MIS), and finance;

- conducting a global SWOT assessment of the Company;
- identifying a set of interventions, agreed upon with the Company's management, in the form of a time-phased action plan to improve the business performance of the Company.

Feb. 2001 – July 2001. "Establishing Possible Strategic Alliances for 3 Egyptian Metallurgical Companies;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community; *Advanced Engineering Gmbh and Integrated Development Consultants (IDC)*. (Ref. 002.2001)

A technical assistance provided to 3 Egyptian Metallurgical companies to identify potential partners for these companies in Europe for the **purpose/objective** of establishing possible strategic alliances, to facilitate direct personal contacts between the managers of the Egyptian companies and potential partners and to guide and assist the Egyptian companies in the initial negotiations. IDC's **scope of work**, under a sub-contract agreement, included assisting the European Consultant in the following 4 activities:

- Company visits/preparation of company profiles for the Egyptian companies;
- short-listing of potential European partners in close co-operation with the top management of the Egyptian companies;
- establishment of direct contact between the Egyptian and European companies on a one-to-one basis to discuss strategic alliance possibilities;
- providing follow-up support to the Egyptian companies during negotiations, if required.

February 2001 - July 2001. "Establishing Possible Strategic Alliance for an Egyptian Private sector Holding Company;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/ The European Community; *Pohl Consulting & Associates and Integrated Development Consultants (IDC)*. (Ref. 001.2001)

A technical assistance provided to an Egyptian Holding Company active in a number of integrated activities in the field of Textiles for garments and furnishings. The company owned and operated three (3) independent firms involved in weaving, dyeing, finishing, and knitting. The **objectives** of the assignment were to identify potential partners in Europe for the purpose of establishing possible strategic alliance, to facilitate direct personal contacts between the managers of the Egyptian company and potential partners, and to guide and assist the Egyptian companies in the initial negotiations. IDC's **scope of work**, under a sub-contract agreement, included assisting the European Consultant in the following five (5) activities:

- Company visit / preparation of profiles;

- short-listing of potential European partners in close cooperation with the top management of the Egyptian companies;
- establishment of direct contact between the Egyptian and European companies on a one-to-one basis to discuss strategic alliance possibilities;
- providing follow-up support to the Egyptian company during negotiations;
- conducting a feasibility study for the strategic alliance project.

September 2000 - April 2001. "Technical Assistance in Implementation to an Egyptian Company producing pastry and bakery products;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community. (Ref. 006.2000)

The **objective** of this assignment was providing assistance to the private firm to restructure and upgrade its activities through three (3) implementation projects namely: Assets liquidation and Company Restructuring; Organizing Franchise Operation; and Re-launch Marketing Plan. The **scope of work** included:

- preparation and implementation of a liquidation plan for all non-productive assets to generate enough cash to finance the re-launching of the company in a restructured form.
- assisting the company in finding a suitable franchiser that can guarantee a brand name in the bakery and/or pastry sector for the company, and that can be a major help in the promotion and re-launch of the company.
- adaptation of the Marketing plan of the franchiser selected under project 2 to the local environment;
- implementing the re-launch of the Company.

August 2000 - December 2000. "Strategic Alliance Promotional Assignment for the Engineering Components Sector;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community. (Ref. 005.2000)

The **objective** of the assignment was to design and implement a promotional and screening campaign, leading to participation by at least 15 additional, suitable, Egyptian engineering components companies in the business cooperation programme of the PSDP. The **scope of work** included:

- introducing/reinforcing the concept of a strategic Alliance/Business Cooperation (joint venture, technology transfer, licensing agreement, sub-contract agreement, etc.) as a viable growth option for dynamic Egyptian manufacturing companies;
- providing information and guidance in relation to the legal, financial and tax aspects of joint venturing and licensing, including reference to intellectual property rights;
- explaining the working of the PSDP's Business Cooperation programme;

- confirming the suitability and commitment of the enrolled company's management;
- clarifying the desired/realistic "strategic alliance" objectives;
- drawing a profile of the Egyptian company in relation to the process of searching for suitable partners.

July 2000 - April 2001. "Market Investigation Mission and Inward Buyers Programme - France;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community; *LPL-Datem and Integrated Development Consultants (IDC)*. (Ref. 004.2000)

The **objective** of the technical assistance was to facilitate export opportunities for software development services (off-shore development) from Egyptian software development private sector companies to French large accounts. This includes French system integrators, and software houses and software brand-owners who want to outsource or subcontract their software development work to a company or group of companies. The **scope of work** included:

- organizing a market investigation mission by the qualified members of the "software strategic management group" (SMG) to France followed by an inward buyer's programme by the interested French companies to Egypt;
- evaluating the potential market of some of the qualified software products in France in specific and for the Egyptian software products in general.

June 2000 – Dec. 2000. "Establishing Possible Strategic Alliances for 6 Egyptian Pharmaceutical Companies;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community; *Pohl Consulting & Associates and Integrated Development Consultants (IDC)*. (Ref. 003.2000)

A technical assistance provided to 6 Egyptian pharmaceutical companies to identify potential partners in Europe for the **objective/purpose** of establishing possible strategic alliances, to facilitate direct personal contacts between the managers of the Egyptian companies and potential partners and to guide and assist the Egyptian companies in the initial negotiations. IDC's **scope of work**, under a sub-contract agreement, included assisting the European Consultant in the following 4 activities:

- company visits/preparation of company profiles for the Egyptian companies;
- short-listing of potential European partners in close co-operation with the top management of the Egyptian companies;
- establishment of direct contact between the Egyptian and European companies on a one-to-one basis to discuss strategic alliance possibilities;
- providing follow-up support to the Egyptian companies during

negotiations, if required.

June 2000 – September 2000. "Technical Assistance to an Egyptian company specialized in the trade and installation of insulation materials;" Euro–Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community; LPL – Datem and Integrated Development Consultants (IDC). (Ref. 002.2000)

The **objective** of the assignment was to prepare a detailed Business Plan (BP) including a number of collective and interrelated plans covering the Company's functional aspects namely marketing, sales and distribution, production/technical, materials management, management and manpower, management information system, and finance. The BP identified the required actions to be implemented by the Company to expand operations and improve its business performance focusing on the following **tasks/scope**:

1. reviewing the organization structure and developing more suitable job descriptions and evaluations;
2. upgrading the existing MIS as a means of increasing efficiency in decision making through timely and accurate reporting;
3. upgrading administrative, financial and auditing systems and procedures;
4. upgrading the marketing plan and reorganizing the marketing department to improve effectiveness.

IDC was responsible for the first three tasks.

June 2000 – October 2000. "Valuation of the Non-Production Fixed Assets of Misr Aluminium Industrial Complex in Nagaa Hamadi;" Public Enterprise Reform and Privatization Programme (PERPP); The Public Enterprise Office/The European Community. (Ref. 001.2000)

The Metallurgical Industries Holding Company has been in the process of privatizing Misr Aluminum Company and was at the stage of negotiations with a number of potential international investors. Within that framework, the **objective** of the assignment was to undertake a valuation of the non-production fixed Assets of the Company, in order to complete these negotiations. The **scope of work** under this contract included:

- development of a detailed and comprehensive work programme for the project;
- development of a detailed plan for splitting and valuation of the non-production facilities of the company including housing units, retail shops, stores, warehouses, parking lots, schools, clinics and one large hospital, community recreational facilities, one hotel, a large farm including animal husbandry and milk production units, one large hotel, and a sportive club;
- determination of a market fair value of each asset under conditions of

sales and/or lease.

December 1999 – July 2000. "Establishing Possible Strategic Alliances for 5 Egyptian Private Sector Firms;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community; *Pohl Consulting & Associates and Integrated Development Consultants (IDC)*. (Ref. 007.99)

A technical assistance provided to 5 Egyptian private sector firms with the **objective** to identify potential partners for these companies in Europe for the purpose of establishing possible strategic alliances and to facilitate direct personal contacts between the managers of the Egyptian companies and potential partners and to guide and assist the Egyptian companies in the initial negotiations. IDC's **scope of work**, under a sub-contract agreement, included assisting the European Consultant in the following 4 activities:

- Company visits/preparation of company profiles for the Egyptian companies;
- short-listing of potential European partners in close co-operation with the top management of the Egyptian companies;
- establishment of direct contact between the Egyptian and European companies on a one-to-one basis to discuss strategic alliance possibilities;
- providing follow-up support to the Egyptian companies during negotiations, if required.

September 1999 – December 1999. "Technical Assistance to an Egyptian Manufacturing Company Producing Fluid-Carrying-System Components for Transport Vehicles;" Euro-Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community. (Ref. 006.99)

The **objective** of the assignment was to prepare a detailed Business Plan (BP) including a number of collective and interrelated plans covering the Company's functional aspects namely marketing, sales and distribution, production/technical, materials management, management and manpower, environment and housekeeping, management information system, and finance. The BP identified the required actions to be implemented by the Company to expand operations and improve its business performance focusing on the following **scope/tasks**:

1. developing a comprehensive Marketing Plan for both local and export operations including the strategic orientation of the Company as well as its marketing and business development strategies;
2. developing a comprehensive Internal Productivity Improvement Plan covering all machining and planning activities;
3. developing a comprehensive set of policies as to inventory management;
4. identifying areas where the Company would require assistance in the

- implementation of it's BP;
5. preparing terms of reference (ToR) for the Company to acquire such expertise.

July 1999 – July 2000. "Consulting Services to undertake Five Action Planning Studies for Egyptian private sector firms;" Euro–Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Cooperation (MIC)/The European Community. (Ref. 005.99)

The **objective** of the technical assistance was to provide five (5) selected Egyptian private sector companies with Action Planning studies that will confirm the requirements for improving their competitive performance. Each action plan also included a set of Terms of Reference for the Implementation of requirements for improving competitive performance agreed with the Company's management. The companies studied represented a wide range of businesses, with little in common with respect to the products manufactured or services provided. One common denominator is the Companies' need for an overall improvement of their business activities. The **scope of work** included:

- assessment of the Company's functional areas namely marketing, sales and distribution, production/technical, management and manpower, environment and housekeeping, management information system (MIS), and finance;
- conducting a global SWOT assessment of the Company;
- identifying a set of interventions, agreed upon with the Company's management, in the form of a time-phased action plan to improve the business performance of the Company.

July 1999 – July 2000. "Consulting Services to undertake Initial Survey Studies for 25 Egyptian private sector firms;" Euro–Mediterranean Partnership/Private Sector Development Programme (PSDP); Ministry of International Co-operation/ the European Community. (Ref. 004.99)

The **objective** of the technical assistance was to provide twenty five (25) Egyptian private sector companies, who have expressed interest in participating in the PSDP, with Initial Survey Study Reports as the basis for management decision-making in deciding whether to proceed to the Action Planning Stage of the PSDP Project Cycle. The Companies studied represented a wide range of businesses, with little in common with respect to the products manufactured or services provided. One common denominator is the Companies' need for an overall improvement of their business activities. The **scope of work** included:

- assessment of the Company's ability and readiness to participate in the PSDP Business Upgrading Project Cycle;
- conducting a global SWOT assessment of the Company;
- assessment of the ability and commitment of the Company's senior management team to implement change;

- quick assessment of the Company's functional areas.

July 1999 – November 1999. "Preparation of a Proposal for Establishing a Strategic Alliance for the Industrial Gases Company;" Public Enterprise Reform and Privatization Programme (PERPP); The Public Enterprise Office/the European Community. (Ref. 003.99)

This project initially required a study on the likely effects of the continued use of current applications of industrial gases of the Company and on its ability to achieve Privatization. Should the initial study conclude that the Company could not achieve its aim of privatization without changing its applications, manufacturing process, and materials, a proposal for making these changes and establishing a strategic alliance with a suitably qualified international company was to be prepared. The **scope of work** included:

- conducting a market study of industrial gases in Egypt, considering the competitive products in terms of price, application techniques & market size;
- suggesting substitute application(s), with the production method to be used and the machinery and tools necessary for that application.
- identifying the training requirements for existing or new staff;
- preparing a product line financial justification, to include projected selling prices and volumes, manufacturing resources and costs, gross margin analysis;
- identifying a short-list of companies that would be suitable to form a strategic alliance with the Industrial Gases Company.

May 1999 – August 1999. "Market Assessment for Amino Acids in Egypt and Assistance in Business Setting-up;" Ajinomoto Europe Sales GMBH/Ajinomoto Co., Inc.; (Ref.002.99)

The **objective** of the study was to assess the market for Amino Acids in Egypt including both the "Pharmaceutical Grade" and the "Food Grade". The **scope of work** included conducting rapid reconnaissance of the local market to identify:

- existing market size and its historical evaluation (last 5 years);
- sources of supply namely imports by countries of origin;
- local consumption trends and consumers awareness;
- nature of competition and price levels, potential plans for local production; and the registration procedures for each grade with relevant authorities.

Based on the results of the market assessment, the scope of work could be extended to assist in identifying a local agent/distributor of the Company's products and in developing the terms of this cooperation.

May 1999 – October 2000. "Consultancy Services for Health Care

Management at Cairo University Hospitals and Preparation of a National Program for Health Care Waste Management in Egypt;" Egyptian Environmental Affairs Agency (EEAA)/Ministry of Health & Population (MoHP)/ Cairo University/ DANIDA; Ramboll and Integrated Development Consultants. (Ref.001.99)

The **objective** of this assignment was to evaluate and develop a national strategy for Health Care Waste Management (HCWM) which is applicable and adaptable at health care institutions within the different regions of Egypt. The proposed system will not only be financially and technically sustainable but also environmentally sound and occupationally safe. **Scope of work** included:

- development of a Health Care Waste Management (HCWM) system for Egypt;
- carrying out a HCWM pilot project at Cairo University Hospitals (CUH) with the aim to: resolve the HCWM problem at CUH and establish efficient and suitable sorting, collection, storage and transfer routines at all departments of CUH, in a manner that is potentially replicable at other health care institutions in Egypt; and,. It is anticipated that by the end of the project a unified HCWM system will be operating at all units belonging to CUH.

November 1998 - April 1999. "Technical Assistance in Implementation to an Egyptian Company producing powder paints;" Euro-Mediterranean Partnership / Private Sector Development Programme (PSDP); LPL - Datem and Integrated Development Consultants (IDC). (Ref.003.98)

A technical Assistance in Implementation conducted in collaboration with the French consulting firm LPL - Datem. IDC was responsible, under a sub-contract agreement, for the execution of two activities namely: a Management Development Programme and a Management Information System Upgrading Programme. IDC's **scope of services** under the former programme included:

- identifying the training needs and establishing groups of trainees;
- issuing the detailed workshop sessions training programmes including the following subjects: principles of communication, interpersonal communication, effective delegation, motivation and productivity, leadership, building empowered teams, conflict resolution;
- delivery of 2 formal workshop sessions, 7 days each, to small groups of middle management staff;
- delivering a series of "one-to-one sessions" to assist each trainee develop his/her own individual programme of personal development for on-going action.

Under the latter programme, IDC's scope of services included:

- assessment of the current status of the MIS systems;
- establishing the current information requirements and identify where these needs were not met;
- establishing future MIS requirements based on expected growth of the company's business;
- anticipating the changes with respect to job roles, responsibilities and levels of skills required to support a "new" information system;
- establishing a user requirement specification and matching the user requirement specification against proprietary software application packages;
- assisting in the evaluation and selection of appropriate software and hardware;
- establishing an implementation plan indicating time scales, responsibilities and activities;
- assisting with implementation;
- commissioning and final hand-over of the selected solution.

July 1998 - September 1998. "Technical Assistance to an Egyptian Company Producing Exhaust Systems for Transport Vehicles;" Euro-Mediterranean Partnership/Private Sector Development Programme; (Ref.002.98)

Scope of work included the preparation of a detailed Business Plan (BP) including a number of collective and interrelated plans for the company's operational aspects namely; marketing, production/technical, human resources, management information system (MIS), and financial. The sales plan was the core of the B.P as it addressed the company's objectives. A sound marketing study was conducted to test the market potentiality for the company's products, assess the overall market size and the company's market share and project the company's sales for the coming five years. These sales forecasts (sales plan) were tested against the company's operational capabilities to measure whether or not the company could achieve these sales figures and if not what are the additional resources that need to be added. The operational capabilities of the company were the marketing and sales force, the production facilities, the management and man power structure, the MIS requirements and the company's financial adequacy.

February 1998 – May 1998. "Technical Assistance in Developing a Local Marketing Plan for the Introduction of Three New Pharmaceutical Products;" Egypt Otsuka Pharmaceutical Co. SAE. (Ref.001.98)

Consultancy to provide assistance to the Company's marketing organization with the **aim** to develop a local marketing plan for the introduction of three new pharmaceutical products namely: Aminoleban, Natuferon and Lungaskin. For each of the three products, the **scope of work** included: assessing existing

market size and trends; forecasting market size and company sales under alternative scenarios; conducting SWOT assessment; setting objectives and goals; identifying target markets, marketing mix and marketing expenditure level; establishing implementation framework (action program); formulating a budget statement for operations; and recommending indicators (controls) to monitor the plan's progress. During the course of the assignment, interviews were conducted with a targeted sample of 30 top senior Medical Advisors working at University Hospitals, Teaching Hospitals, Specialized Medical Centers and large private sector hospitals in Cairo, Alexandria, Mansoura, Tanta, Zagazig, Ismailia and Asuit.

May 1997 - September 1997. "Business Plan for Growth in Trade and Investment between Egypt and the USA;" USAID/Coopers & Lybrand; U.S.-Egypt President's Council. (Ref.003.97)

Consultancy to provide assistance to the Council in developing sector plans. The Council had identified three sectors to be considered as priority for achieving the council initiative in increasing trade and investment between the two countries. The three sectors were: the financial sector which includes banking, capital market, and insurance; tourism; and, information technology which includes telecommunication, media, and hi-tech industries. The methodology used for preparing the sector plans is based on a successful corporate strategic planning methodology. Issues related to market development, sector design, technology, enabling services, R&D, etc. were be addressed.

May 1997 - July 1997. "Conserving the Ecosystem of Lake Nasser and The Governorate of Aswan;" Ministry of Planning/UNDP. (Ref.002.97)

This project **aimed** to develop a structural plan to conserve the ecosystem of the Lake Nasser and develop The Governorate of Aswan. This structural plan identified where development activities would take place, through a set of structural local plans, and detailed action programs. The plan also built a portfolio of packaged public and private investments for donors and investors to finance. The **scope of work** included: formulating the project document which defined objectives, outputs and activities, and detailed workplan and budget. Tasks included preparation for donors meeting to participate in the project, updating existing tender document for awarding a contract to an international consulting firm for plan preparation and develop a selection criterion. Establishing a monitoring team and preparing its working procedures and tasks was also part of the consultancy.

March 1997 - May 1997. The Institute for Liberty and Democracy (ILD)/The Egyptian Center for Economic Studies/USAID; Property Formalization in Egypt. (Ref.001.97)

This study has been prepared with the **aim** to develop a system for transforming informal property to formal property on a massive scale and devise a system for incorporating informal assets into formal market. The study aimed to identify informal settlements and other untitled and/or unregistered urban properties, show their location on a map, and estimate their value. The **scope of work** involved:

- classifying urban informal settlements into categories, which allowed estimating their respective value;
- an assessment of informal lands in rural areas together with an estimate of their value;
- preparing an inventory of laws, regulations and entities related to recognition, allocation and protection of property to identify major institutional obstacles.

November 1996 - February 1997. "Proposed Export Development Project for Egypt;" World Bank Project Identification Mission. (Ref.006.96)

A World Bank mission **aiming** to identify the possible objectives and composition of a proposed Export Development Project. The proposed project included assistance for: (a) export finance, to provide investment and possibly trade finance to Egyptian firms on commercial terms, to help counter apparent constraints in the intermediation of short-term liquidity in the market; (b) exporter support services, to help Egyptian firms identify, adapt to and penetrate new markets; and (c) trade logistics and trade facilitation, to help reduce the transactions costs of private sector imports and exports in terms of both time and money. **Scope of work** included reviewing the major constraints and bottlenecks within Egypt that confront private exporters in moving products from the factory gate to export markets through ports and customs and also in importing raw materials and intermediate goods. Special focus was made on reform and modernization of customs administration, quality inspection, duty drawback and temporary admission systems with a view to the automation of all trade operations and integration into an Electronic Data Interchange System (EDI).

August 1996 - November 1996. "Financial and Economic Diagnosis of Hazardous Waste Management in Egypt;" Egyptian Environmental Affairs Agency (EEAA). (Ref.005.96)

The study's **objective** was to investigate the economic and financial conditions that determine the design and feasibility of HWM system (HWMS) in Egypt. The economic diagnosis was intended to quantify the direct impact of compliance cost on economic activity (mainly industry) on the aggregate level under free market conditions with minimum government intervention. The investigation focused on the structure of incentives that affect the behavior of both the generators and the operators of the HWMS.

June 1996 - December 1996. "Passenger Automobile Manufacturer in Egypt;" ARTOC. (Ref.004.96)

Consultancy to provide assistance in developing the terms of a joint venture between ARTOC and an international auto manufacturer for production in Egypt.

The **scope of work** included:

- Supporting the negotiation of the joint venture;
- conducting rapid reconnaissance of the market in Egypt and the Middle East;
- planning the sourcing of parts from local suppliers;
- development of a complete business plan.

June 1996 - January 1997. "Sustainable Urban Growth and Development Programme in Ismailia Governorate;" The Governorate of Ismailia/ UNDP/Habitat. (Ref.003.96)

IDC was responsible for drafting both the joint report and the programme document (PROGDOC), with special focus and elaboration on expected outputs. The **scope of work** included collecting data, assessing the situation and proposing workable action-oriented improvements. IDC guided, coordinated, outlined and facilitated the tasks of team members, and initiated contacts and liaised with relevant bodies. The firm identified tentative interested parties, target beneficiaries and potential national and international partners, and in coordination with UNDP and SIP established contacts and took surroundings regarding possible contributions.

June 1996 - December 1996. "The Comprehensive Development of Luxor City;" Ministry of Housing, Utilities & Urban Communities (MHUUC)/UNDP). (Ref.002.96)

A project that **aimed** at developing a structure plan and building up a project portfolio for public and private investments in the City of Luxor. The **scope of work** included:

- assisting MHUUC and the Higher Council for Luxor City (HCLC) in project start-up, preparation of work plan, procurement, recruiting and preparing the Cairo and Luxor offices for work.
- assistance in launching the project including: preparing the tender documents for the international firm that will provide technical assistance to the project; preparing a complete city profile for Luxor and supporting the establishment and operation of a series of issue-specific working groups to become the vehicle for participatory planning. The scope of work extended to identifying interested parties, target beneficiaries and potential national and international partners and preparing TOR for their involvement in the project.

January 1996 – June 2000. "Family Planning Clinics Project in Qena Governorate;" Ministry of Health and Population (MoHP)/The Commission of the European Communities (EC). (Ref.001.96)

A project for establishing twenty (20) outpatient clinics to deliver family planning and reproductive health services in Qena. **Scope of work** included: providing technical assistance to the MoHP and Qena Governorate in the following areas:

- Selection of appropriate locations for the clinic
- Conduct socio-economic surveys in the selected locations
- Conduct demand assessment for F.P and reproductive health services in the selected locations
- Prepare the engineering designs
- Prepare tender documents for the construction of the clinics and assist MOHP/ Qena Governorate in the selection of the contractor
- Supervise construction work and report on progress
- Estimate equipment needs, develop tender documents and assist MOHP/ Qena Governorate in the selection of vendors
- Supervise installation of equipment and report on progress
- Assist MOHP/ Qena Governorate in the selection of clinic's staff and develop and oversee the implementation of a training plan for the selected staff
- Design a IE & C strategy for F.P and reproductive health in the targeted areas and oversee the implementation of community education programme.
- Formulate a cost recovery strategy for the clinics
- Supervise the clinics' operation through periodic visits.

September 1995 - December 1997. "Evaluation and Monitoring of the Egyptian Privatization Program;" IBTCI/USAID. (Ref.005.95)

A TA project to evaluate and monitor the privatization program in Egypt over a four and a half year period. **Scope of work** included:

- developing evaluation and performance indicators drawing on information from the studies and reports prepared by the GOE, World Bank, and technical assistance (TA) contractors;
- providing USAID with policy analysis, studies and other background information on the economic environment in Egypt as it relates to the privatization process. This included analysis of such areas as merchant and investment banking, the capital markets, public expenditures, macro-economic performance, labor markets and social security and other pertinent issues related to the privatization process.

February 1995 - February 1998. "Small and Micro Industrial Enterprises

Development in Aswan Governorate;" Aswan Governorate/DANIDA; Ramboll and Integrated Development Consultants (IDC). (Ref.004.95)

This small and micro enterprise project's immediate **objectives** were expansion of existing, and establishing of new viable enterprises, improved business understanding and production technology of such enterprises, improved capacity of existing financial institutions and establishment of private sector institutions to represent those enterprises. *Development* objectives of the project included accelerated employment creation and income generation in small and micro industrial enterprises of the private sector, increased participation of such enterprises in the social and economic development process and a more balanced industrial development. The project's **scope of work** included the following main activities:

- technical assistance to small and micro industrial enterprises and to the existing financial institutions;
- institution building and technical assistance to an "Association of Entrepreneurship";
- a credit line managed by the existing financial institutions and scholarships for apprenticeships and "nursery workshops".

March 1995 - September 1995. "A Project for the Relocation of the Tanneries of Old-Cairo;" FEI/Chamber of Leather and Tanning Industries; (Ref.003.95)

The **objective** of this assignment was to produce a project concept and plan for the relocation the tanneries of Old-Cairo through: conducting a rapid reconnaissance of the economic, financial, social and organizational dimensions of the project. **Scope of work** included:

- conducting structured interviews with about 80 private tanneries in the Old-Cairo district;
- briefing and moderating meetings between the Minister of New Communities, the Cairo Governor, and the leadership of Chamber of Leather Tanning Industries;
- preparing a cost estimate and schedule for the development of the new location;
- estimating the demand for credit to establish a business in the new location;
- preparing a project implementation workplan.

January 1995 - August 1997. "Institutional Support and Operation & Maintenance Services for the Alexandria General Organization for Sanitary Drainage (AGOSD);" USAID/Metcalf & Eddy. (Ref.002.95)

A study to provide institutional development management and home office support as well as strengthen AGOSD's management capability to function as an

autonomous entity. The **scope of work** included:

- providing and delivering an intensive management training program for AGOSD's senior managers;
- modernizing the AGOSD computer systems, including the Local Area Network (LAN), so all would be in place and functional;
- preparing a "Privatization of Functions" feasibility study to evaluate and identify potential areas of the organization for privatization;
- upgrading of management policies and procedures through reviewing existing ones and recommending new policies;
- preparing a comprehensive training program and plan to review, evaluate and consider all training needs;
- providing technical assistance to AGOSD to expand the data base of the existing system;
- improving personnel management rules and regulations as well as reviewing, finalizing and assisting in the implementation of the system management plan and system operation plan.

January 1995 - April 1995. "A study to assess the market for household appliances in Egypt for an Egyptian Private Sector Company (confidential);" *Integrated Development Consultants IDC in Association with Vision Consulting.* (Ref. 001.95)

A study to assess the market for household appliances in Egypt. **Scope of work** included conducting a survey of both existing and potential customers and distributors/dealers of those appliances to study customer demographics, purchasing patterns, decision factors and preferences, and brand awareness and competition. The survey (of 700 customers and 50 dealers) was conducted by means of administered questionnaires in Cairo/Giza, Alexandria, Tanta, Mansoura, Zaqaziq, Mehalla and Ismailia.

November 1994 - January 1995. "Private Sector Assessment;" World Bank Mission to Jordan. (Ref. 011.94)

A study of the recent economic developments in Jordan and the potential role of the private sector in the economy; analyzing the extent of the involvement of the government in the economy, examined the regulatory framework for the private sector business, capital markets and foreign investment. **Scope of work** included identifying regulatory and procedural constraints to the private sector business entry and operations, land acquisition, taxation, customs and employment.

October 1994 - December 1994. "Private Sector Assessment - Phase II." World Bank/Resident Mission in Egypt. (Ref. 010.94)

An analytical study focusing on the key constraints facing the private sector development (PSD) in Egypt. The study tackled seven broad problem areas with an **objective** to produce a prioritized PSD matrix of policy recommendations for immediate, medium and long-run implementation. The **scope of work** covered privatization, commercial judicial systems, corporate tax administration, size-specific constraints to micro and small enterprises, long-term finance, education for private sector needs, technology upgrading and transaction costs to private exports. The result of the study, the PSD matrix of policy recommendations, was to be used by a high-level policy task force to produce a country-owned private sector development strategy and action plan.

August 1994 - October 1994. "Technical Assistance in Preparation for Egypt's Private Sector Development Conference (PSDC 94);" American Chamber of Commerce in Egypt (AMCHAM)/USAID. (Ref. 009.94)

Under this assignment, IDC provided assistance to two task forces of the AMCHAM in preparing two position papers for presentation in the PSDC; one on the role of the government and the private sector in development (jointly with the Egyptian Businessmen Associations), and the other on the financial framework for PSD in Egypt. The first one covered four issues: public-private boundaries in participation in economic activities, the macroeconomic and regulatory environments affecting the private sector, the need and the scope of government intervention, and the effectiveness of Egypt's state and private institutions of governance. The second paper covered three issues: domestic savings performance, financial intermediaries and instruments of saving and investments in Egypt. Each paper concluded with an agenda for policies directed at PSD in Egypt. The two papers together with five others presented by four other Egyptian business groups, constituted the basis for government-private sector dialogue on Egypt's following economic reform.

August 1994 - November 1994. "Management and Human Resources Study for two state-owned enterprises: Verta and Moharram Presses;" Bechtel/USAID; under the Partnership in Development Project. (Ref.008.94)

The **scope of work** involved:

- a comprehensive review of the organizational structure and current labor force (staffing levels, financial grades, age brackets, years of service and educational attainment);
- analysis of labor efficiency;
- constructing a profile of the excess labor (if any);
- developing schemes for encouraging voluntary departure of excess labor as well as estimating the costs of those schemes and proposing implementation arrangements restructuring and/or privatization;
- design of a training programme to enhance the technical and managerial

- capabilities of the top and middle management;
- outlining possible re-training opportunities for the excess labor in each job category in the organizational hierarchy in each company.

June 1994 - December 1994. "Feasibility Study on Institutional Autonomy for the Egyptian Organization for Biological Products and Vaccines (VACSERA), Child Survival Project;" Ministry of Health/USAID/Clark Atlanta University. (Ref. 007.94)

A human resources and management study to assist in the assessment of a feasibility study on institutional autonomy for the Egyptian Organization for Biological Products and Vaccines (VACSERA). IDC's **scope of work** consisted of eight main activities:

- preparing an updated organization profile of VACSERA and analyzing its functions;
- developing the organization and management profile;
- constructing the labor force profile;
- detailed review of the human resource policies;
- evaluation of labor costs and productivity;
- detailed review and evaluation of channels of communications;
- training needs assessment;
- evaluation of the human resources management information systems.

May 1994 - September 1994. "Pilot Business Incubation Center Program;" BTDS/The Social Fund for Development (Ref. 006.94)

A study to assist in the preparation of a feasibility study and business plans for establishing two pilot business "incubators" in two major cities in Egypt. **Scope of work** included:

- conducting interviews with 150 potential and successful entrepreneurs in the two cities;
- assessing the business environment and enterprise opportunities in the two locations;
- preparing an estimate of the costs for building/renovating the incubators facilities.

April 1994 - June 1994. "Economic and Financial Study for New Bakeries and Corn Flour Production Project;" El-Abd & Company for Agricultural Industry. (Ref. 005.94)

A study of the economic and financial viability of a LE 270 million investment in the production, marketing and distribution of ten baked products and corn flour. The final report was used to negotiate credit. The **scope of work** included:

- analyzing revenues, costs, profitability and cashflow throughout the first ten years of the business. Cashflow positions and profitability were tested

- in five models using five combinations of market penetration scenarios for each product;
- identifying the optimum product mix and schedule of investment in production and distribution.
 - setting a detailed description of the business plan;
 - recommending debt/equity positions and alternative financing plans.

April 1994 - June 1994. "Management and Human Resources Study for the Eastern Tobacco Company;" Bechtel/USAID, under the Partnership in Development Project. (Ref. 004.94)

The study's **scope of work** involved:

- a comprehensive review of the organizational structure and current labor force (staffing levels, financial grades, age brackets, years of service and educational attainment);
- analysis of labor efficiency;
- constructing a profile of the excess labor (if any);
- developing schemes for encouraging voluntary departure of excess labor as well as estimating the costs of those schemes;
- proposing implementation arrangements during and after the privatization of the company;
- design of a training programme to enhance the technical and managerial capabilities of the top and middle management;
- outlining possible re-training opportunities for the excess labor in each job category in the organizational hierarchy in the company.

February 1994 - June 1994. "A Research on Small Enterprise Informality and Regulatory Reform. Theory and Applications to Egypt;" The Ford Foundation. (Ref. 003.94)

The **objective** of this study was to assess the implications of regulations for small enterprises in Egypt. The study's **scope of work** involved five main components:

- build and test a partial-equilibrium model to analyze the economic underpinning of the formal vs. informal, large vs. small, enterprise decision;
- analyze in detail, the regulations on social security, activity licensing, shop licensing and tax administration;
- carry out a survey of a sample of 450 small enterprises active in the sectors of leather products, garments, metal products, wood products, food and transportation;
- construct an index of informality for the sample and the corresponding typical cost structure of small enterprises in each sector of activity;
- estimate the changes in the cost of doing business for a typical firm in each sector under full formality conditions;

In conclusion, the study examined the cost/benefit trade-off for a firm choosing between formal vs. informal modes of doing business given the current regulatory framework.

January 1994 - March 1994. "Private Sector Development Programme (PSDP);" The European Communities (EC) Delegation in Egypt; *Integrated Development Consultants (IDC) in association with KPMG/Hazem Hassan Consultants and the German Investment and Development Group (DEG).* (Ref. 002.94)

A study to determine the feasibility and potential effectiveness of an EC-sponsored Private Sector Development Programme in Egypt (PSDP). The study recommended an optimal program's modalities and types of technical assistance to be offered. **Scope of work** included introducing PSDP concept and elicit feedback through dialogue with potential beneficiaries, local and international banks, appropriate business federation and institutional representatives. The study examined several cost-sharing options to support long-term sustainability of advisory services after expiration of PSDP. Structured and open interviews with a sample of over 200 private firms were conducted to diagnose the demand for technical services such as training, research and development, technology transfer, quality management, export development services and support for Egyptian-European private business cooperation.

January 1994 - March 1994. "Market Study for New Bakeries and Corn Flour Production Project;" El-Abd & Company for Agricultural Industry. (Ref. 001.94)

A study of the market structure and demand for a new project which includes seven fully-automated production lines for a variety of wheat-flour baked products and corn/wheat tortillas, a manual line for fresh pastries and a mill for production and packing of corn flour. **Scope of work** included:

- demand and supply analysis and projections;
- examining market pricing and assessing competition;
- conducting a survey of 500 households, 100 institutions (clubs, hotels, restaurants) and 50 producers, in Cairo/Giza, Alexandria and Gharbia.;
- conducting unstructured interviews with business experts, suppliers and traders.

December 1993 - February 1994. "Management and Human Resources Study for El Delta Spinning & Weaving Company;" Bechtel/USAID, under the Partnership in Development Project. (Ref. 005.93)

The study's **scope of work** involved:

- a comprehensive review of the organizational structure and labor force

- (staffing levels, financial grades, age brackets, years of service and educational attainment);
- analysis of labor efficiency, constructing a profile of the excess labor (if any).
- Development of schemes for encouraging voluntary departure of excess labor as well as estimating the costs of those schemes;
- proposing implementation arrangements during and after the privatization of the company;
- design a training programme to enhance the technical and managerial capabilities of the top and middle management;
- outlining possible re-training opportunities for the excess labor in each job category in the organizational hierarchy in each company.

September 1993 - November 1993. "Evaluation of Small and Micro Enterprise Development (SMED) Project;" GEMINI/USAID (Ref. 004.93)

An economic evaluation of the impact of credit extension on the small and micro enterprises beneficiaries of SMED. **Scope of work** included:

- evaluating the impact of SMED in terms of generating employment, effecting the graduation of SME borrowers and improving SME's credit worthiness;
- identifying obstacles to SME lending through the formal financial system in Egypt.

July 1993 - December 1993; Bechtel/USAID; Management and Labor Studies for the Partnership in Development Project. (Ref.003.93)

Scope of work included:

- preparation of a policy paper on labor issues in Egyptian Public Enterprises, and the implications for Egypt's privatization program. The policy paper reviewed legal aspects of labor utilization, displacement concerns of labor in privatized enterprises and the social safety net in Egypt, and evaluated programmatic options for mitigating labor displacement.
- preparation of organizational structure and human resources studies for two state-owned enterprises being prepared for privatization. Enterprises evaluated were Al-Ahram Beverages (Stella) and Egyptian Refractories. These studies involved a comprehensive review of the organizational structure and current labor force (staffing levels, financial grades, age brackets, years of service and educational attainment), analysis of labor efficiency, constructing a profile of the excess labor (if any).
- developing schemes for encouraging voluntary departure of excess labor as well as estimating the costs of those schemes;
- proposing implementation arrangements during and after the privatization.

April 1993 - September 1993. "Private Sector Assessment Project;" World Bank/Resident Mission in Egypt. (Ref. 002.93)

A study of the private sector development status, constraints, challenges and strategic agenda for action. The **objective** of the study was to alert both the government and the private sector to the magnitude and urgency of these challenges. The study was widely disseminated in a consultative process to trigger a dialogue for developing private sector development strategy. **Scope of work** included:

- constructing a complete profile of the private sector in Egypt;
- listing of policy, regulatory and institutional constraints to private sector development in Egypt and quantification of the investment, employment, privatization, export, productivity gains, finance, foreign investment, technology, human resources, infrastructure, business skills, contestability and environmental challenges facing the Egyptian private sector till the year 2000;
- conducting a survey covering 200 large, medium, small and micro establishments in all economic sectors to measure the extent of regulatory, legal and policy constraints on entry, operations and growth.

February 1993 - August 1993. "Technical Assistance in Designing a Capacity Building Project;" Tenth of Ramadan Investor's Association (TRIA). (Ref. 001.93)

Technical assistance in preparing a project proposal to build the capacity of TRIA. The project **aimed** at building capacity through internal organization and restructuring, strengthening links among members and intensifying mediation between the government and TRIA. The project sought the creation of a technical research unit to serve TRIA's members with timely market information and policy research services in the area of finance, technology, human resources development, industrial relations, etc.

December 1992 - January 1993. "Technical Assistance in Designing a Credit Project for Tanta and Mehalla Cities;" Small Enterprise Development Foundation, Gharbia Governorate. (Ref. 008.92)

Developing a data-base to support devising a strategy for credit marketing and extension in the 2 provincial cities of Tanta and Mehalla. **Scope of work** included rapid reconnaissance of geographic distribution of small and micro enterprises in both cities, construction of a crude profile of credit needs and terms and a survey of on-going and planned formal credit programs extended by banks located in Gharbia governorate.

November 1992 - December 1992. "Technical Assessment of Offices of

Management and Economic Development (OMED);" USAID. (Ref. 007.92)

The study aimed to measure progress of the OMED in strengthening local government's capability to manage their financial resources. **Scope of work** included conducting comparative analysis between two governorates with OMED and one governorate without OMED, reviewing the OMED activity's outputs, assessing the impact of these outputs, identifying weaknesses and constraints to the effectiveness of their performance and determining the potential for replicability of these offices throughout Egypt.

October 1992 - January 1993. "Private Sector Crude Performance Indicators;" World Bank/Resident Mission in Egypt. (Ref. 006.92)

The **purpose** of this study was to track monthly changes in sales, inventory and employment of companies in order to develop crude indicators of the performance of the private sector in Egypt. **Scope of work** included a survey of over forty medium-size private companies covering several sectors, mainly; food, textiles, ready-made garments, domestic trade, construction and retailing.

August 1992 - February 1993. "Strategic Marketing Planning for LEGO Products;" Manche/LEGO Sole Distributor in Egypt. (Ref. 005.92)

The main **objective** of the project was to study, analyze and recommend action plans for the company's marketing functions. The project involved several phases of research, including four different measures of field surveys. **Scope of work** included:

- estimating the Egyptian market size for different categories of toys and identifying target markets;
- reorganizing the company's marketing department;
- planning and implementing a pilot co-promotional activity for a six-month period which aimed at increasing brand awareness and sales volume.

May 1992. "Population Projection Methods in Egypt;" World Bank/IBRD. (Ref. 004.92)

A study of population projection methods in Egypt for the World Bank/IBRD. The **purpose** of this study was to shed some light on differences in growth rates by comparing the population projections and rates used in five ministries and one NGO.

March 1992 - June 1992. "Study of the Personnel Impact of PBDAC Inputs Divestiture;" USAID. (Ref. 003.92)

The objective of this assignment was to study the impact of divestiture on the labor force of the Principal Bank for Development and Agricultural Credit, Egypt. The **scope of work** included:

- determination of the profile of redundant labor under conditions of divestiture;
- developing scenarios for elimination of this redundancy by voluntary departure;
- conducting attitude survey among labor groups;
- recommending a program for mitigating displacement of departing employees and suggesting an organizational setup for implementing this program together with budgetary estimates for the Bank and the Government.

January 1992 - December 1995. "Family Planning Clinics Project in Qena Governorate;" National Population Council (NPC)/The Commission of the European Communities (EC). (Ref.002.92)

A project for establishing twenty outpatient clinics to deliver family planning services in Qena. **Scope of work** included providing technical assistance to the NPC and Qena Governorate in:

- the selection of locations, design and construction of clinics;
- procurement of equipment;
- recruitment of clinics' staff;
- design of training curriculum for the staff;
- design of community education programs;
- formulation of cost recovery plans for the clinics;
- supervision of clinics' operation.

January 1992 - March 1992. "Sustainable Ismailia Project (SIP) - Project Design and Preparation;" United Nations Center for Human Settlements (UNCHS)/HABITAT. (Ref. 001.92)

A project **aimed** at strengthening democratization of development management through community participation in the planning processes. The SIP addresses the institutional and financial sustainability of natural environment resources and development in Ismailia. **Scope of work** included:

- preparing an environmental profile of Ismailia governorate;
- detailing the project conceptual frame-work, implementation arrangements and the design of project initiatives.

December 1991 - April 1992. USAID/Central Bank of Egypt; Banker's Institute. (Ref. 016.91)

A project to assist USAID/BI in the procurement and installation of computers at the Banker's Institute of the Central Bank of Egypt. **Scope of work** included reconstructing equipment description, specifications and work statement to meet USAID standards of Request for Proposals, preparing a cost estimate for procurement of equipment, developing evaluation criteria for offers, responding

to inquiries from offerers and participating in bids' evaluation.

October 1991 - January 1992. "Financial Impact of PBDAC's Divestiture of Non-Banking Activities;" USAID. (Ref. 015.91)

A study to evaluate and report on the financial impact on the PBDAC of divesting its non- banking lines of business; and to formulate an action plan for GOE/PBDAC to institute an economically-sound agricultural credit and development bank. The **scope of work** included:

- review of the agricultural sector performance and prospects;
- review of credit markets in Egypt;
- studying the financial implications of divestiture of non-banking activities;
- developing assets and labor utilization strategies;
- examining PBDAC's banking capacity and competitiveness;
- devising for PBDAC a banking business plan.

September 1991 - December 1991. "Small and Micro Enterprise Development - Study of the Regulatory Framework;" USAID. (Ref.014.91)

A study to identify legal, regulatory and administrative constraints faced by implementing organizations and the small and micro enterprises and their negative impact on their productivity and growth. The **scope of work** included:

- analyzing laws governing the establishment and operation of NGOs to implement SME credit and development programs;
- interview SMEs in seven (7) governorates for regulatory problems related to licensing and operation;
- propose immediate- and long-term legislative reform to improve the regulatory environment.

September 1991 - December 1996. "Technical Assistance Services for the Canal Cities Water and Waste Water - Phase II Project;" Metcalf & Eddy Int., Inc. for USAID. (Ref. 013.91)

The Project delivered TA for institutional building of the central and local government authorities responsible for water and waste water sector in the four canal zone governorates. Subcontract **scope of work** included:

- developing organization-specific O&M training system (select trainees, conduct skill-testing, etc.);
- implement and evaluate training programs;
- developing a system of monitoring and evaluating relevant health statistics;
- developing a community education program and designing a public information program.

September 1991 - April 1992. "Egypt Cost Recovery for Health Project;"

ABT Associates Inc., for USAID/Ministry of Health. (Ref. 012.91)

The study was undertaken as part of the Egypt Cost Recovery for Health Project, sponsored by the Egyptian Ministry of Health with support from USAID. The project's **objective** was to strengthen Health care in Egypt by bringing an appropriate balance among quality of services, adequate revenue base, and ensuring the access of all citizens to health care. Component One of the project was designed to establish or enhance cost recovery systems and to improve health care services in 50 GOE/MoH health facilities. The first of these hospitals was Imbaba General Hospital in metropolitan Cairo. IDC was responsible for conducting the groundwork for planning for financial and service upgrading of this hospital. The **scope of work** included developing appropriate methodologies to measure and identify: the demographic, socioeconomic, and health characteristics of individuals and households, health experience and patterns of health care service utilization, reasons for provider selection and degree of satisfaction with health services at Imbaba Hospital, the size of the clientele that providers serve, the services offered and prices charged, referral practices, contractual arrangements with insurance companies and employers, and potential demand under improved conditions. IDC was responsible for implementing the surveys and conducting the initial analyses.

August 1991 - November 1991. "Diagnostic Study of Marketing Performance;" Arthur Anderson/Shawki for Engineering Industries Corporation (EIC). (Ref. 011.91)

A study of marketing organization, information and strategic planning as well as pricing, sales and export performance of the 19 public sector companies of the EIC. **Scope of work** included verifying and completing a questionnaire on marketing performance in the 19 companies and analyzing their organizational structures, competitiveness and competition, pricing and margins and market position of each.

April 1988 - August 1989, extended to November 1991. "Local Development II - Training Block Grants System (TBG);" USAID/Ministry of Local Administration; DAC International and Integrated Development Consultants (IDC). (Ref. 010.91)

A joint US and Egypt project **aimed** at decentralizing the planning and implementation of local development training programs to strengthen the role of the governorates' training departments in the local development process. The project delivered financial and technical assistance to Egypt's twenty six governorates to plan, finance and implement training programs. **Scope of work** included:

- technical assistance to the governorates to identify training needs;
- assisting the Governorate Training Departments to effectively plan and

- implement training programs;
- providing the necessary support to local and ministerial program administrators to monitor and evaluate the training programs funded through LD II Training Grants System;
- providing technical assistance to the Ministry of Local Administration and the Governorates' Training Committees to strengthen their capacity to manage the TBG activity and prepare their implementation reports;
- study the existing financial resources for training in the governorates and prepare proposals for strengthening these resources in order to guarantee the sustainability of the training efforts currently held under the LD II program.

July 1991 - September 1991. "Investment Opportunity Study for An Automobile Assembly Project;" Egyptian Private Sector Company (confidential). (Ref. 009.91)

A study to assess the market for medium-size cars in Egypt. **Scope of work** included:

- constructing demand projection model;
- estimating future supply and market prices;
- assessing competition and conducting a survey of 1000 consumers to study purchasing decision factors, preferences, product conceptions and demographic characteristics of consumers.

July 1991 - November 1991. "Training Needs Assessment for Ministry of Electricity & Energy Training Center;" IHRDC for USAID. (Ref. 008.91)

The Project provided training needs assessment (TNA) for top level and executive managers of the Ministry of Electricity with the objective of establishing a specialized training center. The **scope of work** included the formulation of the center's goals and strategies, facility planning, outlining staffing and management structure, and determination of training equipment needs.

July 1991 - August 1991. "Private Sector Regulatory and Incentives Environment Study;" The World Bank. (Ref. 007.91)

A study **aimed** to identify and recommend actions to create a more friendly business environment for private enterprises in order to increase investment, efficiency, and growth. **Scope of work** included:

- recommending reforms in laws, regulations, and procedural and administrative processes which govern market entry, operations, and exit of private enterprises;
- recommending an action program, which incorporated analyses of estimated economic and financial benefits, costs, risks, and feasibility of implementation taking into account socio-political concerns;

- conducting a survey of 30 large-scale and 30 small-scale enterprises in Cairo and Alexandria to identify problems in the private business environment.

June 1991 - October 1991. "A Survey Study of the Egyptian Framework for Foreign Cooperation projects;" The German Agency for Technical Cooperation. (Ref. 006.91)

A study of the overall framework of the Egyptian stance toward foreign cooperation projects. Special emphasis was given to politico-economic, legal, financial and administrative/regulatory aspects of German-Egyptian technical cooperation. **Scope of work** included examining the Institutional policy, laws and regulations in particular detail for the Ministry of Foreign Affairs, the Ministry of Planning, the Central Authority for Organization and Administration. Special attention was given to NGO-operated projects.

May 1991 - August 1991. "Business Plan and Feasibility Studies for Investments in the Tourism Sector;" Eugenie Investment Group. (Ref.005.91)

Preparation of a detailed business plan for the Group as a whole and separate feasibility studies for four of the Group's intended investment in the tourism sector. The business plans and the individual project studies are to be used to solicit both equity and debt financing for the group. **Scope of work** involved:

- conducting a complete assessment of the Group's current investments and activities;
- preparing four feasibility studies for a luxury Nile cruiser and three hotels, two in Aswan and one in the Red Sea;
- integrating the current and intended investments into a valid business plan to generate a consolidated project cash flow for the whole Group.

May 1991. "Project Identification Mission in Egypt;" UNCHS/UNDP - Egypt (Ref. 004.91)

IDC participated with an expatriate consultant on a mission to identify urban development projects for potential involvement of UNCHS in Egypt. **Scope of work** included review of country development strategy in the urban sector, holding discussion with governors, a general organization for physical planning environmental protection affairs agency. The mission concluded with the successful formulation of three projects in the areas of land management, physical planning and environmental planning.

May 1991. "Assessment of the Banker's Training Institute Management and Training Program;" USAID/Central Bank of Egypt. (Ref. 003.91)

A review of the CBE's Banker's Training Institute management and technical training program with the **objective** of equipping and launching the institute. The **scope of work** included reviewing the institute's training objectives and detailed plan for establishment and operation, identifying training equipment and systems, and preparing detailed technical specification for equipment procurement and installation.

January 1991 – April 1991. "Automobile Industry Profile;" Egyptian Private Sector Company (confidential). (Ref. 002.91)

A rapid reconnaissance of the passenger automobile industry and market in Egypt. **Scope of work** included developing a preliminary business plan for a passenger automobile assembly enterprise in Egypt and preparing a profile of this sector. The business plan covered project organization and financial structure; market share, production and pricing plans; marketing and distribution strategy; and after-sales services strategy. The sector profile investigated market characteristics; local production capacity; sector regulations; and marketing and distribution practices; and after-sales services throughout Egypt.

January 1991 - March 1991. "Privatization of Governorate-Owned Transportation Projects;" USAID. (Ref. 001.91)

An analysis of present routing, service types, pricing and maintenance of the governorate-owned transportation projects. **Scope of work** included making recommendations for restructuring with considerations toward liquidation, leasing or sale and preparing a prospectus for one pilot governorate.

October 1990 - January 1991. "Private Sector Enterprise in Egypt: Regulatory Environment;" IBRD/World Bank. (Ref. 006.90)

A study of the regulatory framework and policies affecting private sector enterprise in Egypt. The study was used by GoE and IBRD in developing the private sector promotion component of the Structural Adjustment loan. **Scope of work** covered market entry policies and procedures; employment policies; enterprise monitoring policies (tax audits, labor, health, social security, industrial safety standards, inspections, etc.), domestic trade policies; exit policies (procedures for bankruptcy or liquidation); and policies regulating the activities of private business associations.

July 1990 - August 1990. "Labor Utilization Study: A Study of Labor Redundancy & Privatization of SOEs in Egypt;" USAID. (Ref. 005.90)

A study of labor displacement issues surrounding privatization of state-owned enterprises in Egypt. The study's **scope of work** encompassed:

- an investigation of labor force characteristics;
- an assessment of labor redundancy;
- a review of the legal/regulatory framework of employment;
- proposing alternative policy measures that would mitigate any potential labor displacement problems.

May 1990 - July 1990. "Second Agro-Industries Project;" IBRD/World Bank. (Ref. 004.90)

Assisting the IBRD in preparing the project completion report. **Scope of work** included conducting case studies of twenty-five beneficiary enterprises focussing on management, financial, marketing and production issues.

April 1990 - July 1990. "Corn Sub-sector Policy Study;" USAID. (Ref.003.90)

A study of policy reform in the corn sub-sector in Egypt. **Scope of work** included:

- examining policy reform measures and institutional changes since 1986;
- investigating the structure of the yellow corn market;
- measuring the impact of reforms on the efficiency of corn importers, feedmills and producers of livestock and poultry.

February 1990 - April 1990. "Price Liberalization Study;" USAID. (Ref. 002.90)

A study of the pricing policies and control in the Egyptian manufacturing sector. **Scope of work** included analyzing market structure, competitive positions, protection levels, and public and private market shares for all price-controlled manufactured products in Egypt. The study concluded with proposing alternative scenarios for price de-control measures.

February 1990 - June 1990. "A Market Study and Feasibility Study for Manufacturing Intravenous (IV) Solutions in Egypt;" Arab Otsuka Pharmaceutical Co. PSA. (Ref. 001.90)

A study of the market demand for Intravenous (IV) solutions among private sector hospitals in Egypt and the feasibility of establishing a manufacturing facility for specialized medical solutions and appliances. **Scope of work** included field survey of market demand, project design, cost and revenue analysis, finance and credit planning, legal advice and assistance in company formation and establishment.

September 1989 - December 1989. "A Study of the Engineering Industries Sub-Sector in Egypt;" USAID. (Ref.004.89)

A study of public and private sector firms operative in the engineering

(electronics) industries. **Scope of work** covered: a review of the policy environment with special emphasis on export promotion, the conditions of entry into the market, the price and production strategies and an overview of the profitability trends, efficiency and financial performance of nine public sector and five private sector enterprises.

June 1989 - September 1989. "A Review of Beneficiary Selection Criteria for Helwan New Communities Project;" USAID . (Ref. 003.89)

An appraisal of eligibility and affordability criteria used by the Ministry of Housing/EAJP to reach the target group of the HNC project. **Scope of work** included sample income surveys, discussions with GOE and USAID project officials, analysis of applied criteria and preparation of a report focusing on the RIG/Cairo audit report recommendations.

May 1989 - May 1990. "Industrial Estate Project;" USAID/General Organization For Industrialization (GOFI) of the Ministry of Industry, (Ref.002.89)

Technical Assistance to assist GOFI/Ministry of Industry in promoting a pilot industrial estate for small scale industries and mobilizing private sector investment for implementation. **Scope of work** included:

- reconnaissance and evaluation of potential sites;
- demand analysis for industrial estates in selected governorates;
- preparation of project memorandum;
- exploring alternative institutional and financial mechanisms to attract private resources, and the design of legal instruments for project implementation.

February 1989 - May 1989. "An Annotated Description of Small Scale Firm Registration in Egypt;" USAID/Cairo. (Ref. 001.89)

An annotated description of the registration procedures, regulations and costs of small and micro scale businesses in Egypt. **Scope of work** included:

- analysis of the registration procedures;
- estimation of the duration and estimation of the formal and informal costs;
- conducting three case studies to identify regional differences for rural, urban and new cities registration processes.

August 1988 - October 1988. "Tugboat/Supply Vessel Project;" A.I.S. Co., Suez. (Ref. 003.88)

A private investment project in the sector of off-shore oil explorations services. The project called for the purchase and operation of one Tugboat/supply vessel

to provide transportation and logistical support services or off-shore rigs in the Red Sea and Gulf of Suez region. **Scope of work** covered market structure analysis, project organization, cost analysis, revenue analysis, cash flow projection and finance and credit planning.

April 1988 - January 1990, extended to September 1992. "Local Development II, Provincial Project;" Chemonics International Consulting Division and USAID. (Ref. 002.88)

A joint US and Egyptian provincial development project **aimed** at both the support of decentralization and strengthening the capabilities of local institutions in development and resource mobilization. The project delivered financial and technical assistance (TA) to the provincial governorates in planning, budgeting and financing both basic services projects and operations & maintenance activities. **Scope of work** covered:

- design of appropriate planning, budgeting and monitoring systems,
- training local government staff on the application of the systems;
- field TA in cash management and monitoring of projects;
- TA in development strategy setting and multi-year planning and organizational development.

April 1988 - August 1989. "Local Development II, Training Block Grants System;" DAC International and USAID. (Ref. 001.88)

A joint US and Egypt project **aimed** at decentralizing the planning and implementation of local development training programs to strengthen the role of the governorates' training departments in the local development process. The project delivered financial and technical assistance to Egypt twenty six governorates to plan, finance and implement training programs. **Scope of work** included:

- technical assistance to the governorates to identify training needs;
- assisting the Governorate Training Departments to effectively plan and implement training programs;
- providing the necessary support to local and ministerial program administrators to monitor and evaluate the training programs funded through LD II Training Grants System;
- providing technical assistance to the Ministry of Local Administration and the Governorates' Training Committees to strengthen their capacity to manage the TBG activity and prepare their implementation reports;
- studying the existing financial resources for training in the governorates and preparing proposals for strengthening these resources in order to guarantee the sustainability of the training efforts currently held under the LD II program.

June 1987 - December 1987. "Basic Village Services Project;" Chemonics

International Consulting Division and USAID. (Ref. 002.87)

Organization and methods TA for developing the organizational framework for the Governorate Local Development Committees (GLDC), the principal governorate-level LDII project steering and policy-making bodies. **Scope of work** included:

- Conducting an analysis of the composition and functions of the GLDCs;
- preparing and organizing a seminar for the members of three GLDCs to participate in the development of model functions and composition.

February 1987. "Water for Health and Sanitation Project (W.A.S.H.);" Camp, Dresser, and McKee (C.D.M.) for the USAID. (Ref. 001.87)

Design of guidelines for the assessment of USAID-funded rural water supply projects. **Scope of work** included:

- preparing a brief review of the project planning and implementation processes;
- designing a preliminary field questionnaire for collecting financial data on projects;
- preparing a short-list of Egyptian contractors candidates for receiving RFPs to participate in the assessment.