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SRI International



# Donor Activities in Egypt: An Assessment

GTG Monitoring and Evaluation Unit

Cairo, Egypt

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# ASSESSMENT OF DONOR ACTIVITIES IN EGYPT

## *Introduction*

As part of the ongoing Monitoring and Evaluation of the GTG RP activities, the SRI team has been asked to conduct an assessment of the activities undertaken by key donors in Egypt. This assessment will assist USAID/Egypt to better track the activities of other donors in Egypt in order to facilitate dialogue and improve coordination of existing and future assistance activities. The objective of this review is to provide USAID/Egypt a document analyzing donor activities which can be shared with other donors, and which provides a point of reference for discussion of donor coordination in Egypt. This assessment will focus on the trade and private sector assistance provided by donors in Egypt, especially those which are relevant to the following Intermediate Results (IR):

- ✓ Increased access to market information;
- ✓ Increased use of improved products, technologies and management practices; and
- ✓ Increased private participation in policy dialogue.

Beginning in February 1998, a Cairo-Washington SRI team interviewed the key donors in Egypt and collected information on their core activities, as well as those which are relevant and complementary to GTG RP activities. In order for other donors to better understand GTG activities, the SRI team has shared with them the GTG brochure, which includes a list of GTG partners and their USAID-funded activities. The donors assessed by the monitoring and evaluation team include the following:

United Nations	United Nations Development Program
IBRD	International Finance Corporation
The European Union	EU-Mediterranean Partnership
Germany	German Technical Cooperation (GTZ) German Financial Cooperation (KfW)
Japan	Japan External Trade Organization (JETRO)

	Japan International Cooperation Agency (JICA)
Canada	Canadian International Development Agency (CIDA)
United Kingdom	Department for International Development (DFID)
Denmark	The Danish International Development Assistance (Danida)
Sweden	Swedish International Development Cooperation Agency (SIDA)
Arab League	Arab Administrative Development Organization (ARADO)
Italy	Italian International Economic Cooperation Office
Netherlands	Dutch Development Assistance
Finland	Finnish Department for Development Cooperation

### ***Core Donor Activities***

A review of the core activities undertaken by major donors in Egypt indicates that development assistance has been concentrated in the following areas:

- Basic needs: poverty alleviation, basic education and literacy improvement, health and population issues
- Environmental management (e.g., waste treatment) and urban infrastructure improvements, primarily sanitation, water supply, and transportation
- Private sector development assistance

- Agricultural sector assistance
- Strengthening Egyptian public sector institutions through capacity building, technical assistance, training and human resource development

Most donors focus on basic needs areas. Compared to the other donors, USAID operates by far the largest development assistance program in Egypt. This holds true for both private sector development as well as social sector projects. The bulk of assistance provided by other donors is on a government-to-government level. Only a few larger donors directly assist private sector Egyptian companies without the sponsorship or direct involvement of government agencies. The next section of this report provides an overview of the core activities undertaken by major donors in Egypt.

### ***Overall Donor Coordination***

The assessment team found that there is little coordination among donors on the program and even less communication on the project level. Formal contact is maintained primarily through the Donor Assistance Group (DAG), which is based on embassy-to-embassy contact. The regular meetings of the Donor Assistance Group facilitate general liaising between donor agencies, and typically do not touch on details of individual projects and activities.

The UNDP organizes monthly subgroup meetings under DAG for donors to exchange information on projects underway. However, the subgroup meetings are typically attended by the head of "sectors" of each donor agency, such as the head of the health program or the private sector program. The subgroup meetings usually cover broader issues such as the overall assistance approach to the sector instead of the coordination of specific projects. According to interviews with donors, some subgroups, such as the health subgroup and environment subgroup, are more active than others. Project officers from donor agencies do not participate regularly in the DAG or subgroup meetings.

Since donors operate under different missions, guidelines and development objectives, most design their assistance programs independently of what other donors are doing. Collaboration and coordination on the program or individual project level remain limited. In some cases, individual USAID project officers may come in contact with other donor project officers regarding specific activities, or assistance to a specific institution. Such communication or liaison are typically conducted based on *ad hoc* project or personal contact, and not under a formal donor coordination structure.

Despite the lack of donor coordination, most donors interviewed expressed interest in having more knowledge or awareness of the foreign assistance programs operated by other donors, in order for them to better target their programming. For example, some smaller donors feel that it may not be most effective for them to put their scarce resources into institutions or sectors which are already receiving a significant amount of assistance from larger donors.

Thus far, the contact maintained through the Donor Assistance Group has not been sufficient for the exchange of information and ideas on the program or project levels. Perhaps a more effective structure is to develop an informal network of project officers under different donors in the key assistance areas, such as private sector development, education, health, environment, democracy, etc., and to have the program and project officers in these technical areas meet on a regular basis to exchange ideas, lessons learned, and explore areas of collaboration.

### ***Key Donors Providing Trade and Private Sector Development Assistance***

Not all donors have focused on private sector or trade assistance in their aid program. Key donors with active trade and private sector development programs are limited to the larger donors: the European Union, Germany, and Japan. Many smaller donors with more limited resources for private sector development provides funding for loans to small and medium enterprises in coordination with the Social Fund for Development. As in overall development assistance, other donor-funded trade and private sector development activities are generally smaller and more limited in scope compared to USAID programs.

***Intermediate Result 1.3.1 -- Increased Use of Improved Products, Technologies and Management Practices***

Assistance to improve the use of technologies and management practices has been provided in the form of training and technical assistance. Compared to USAID, other donors more frequently provide technical assistance to groups of companies in the same sector, instead of assisting firms individually. For example, JETRO (Japan) and GTZ (Germany) provide product and market assessment to Egyptian exporters in the target sectors through group seminars.

For direct technical assistance to private sector companies, some donors put more resources in providing long-term (up to two year) technical experts to individual companies. However, the number of recipients is much smaller for this type of assistance. In contrast, USAID-funded company-level technical assistance, primarily through the IESC program, is relatively short-term (typically, up to two months).

Several donors requires smaller financial contribution from Egyptian companies in delivering firm-level technical assistance, compared to the USAID-funded IESC program. For example, the EU-funded Private Sector Development Program requires a five percent cost contribution from companies receiving assistance in developing business plans, and a ten percent contribution for the implementation assistance. Similarly, the Danish program asks for a ten percent cost-sharing from Egyptian firms seeking technical assistance in feasibility studies, market assessment, and implementation of business plans. These levels of co-payment are lower than those required under a typical IESC technical assistance project.

Should USAID private sector development expand into the vocational training areas, the German experience could offer important insights and lessons learned. German foreign assistance has been the most active in providing vocational/technical training to Egyptian workers in specific fields. Some of these sectors have exporting firms.

Apprenticeship and training programs have been established with manufacturing firms and education institutions in several key industrial cities.

**The assessment team also found that the donors which target specific sectors for export assistance have often chosen the same sectors.** The sectors commonly targeted are: leather goods, including shoes, apparel and other leather accessories; agricultural products and processed food; packaging; furniture; in some cases, ready-made garments. They typically work with the same Egyptian counterpart institutions: TDC/EEA or the Egyptian Export Promotion Center.

***Intermediate Result 1.3.2 – Increased Access to Market Information***

**In trade assistance, donors are most active in providing trade fair assistance, such as subsidized booths and travel, or assistance in making contact.** Several donors also provide technical assistance to improve product quality and in marketing. Naturally, most donors focus on their own countries as markets, and assist potential Egyptian exporters to meet the requirements of those markets.

In trade information, only the European Union, through the Private Sector Development Program, is in the process of developing a trade information system targeting the European market. Most donors offer some published information on their domestic markets in their libraries.

***Intermediate Result 1.3.3 – Increased Private Participation in Policy Dialogue***

**This is an area which very few donors have actively pursued.** The assessment team found that USAID is the only donor which provides support to strengthen capacity in those private Egyptian institutions which can have meaningful participation or advocacy function in trade policy dialogue in Egypt.

***Key Findings and Implications for USAID***

As assessment of donor activities, in particular those supporting export and private sector development, has yielded the following findings and implications for donor coordination as well as programming of assistance for USAID:

- ▶ It appears from donor interviews and contact that most donors have concentrated their development assistance to Egypt in the areas of basic needs (literacy, health, population, poverty). Environmental management is increasingly a priority for the donor community. Smaller donors with less resources typically do not assist Egyptian private sector directly. Many prefer to leverage their resources by contributing to the existing Social Development Fund, which provides some assistance to small and medium enterprises under the framework of privatization.
- ▶ For direct technical assistance to private sector companies, some donors put more resources in providing long-term (up to two year) technical experts to individual companies. Several donors requires smaller financial contribution from Egyptian companies in delivering firm-level technical assistance, compared to the USAID-funded IESC program. The assessment team also found that the donors which target specific sectors for export assistance have often chosen the same sectors: leather goods, including shoes, apparel and other leather accessories; agricultural products and processed food; packaging; furniture; and ready-made garments.
- ▶ As donors have been selecting similar sectors to target export assistance, perhaps there is room for coordinating, or at a minimum, increasing communication about the specific assistance provided to Egyptian companies in those sectors. Improved communication will likely serve to improve effectiveness by sharing lessons learned and ensuring complementarity. One possibility is for USAID to develop a website linked to other donor sites, and which posts programs and projects managed by different donors by sector to facilitate improved information exchange, communication, and coordination on project levels.

- ▶ Donors also tend to work with the same counterpart Egyptian institutions. There is potentially room for donors to increase collaboration, particularly when assisting the same institutions. For example, if a donor conducts an institutional assessment and identifies areas which it does not have the resources to address, another donor may be able to step in if it has existing programs or resources which could be leveraged.
- ▶ As mentioned above, some donors have offered technical assistance in a group setting to companies in the same sector. Is that a cost-effective model to deliver certain types of technical assistance? How could this type of technical assistance be best combined with company-level assistance to maximize effectiveness? These are issues which could be explored in the design of future assistance activities directed at Egyptian private sector firms.
- ▶ Some donors are more advanced than USAID in certain assistance areas. German Technical Cooperation, for example, has had years of experience providing vocational training and designing technical apprenticeship in certain sectors in Egypt. Other donor experience may offer important lessons learned and interesting models for future USAID-funded activities.

# ***ACTIVITIES OF KEY DONORS IN EGYPT***

# United Nations Development Program

<b>Address</b>	<b>: 1191 Corniche El Nil</b>	<b>Telephone</b>	<b>: 580-4490</b>
	<b>World Trade Center, 4<sup>th</sup> Floor</b>		<b>580-4492</b>
	<b>Boulaq, Cairo</b>		<b>580-4494</b>
<b>Key Contact</b>	<b>: Laila Darwish</b>		

## *Core Activities:*

The development goal of the United Nation Development Program is to assist nations in enhancing institutional capacities in order to utilize their resources more efficiently and achieve sustainable development. The 1993-1998 UNDP program in Egypt focuses on meeting human development and sustainable needs through long-term institutional capacity building, poverty alleviation, human resource development, and appropriate environmental management. UNDP is also incorporating the key policy making groups in Egypt (government officials, academia, and businesses) in the development process through working groups, seminars and roundtable discussions.

UNDP has provided support to a number of Egyptian public institutions that are involved in various aspects of the development, including:

- The Social Fund
- Structural Adjustment Program, ERSAP
- Public Enterprise Office, PEO
- Tourism Development Association, TRA
- Technical Cooperation Office for the Environment

UNDP does not provide direct assistance to private sector firms. While private sector development is a corner stone of its economic assistance program, its focus is on creating an enabling environment for private sector

growth. UNDP is involved in the capital market reform efforts in Egypt through technical assistance, research studies, and dialogue with the Egyptian government. UNDP has conducted investment policy review to assess the impediments facing investors.

# International Finance Corporation

<b>Address</b> : 1190 Cornish El Nile World Trade Center 12 <sup>th</sup> floor Boulac, Cairo	<b>Telephone</b> : 579-5353 579-9900/6565	<b>Fax</b> : 579-2211
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## *Core Activities:*

Established in 1956, the International Finance Corporation (IFC) is the investment arm affiliated with the World Bank. The IFC makes equity investments and provides loans to private and public sector firms in developing countries.

The IFC began operation in Egypt in 1976. IFC has several priority areas in its development strategy in the Middle East and North Africa:

- 1) Stimulate the development of diversified and competitive financial systems
- 2) Support the growth of small and medium enterprises to generate employment
- 3) Invest in the manufacturing, natural resources, and services sectors that build on national comparative advantage
- 4) Develop the infrastructure necessary to sustain and support economic growth
- 5) Strengthen the environment for private sector through technical assistance

By 1994, the IFC has provided \$520 million of financing in Egypt to 37 companies in industry and the financial sector.

The IFC invests in key manufacturing and services sectors, and provides loans (soft through micro-lending programs and large-ticket leasing to enhance resource mobilization). The IFC also supports institution-building, particularly in developing the financial and capital markets, through technical assistance and training. In addition, the IFC provides policy advice, technical assistance and training in specific sectors, and to enhance general foreign investment, privatization, and management services.

In 1997, IFC invested in seven projects in Egypt in the financial sector, tourism, and industry. All financing was provided as soft loans. Total project financing for 1997 amounted to US \$117 million. The largest project was the Egyptian Cement Company, which received a US \$35 million IFC loan in 1997.

## EU-Mediterranean Partnership

**Address : 6 Ibn Zanki Street  
Zamalek, Cairo  
Key Contact : Phillip Corish**

**Telephone : 341-9393  
Fax : 340-0385**

### *Core Activities:*

Since the late 1970S, the European Union has supported social and economic development in countries of the Mediterranean region through project financing in various fields. Recently, EU's development assistance has been expanded under the Euro-Mediterranean Partnership to include a wider range of activities, including cultural cooperation as well as initiatives which promote democracy. Currently the EU provides ECU 425 million (US \$464 million) of assistance to Egypt under its economic and financial affairs framework.

EU-funded development assistance is distributed among a wide spectrum of activities: agriculture sector development, soil improvement, private sector development, public enterprise reform and privatization, infrastructure development, and waste water management, etc. The Agriculture Sector Development Program receives the largest portion of total grant funds, at ECU 75 million (US \$82 million ) for the current year. The Food Sector Development Project is funded annually at a ECU 55 (US \$60 million) level. The Private Sector Development Program is funded at an ECU 25 million (US \$27 million) level for the current year. Export development assistance is funded under the Private Sector Development Program. In the areas of social, cultural and human affairs, the EU funds a number of projects to promote democracy and the protection of human rights, civil rights, and the rights of vulnerable groups in the society.

## German Technical Cooperation

<b>Address :</b>	<b>GTZ Office Cairo 4 D El Gezira Street Zamalek, Cairo</b>	<b>Telephone :</b>	<b>340-9750 342-0714</b>
<b>Key Contact :</b>	<b>Sanaa El Beblawy Deputy Director</b>	<b>Fax :</b>	<b>341-2445</b>

### *Core Activities:*

The German Technical Corporation (GTZ) is a key implementing agency for the technical cooperation funded by the German development assistance. It is a non-government organization wholly owned by the German Government.

The guidelines of the German Federal Ministry for Economic Cooperation and Development (BMZ) defines technical cooperation as follows:

“Technical cooperation aims at improving the potential of organizations and persons, especially the poor, by transferring and mobilizing know-how and skills, and by improving the conditions for their application. It is the function of technical cooperation to promote institution building and to strengthen capacities” (*Development Cooperation: Arab Republic of Egypt/Federal Republic of Germany, 1996, p.18*).

GTZ-Cairo was established in 1981 to provide field support for a diverse set of technical assistance funded by GTZ. It provides DM 20-30 million (US \$15-20 million) each year to Egypt. The main focus of GTZ's activities is agriculture, human resource development and vocational training, poverty alleviation, urban development, sanitation and environment, and trade. On average over the past five years, GTZ has managed approximately 25 projects in Egypt at any given time. Trade development assistance is provided mainly through the PROTRADE

program. Programs such as the Center for International Migration (CIM) and the Training Centers for Automation Engineering, while not designed to assist exporting enterprises directly, contribute to strengthening the export capacity of Egyptian firms.

# German Financial Cooperation

**Address:** KfW - Local Project Representative    **Telephone ::** 341-7496  
4 D El Gezira Street, Zamalek, Cairo    **Fax ::** 341-3702

## *Core Activities:*

German-Egyptian Financial Cooperation was established in 1962, administered by the German Bank for Reconstruction (KfW). Financial Cooperation is aimed at improving the economic and social conditions in recipient countries through the promotion of investment and structural adjustment.

While financial cooperation projects are not restricted to public sector projects, funds are provided on a government-to-government basis, and the two governments have to agree on their utilization. Currently, individual projects and programs funding range from DM 5 million to DM 250 million (US \$137 million). Funds for smaller projects are mainly channeled through Egyptian institutions such as qualified local banks.

The focus of Financial Cooperation programs has evolved with the development and changing needs of Egypt over the past few decades. Currently, financial cooperation funds are mainly channeled into projects in the following areas:

- Supporting the Egyptian Government's structural adjustment program and measures for poverty alleviation, mainly through the Social Fund for Development and urban upgrading schemes;
- Infrastructure improvements, especially in potable water supply and in the railway sector;

- Improving environmental management, particularly in wastewater treatment, industrial pollution prevention, treatment of industrial pollutants, promotion of energy conservation, and development of renewable sources of energy;
- Supporting education, especially primary education.

## Japan External Trade Organization (JETRO)

<b>Address</b>	World Trade Center, 7 <sup>th</sup> Floor, 1191 Corniche El Nile, Bouliak, Cairo	<b>Telephone</b>	= 574-1111
		<b>Fax</b>	= 340-0385
<b>Key Contact:</b>	Tamer El Badrawy Local General Manager		

### *Core Activities:*

JETRO was founded in 1958 as a non-profit, government organization to support trade between Japan and other countries, under the auspices of the Ministry of International Trade and Industry (MITI). Its original mission was to promote Japanese exports overseas. Since 1990, JETRO has expanded its mandate to assist developing countries in their efforts to export to Japan, and has established specific budget for such import promotion. JETRO-Egypt maintains an office with fifteen Egyptian and six Japanese staff, and also acts as the regional office for the Middle East.

Trade development assistance is mainly provided through the Trade Advisor Dispatch Program and the Japanese Expert Service Abroad Program, under which Japanese experts are sent to provide targeted assistance to Egyptian exporters. JETRO also sponsors the participation of Egyptian exporters in the annual Multi-Sector Trade Exhibition in Tokyo, as well as in a number of industry trade fairs in Japan.

JETRO has worked Egyptian government institutions such as EEPC and GOFI to select and target sectors with export potential. Recently JETRO also began working directly with private organizations, such as the Egyptian Export Agency (EEA) and the Trade Development Center (TDC).

# Japan International Cooperation Agency (JICA)

<b>Address</b>	: World Trade Center, 10 <sup>th</sup> Floor 1191 Corniche El Nil, Boulak, Cairo	<b>Telephone</b>	:: 574-8240 574-8241 574-8242
<b>Key Contact</b>	: Mohamed Deyaa El-Din Public Relations Manager	<b>Fax</b>	:: 574-8243

## *Core Activities:*

JICA administers the bulk of development assistance financed by Japan's Official Development Assistance (ODA) and reports to the Ministry of Foreign Affairs in Japan. JICA's Cairo office actively manages two programs in Egypt: (1) grant aid, which works with the Egyptian Ministry of International Cooperation; and (2) technical cooperation, which is coordinated with the Ministry of Foreign Affairs. Assistance only apply to government agencies and requests for assistance under both programs must be made through the appropriate Egyptian government ministries.

Grant aid is targeted at large-scale projects, often involving construction, and is provided in the form of planning assistance, equipment acquisition, technical assistance, and training. Each year, priority projects are established jointly by JICA and the Egyptian Ministry of International Cooperation. After their completion, grant aid projects are often followed by technical cooperation projects sponsored by JICA.

Technical cooperation are conducted in the following forms:

- Training in Japan
- Dispatch of experts

- Provision of equipment
- Project-type technical cooperation
- Development study

As with the grant aid, technical cooperation is only conducted with government agencies under formal requests by the appropriate Egyptian Government ministries. In Egypt, training and expert assistance have been provided mainly in the fields of health, environment, agriculture, public works, and utilities. Each year, nearly 200 Egyptian government officials receive training in Japan under the technical cooperation program.

# Canadian International Development Agency

**Address** : Canadian Embassy  
15 El Saraya El Kobra  
Garden City, Cairo

**Telephone** :: 354-3110  
**Fax** :: 354-7659

## *Core Activities:*

Canada began providing bilateral assistance to Egypt in 1976 through the Canadian International Development Agency (CIDA). CIDA operates a US \$ 20 million program in Egypt. All Canadian assistance to Egypt is provided on grant basis. Until recently, CIDA projects have focused on infrastructure development, energy, agriculture, incorporating women in the development process, human resource development, as well as balance of payment support.

Since its 1993 Middle East and North Africa regional strategic overview, CIDA has selected Egypt as a regional development priority. Canadian development objectives in Egypt are to promote sustainable development and consolidate mutually beneficial partnerships.

The target groups for CIDA assistance are the key public institutions involved in economic reform and liberalization, and as well as civil organizations which deal with economic, social and environmental challenges.

The two main themes of CIDA's programs are: (1) economic and social reform, which supports Egypt's transition to a market economy; and (2) promotion of sustainable management of natural resources, especially water and land. This program support capacity-building in Egypt as well as the transfer of environmental technology from Canada.

# United Kingdom Department for International Development

<b>Address</b> :	<b>British Embassy</b> <b>7 Ahmed Raghieb St.</b> <b>Garden City, Cairo</b>	<b>Telephone</b> : <b>354-0850/1/2/8</b>
<b>Key Contact</b> :	<b>Steve Graham</b> <b>Second Secretary</b>	<b>Fax</b> : <b>354-0859</b>

## *Core Activities:*

The United Kingdom's aid program is administered by the Department for International Development (DFID), formerly the Overseas Development Agency (ODA). Since the Labor Party took control of the government, there has been a reorientation of the British foreign assistance program to reflect a focus on poverty alleviation worldwide. Most of the DFID programs are relatively small, carried out by private consultants and supervised by project managers from London.

DFID's programs are concentrated in following areas:

- Improvements in water and sanitation: DFID has provided £70 million (US \$114 million) of technical assistance over 17 years to the Cairo Waste Water Project.
- Economic reform: Assistance has focused on enhancing the capacity of the Egyptian banking sector.
- Environment: DFID assists the Technical Cooperation Office for the Environment and the Egyptian Environmental Affairs Agency to increase

Egypt's environmental management capacity, and to reduce the adverse environmental impact of development activities.

- Poverty Alleviation:** DFID provides an annual grant of £1 million (US \$1.6 million) to the Social Fund for Development (SFD) to finance projects in underdeveloped areas.
- Education:** The Adult Literacy Project has been designed to raise literacy levels particularly among women and the poor.
- Mining Sector:** A technical assistance project to improve safety and technology in the Sinai Coal Company is scheduled to be terminated in March 1998.

# The Danish International Development Assistance (Danida)

<b>Address</b> : <b>Royal Danish Embassy</b> <b>12 Hassan Sabri Street</b> <b>Zamalek, 11211 Cairo</b>	<b>Telephone</b> : <b>340-7411</b> <b>Fax</b> : <b>341-1780</b>
<b>Key Contact</b> : <b>Ib Albertsen, First Secretary</b>	

## *Core Activities:*

The Private Sector Development (PSD) Program is an important part of the Danish International Development Assistance (Danida) activities. Each year Danida allocates more than \$100 million to support the establishment of partnerships between Danish companies and companies in six countries in Asia and Africa, including Egypt (the other countries are Ghana, India, Uganda, Vietnam, and Zimbabwe).

The overall objective of the program is to contribute to the social and economic development of recipient countries. Developing business linkages with Danish companies is viewed as an instrument of supporting economic growth. In Egypt the PSD Program is implemented by the Danish Ministry of Foreign Affairs, through the Danish Embassy.

The PSD program supports the development of business linkages by acting as the facilitator between Egyptian and Danish private sector firms which are interested in doing business with each other. During the project preparatory phase, qualified companies may receive advisory service and up to 90 percent grant funding to cover the cost of identifying business partners and conducting feasibility studies and surveys. The program also provides up to 90 percent grant funding during the project phase to support activities such

as technical assistance, meeting environmental provisions, the importing of production equipment.

# Swedish International Development Cooperation Agency

<b>Address</b>	<b>: Embassy of Sweden</b>	<b>Telephone</b>	<b>: 341-4132</b>
	<b>13 Mohamed Mazhar Street</b>		<b>341-1484</b>
	<b>Zamalek, Cairo</b>	<b>Fax</b>	<b>: 340-4357</b>
<b>Key Contact</b>	<b>: Jan Thesleff</b>	<b>email</b>	<b>: sveamcal@link.com.eg</b>

## *Core Activities:*

Sweden has provided development assistance to developing countries since 1977. Swedish bilateral development aid is administered by the Swedish International Development Cooperation Agency (SIDA).

SIDA was founded in 1995 after the merger of five Swedish development assistance organizations. SIDA channels Swedish development assistance to a number of Middle Eastern countries under their regional strategy, including Syria, Jordan, Lebanon, and Sudan. While Egypt has not been designated as a program country, SIDA has provided a considerable amount of development assistance to Egypt on a *ad hoc* basis. In 1996, SIDA's assistance to Egypt amounted to US \$8 million.

The bulk of SIDA-funded activities in Egypt is in the infrastructure, energy, telecommunications, and water-supply sectors. SIDA has recently extended its scope of assistance to the health and education areas.

Most development assistance is provided directly to Egyptian government institutions. SIDA-funded assistance is primarily channeled through technical cooperation and the transfer of technical expertise through training programs, most of which are based in Sweden.

Human resource development and institutional strengthening are major development priorities. In response to the request from the Ministry of Planning, SIDA has funded a long-term management training project within the Ministry, provided by training experts from Sweden. Cost-sharing with counterpart/recipient institutions is required for most projects.

# Arab Administrative Development Organization

<b>Address</b> :	<b>P.O.Box 2692</b> <b>Al Horria Post Office</b> <b>Heliopolis, Cairo</b>	<b>Telephone</b> :	<b>417-5401/2/3/4/5</b>
		<b>Fax</b> :	<b>417-5407</b>
<b>Key Contact</b> :	<b>Dr. Ahmed Ashour, Director General</b>		

## *Core Activities:*

The Arab Administrative Development Organization (ARADO) is a specialized organization that serves as an official consultative house for the member states of the Arab League. The mission of the organization is to contribute to the improvement of managerial efficiency and effectiveness in the Arab countries. Its membership includes governments, national and regional administrative institutions, consulting organizations, development agencies and foundations in the Arab states.

ARADO coordinates and disseminates management studies carried out in Arab universities, and arranges exchange of administrative personnel among Arab organizations to disseminate information on new management systems and techniques. It also provides consulting services to Arab administrative organizations, particularly in the areas such as: administrative reform plans and programs; management; executive development; human resource development; and strategic management. ARADO also provides training of managers and management training specialists. In addition, ARADO conducts seminars on management and administrative topics.

# Italian International Economic Cooperation Office

Address	15 Abd el Rahman Fahmy St. Garden City, Cairo	Telephone	354-0658 354-3185
Key Contacts	Mr. Dell'Agli Dr. Longueard	Fax	354-0657

## *Core Activities:*

Italian development assistance to Egypt is provided through the Italian International Economic Cooperation Office. Italian aid to Egypt has increased significantly since the mid-1980s, reaching 241 billion Italian lire (US \$130 million) in 1997.

Funding has been channeled into 16 projects in a number of social and economic sectors: rural and agricultural development; preservation of cultural heritage; energy and resource enhancement; industrial development; sanitation; environment; health; and poverty alleviation.

Grant aid constitutes 20 percent of total assistance. The rest is provided on a soft loans basis, managed as a revolving fund. The Italian International Economic Cooperation Office has budgeted US \$100 million of assistance for 1998-2000.

The Italian International Economic Cooperation Office currently funds two projects which provides assistance to private sector firms. A project implemented in coordination with the Social Fund for Development provides assistance to small and micro enterprises in Egypt. The Italian International Economic Cooperation Office also funds and manages the Integrated Support

to Egyptian SME Development Project, which has both financial and technical assistance components.

## Dutch Development Assistance

<b>Address</b>	<b>: 18 Hassan Sabri Street Zamalek, Cairo</b>	<b>Telephone</b>	<b>: 340-6434 340-0091</b>
<b>Key Contact</b>	<b>: Jacob A. Rooimans</b>	<b>Fax</b>	<b>: 340-7928 341-5249</b>
<b>email</b>	<b>: rooimans@kai.minbua.nl</b>		

### *Core Activities:*

The Dutch Development Assistance, managed by the Royal Dutch Embassy, has been an active donor financing social and economic projects in Egypt. The main focus of its activities in Egypt is water management, sanitation, health, and horticulture.

The Dutch program also provides assistance directly to the Egyptian private sector, mainly through soft loan facilities. Currently, there is an active plan to reorient the development assistance program in Egypt towards the private sector.

Through the Social Fund for Development, the Dutch Development Assistance supports a US \$20 million project which provides technical assistance and soft loans to small and medium size businesses employing under 50 workers. The Dutch program also includes a 10 million guilders Credit Facility Project which provides soft loans specifically directed toward small and micro-enterprises.

In addition, the Dutch Development Assistance is providing technical assistance to the Egyptian Ministry of Planning to help improve the environment for foreign direct investment in Egypt.

# Finnish Department for Development Cooperation

<b>Address</b> : 3 Abu el Fida St. Zamalek, Cairo	<b>Telephone</b> : 341-3722/ 340-2801 341-1487
<b>Key Contact</b> : Olli Sotamaa	<b>Fax</b> : 340-5170

## *Core Activities:*

Finnish development assistance is managed by the Department for Development Cooperation under the Finish Ministry of Foreign Affairs. Its assistance activities in Egypt are focused on agriculture, water supply and sanitation, and environment. Most of the development assistance is in the form of grant aid, which totaled US \$5 million in 1997. The Finnish Department for Development Cooperation is currently designing a program to provide soft loans for qualified Egyptian private sector firms starting in 1999.

The Finnish Department for Development Cooperation does not operate any active programs for export related activities in its Egypt development aid portfolio. The Quality Control of Agricultural Products Project which assists Egyptian agricultural producers to improve worker training and quality control contributes to improving the export potential of Egyptian producers.

***DONOR ASSISTANCE  
IN TRADE AND PRIVATE SECTOR  
DEVELOPMENT***

**SRI International  
GTG Monitoring and Evaluation Unit**

**Donor Activities and Assessment**

## **United Nations Development Program**

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The development goal of the United Nation Development Program is to assist nations in enhancing institutional capacities in order to utilize their resources more efficiently and achieve sustainable development. The 1993-1998 UNDP program in Egypt focuses on meeting human development and sustainable needs through long-term institutional capacity building, poverty alleviation, human resource development, and appropriate environmental management.

UNDP is also incorporating the key policy making groups in Egypt (government officials, academia, and businesses) in the development process through working groups, seminars and roundtable discussions. UNDP has provided support to a number of Egyptian public institutions, including the Social Fund, the Structural Adjustment Program, Public Enterprise Office, Tourism Development Association, and the Technical Cooperation Office for the Environment.

### ***Trade and Private Sector Development Assistance:***

UNDP does not provide direct assistance to private sector firms. While private sector development is a corner stone of its economic strategy in Egypt, its focus is on creating an enabling environment for private sector growth, through efforts such as capital market development, enhancing the environmental for foreign direct investment. UNDP conducts

policy studies, provides technical assistance to government agencies to support economic reform, and organizes policy roundtables with policymakers, private sector, academics, and international organizations.

Another United Nations-affiliated organization, the UNCTAD, sponsors the International Trade Point, which is an international database providing information on policies, economic and market conditions and trade transactions to the Egyptian export community. The Egyptian Trade Point, established in 1993, is administered by the Ministry of Industry's Under Secretary for Research, Information and Statistics.

***Relevance to USAID's Export Assistance Activities:***

UNDP's activities in facilitating policy dialogue in private sector development among Egyptian businesses, policymakers, and academics, support USAID's Intermediate Result in increasing private participation in policy dialogue. However, UNDP's program does not provide export assistance directly to Egyptian private sector firms.

***Potential Areas for Collaboration:***

UNDP's private sector development assistance is mainly delivered in the form of economic research, policy studies, and upstream economic policy dialogue with Egyptian policymakers. There is room for USAID and USAID-funded projects in economic policy reform to increase communication, exchange research findings, and coordinate policy discussions with UNDP, particularly in the areas of trade, investment, and privatization policies.

# **International Finance Corporation**

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The International Finance Corporation (IFC) is the investment arm affiliated with the World Bank. The IFC makes equity investments and provides loans to private and public sector firms in developing countries. The IFC began operation in Egypt in 1976. By 1994, the IFC has provided \$520 million of financing in Egypt to 37 companies in industry and the financial sector. The IFC invests in key manufacturing and services sectors; and provides soft loans through micro-lending programs and large-ticket leasing to enhance resource mobilization. The IFC also supports institution-building through technical assistance and training, particularly in developing the financial and capital markets.

## ***Trade and Private Sector Development Assistance:***

While the IFC does not have a trade development program per se, all its activities are aimed at strengthening the private sector through equity investments and loan financing for private enterprises, and supporting the development of the financial and capital markets. In 1997, IFC invested in seven projects in Egypt in the financial sector, tourism, as well as in industry. All financing was provided as soft loans. Total project financing for 1997 amounted to US \$117 million.

The largest project was the Egyptian Cement Company, which received \$35 million of IFC loan in 1997. The second largest project financed is the Alexandria National Iron & Steel Company, a producer and an investment company specializing in advising and underwriting international offering of equity securities for steel bar producers. The third

largest project is in the tourism sector, which received \$25 million in IFC loan financing in 1997.

***Relevance to USAID's Export Assistance Activities:***

IFC loans made in Egypt are not targeted at export firms. While loans may be made to Egyptian firms which are exporting, providing export assistance and promotion are not the focuses of IFC's activities. IFC's development assistance to Egypt has little relevance to USAID-funded export assistance activities.

***Potential Areas for Collaboration:***

Given the nature of IFC's activities, there is little potential for collaboration between USAID and the IFC in providing export assistance to Egyptian firms.

## **EU- Mediterranean Partnership**

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The European Union funds a variety of assistance programs in Egypt under the Euro-Mediterranean Partnership. They range from agriculture sector development, soil improvement, infrastructure improvement and waste water management, private sector development, public enterprise reform and privatization. The Agriculture Sector Development Program receives the largest portion of grant aid, followed by the Food Sector Development Project. Export development assistance to Egypt is provided through the Private Sector Development Program, for which the EU has allocated ECU 25 million (US \$27 million) in funding for the current year.

### ***Trade and Private Sector Development Assistance:***

Trade and private sector development assistance to Egypt is provided through the Private Sector Development Program (PSDP), funded at US \$26 million over five years. The PSDP maintains a business center in Cairo, managed by a Project Management Unit (PMU). The program objective is to promote economic growth and assist the development of the market economy by providing direct assistance to private sector firms. Specifically, the PSDP is designed to:

- 1) Assist companies to increase their sales, exports and profits
- 2) Encourage new investments in private sector enterprises
- 3) Create new job in the private sector

- 4) Helps the private sector to contribute to economic growth in Egypt

Under the Institutional Development Program, PSDP provides assistance to business associations and investors' societies in Egypt to improve their capacity to provide services and support to their members.

Assistance to Egyptian private sectors firms are provided through the PSDP's Business Support Program, which has two elements: (1) consulting services and training for groups of companies with common needs; and (2) expert assistance to individual companies.

### **(1) Consulting Services and Training**

The key support services provided to groups of companies are management training, technical upgrading, human resource development, export and marketing assistance, and information and business collaboration.

- Management training—a number of management training courses are offered to middle managers in Egyptian companies in the following subjects:

- ⇒ General management
- ⇒ Problem solving
- ⇒ Quality
- ⇒ Customer service
- ⇒ Exporting
- ⇒ Marketing principles and techniques
- ⇒ Marketing research and market assessment

In addition, three-day workshops are offered to senior managers in topics such as time management, decision-making and delegation, and management information systems.

- Human resource development—PSDP provides technical courses, and training workshops and seminars in collaboration with industry associations in a variety of locations in Egypt, including in Cairo, Ismailia, Alexandria, Port Said, Mansoura and new industrial cities such as at 10<sup>th</sup> of Ramadan, 6<sup>th</sup> of October, and Sadat City.
- Marketing and export development- PSDP organizes trade missions and inward buyer programs for potential and current Egyptian exporters. The export sectors targeted by the PSDP are: furniture, clothing, and automotive components. PSDP also provides some matchmaking services for Egyptian exporters and EU buyers.

Management training workshops are organized to improve the capability of Egyptian firms to export. Workshops have focused on the following topics:

- Product development
- Promotional techniques
- Packaging and distribution
- Design

- Trade Information and Business Cooperation—to improve trade information flows and enhance business cooperation, the PSDP has collaborated with Egyptian business and industry associations to support trade promotion events, seminars and exhibitions.

Recently, the PSDP collaborated with the Alexandria Business Association (ABA) to organize a forum for senior executives from private Egyptian companies titled “Economic and organizational implications of the GATT on the private sector.”

To facilitate the exchange and research of trade information, the PSDP is planning to establish an information center focusing on the trade and regulatory requirements of the European market in the near future. The Center will provide advisory support, and allow visitors to conduct their own research using the most recent databases.

**(2) Expert Assistance to Individual Companies**

The PSDP also provides Egyptian companies with specialized consultancy services, delivered by Egyptian and European experts. Expert assistance is designed to support Egyptian firms to improve their performance in areas such as production technology, quality standards, management, marketing and sales, and human resource development. To qualify for expert assistance, an Egyptian firm must be privately owned, employ at least 20 workers, and has been in business for the previous twelve months. The minimum employment level is not applied to services companies.

Qualified companies will first receive a one-day assessment conducted by a consultant appointed by the Project Management Unit (PMU). The consultant produces a diagnostic study describing the company, its activities, as well as initial recommendations for business improvement.

In the next stage, the PSDP provides expert assistance in the development of a business plan. The plan usually includes the current situation of the company, the company's strategy to expand its business, the tools to achieve its objectives, and the criteria to evaluate success. The business plan generally covers many aspects of the business, from management and manufacturing to marketing and financing. Issues identified in the diagnostic study will also be addressed. Business plans are developed in close cooperation with the company's owner or director.

The output of this stage is an action plan to achieve the company's objectives. Typically, Egyptian companies are required to contribute five percent of the technical assistance cost of developing the business plan, while PSDP provides the rest of the funding.

The PSDP also assists companies in the implementation of the action plan by identifying, appointing, and funding a qualified consultant to provide technical assistance. The Egyptian company typically contributes ten percent of the cost of implementation.

***Relevance to USAID's Export Assistance Activities***

Among all the donor programs in trade development, EU's Private Sector Development Program is the most comprehensive and most similar in scope as the export development assistance activities funded by USAID. The PSDP encompasses institutional development, trade promotion assistance, training, company-level technical assistance, and in the near future, trade information services. Currently, the program's training, human resource development, and trade promotion components are more developed. The PSDP project is not actively involved in encouraging trade policy dialogue in Egypt

***Potential Areas for Collaboration:***

Given the similarities between some of the PSDP projects and USAID-funded activities, there are several potential areas of collaboration.

First, the two donors can coordinate their assistance to Egyptian business associations and organizations in institutional development.

Second, complementary technical training and management training initiatives can be developed. For example, USAID can fund technical or management training in areas in which U.S.-based organizations and consultants have an advantage, or in which the EU lacks qualified trainers.

Third, information on sector targeting in export development can be shared and coordinated.

Finally, the trade information database which will be developed under PSDP could be linked to databases or sites developed with USAID assistance. That way, Egyptian exporters who are interested in the EU market can find their way from the USAID-funded information resources into EU market information databases and sites.

## **German Technical Cooperation (GTZ)**

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The German Technical Corporation (GTZ) is a key implementing agency for the technical cooperation funded by the German development assistance. GTZ is non-government organization with the German Government as its sole shareholder. GTZ/Cairo was established in 1981 to provide field support for a diverse set of technical assistance funded by GTZ.

GTZ's activities are focused in agriculture, human resource development and vocational training, poverty alleviation, urban development, sanitation and environment, and trade.

The only program which directly assists trade development in Egypt is PROTRADE. Other programs such as the Center for International Migration (CIM) and the Training Centers for Automation Engineering were not designed to assist exporting enterprises directly, but may help strengthen the capacity of Egyptian enterprises to export.

### ***Trade and Private Sector Development Assistance:***

#### **■ PROTRADE**

Established in the early 1980s, PROTRADE is a program within GTZ which initially focused on providing assistance to Egyptian companies to attend trade shows in

Germany. The goal was to familiarize potential Egyptian exporters with the German market through trade fairs, hoping that such exposure will create export opportunities for Egyptian firms. Booth space, stand decoration, promotional materials, and transport cost of goods inside Germany are financed by PROTRADE. PROTRADE coordinates the participation of Egyptian firms in three to four fairs in Germany each year. PROTRADE has supported the participation of Egyptian firms in trade fairs in leather goods (Offenbach Trade Fair), shoes (Düsseldorf Shoe Fair), furniture, textiles and garments.

Realizing that trade fairs alone were insufficient in preparing Egyptian firms to export, since 1994, PROTRADE has expanded its activities to include short-term technical assistance. PROTRADE targets small-to-medium sized companies with the potential to export. Typically, PROTRADE works with the Egyptian Export Promotion Center to identify target sectors and select 5-8 companies within the sector which have good export potential. A German expert is dispatched to Egypt, who will visit those companies to assess their opportunities, problems and potential export barriers. The expert usually focuses on such as quality, design, and production technology, which are shared by the participating firms. After this assessment, the expert will give a seminar to the participating firms to discuss those issues and provide recommendations to make their products more attractive and competitive. A group approach is often used by PROTRADE in delivering marketing technical assistance based on the rationale that firms in the same sector should be encouraged to develop their own community and networks. PROTRADE experts are also available to assist Egyptian firms participating in German trade fairs to establish connections with potential buyers in Germany. One shoe industry firm, reviewed by SRI, found PROTRADE's approach in providing trade fair and marketing assistance highly valuable.

PROTRADE target sectors and companies are usually recommended by the Egyptian Export Promotion Center. Each selected sector and companies within are eligible for PROTRADE's services and assistance for up to five years, after which the sector is considered mature and assistance would be terminated. The shoe industry and leather

product industry have been target sectors in the past but are now considered graduated. Furniture is a new target sector for PROTRADE

PROTRADE Cairo dispatches experts in four or five technical assistance missions to Egypt each year. For 1998, two missions have been planned in the leather garment sector, and one has been planned for the furniture sector.

In summary, PROTRADE's provides trade development assistance in the following areas:

- Product development, design, procurement, production, technology, quality assurance and environmental conservation
- Marketing, sales promotion, packaging/logistics, distribution, price-structuring, advertising, and public relations
- Trade fair assistance, including booth layout, decoration and product presentation, follow-up of leads, coordination of press conferences, making contacts with buyers, and subsidizing trade fair expenses
- Trade-related information, provided through seminars, workshops, and a small library of literature on marketing, exporting, industry trends, and company directories.

#### ■ **Integrated Experts Program**

The Integrated Experts Program provides long-term technical assistance to Egyptian enterprises by recruiting and placing German and European specialists as employees in Egyptian institutions for a period of up to two years. The program is managed by the Center for International Migration (CIM).

CIM contributes the difference between the Egyptian market salary paid to the Integrated Expert and the full salary and costs. While the CIM program is not limited or tailored to private sector firms, most of the experts have been placed in private institutions, including firms in the shoe, textiles, machinery, furniture and construction industries.

CIM currently supports about 20 experts in Egypt. Generally, small and medium sized firms are targeted, some of which may be exporting. Many are referred by the German-Arab Chamber of Commerce. In recent years there have been more requests for experts in the food processing sector.

#### ■ **Training Center for Automation Engineering**

The first Training Center for Automation Engineering (TCAE) was established in Egypt in 1996. The goal is to assist Egyptian industry overcome the human resource constraints in the field of automation engineering. Its counterpart government institution is the Productivity and Vocational Training Department in the Ministry of Industry.

TCAE offers a flexible, modular system of training in vocational and functional skills, supported by relevant theoretical fundamentals in different fields of automation engineering. The Center offers two years of vocational training to graduate technicians for automation systems (maintenance) or technicians for process automation (operation). A shoe workshop has been established in the TCAE in the Ameria district of Cairo, managed jointly with the Leather Industry Chamber of Commerce.

#### ■ **Other Training Centers and Programs**

Human resource development is a major part of GTZ's assistance portfolio in Egypt. The Mubarak-Kohl Initiative established a long-term program for Egyptian-German cooperation in reforming the technical education and vocational training system in Egypt, by introducing the German dual system and adapting it to Egyptian needs.

Dual vocational education and training programs have been established in the 10<sup>th</sup> of Ramadan City, 6<sup>th</sup> of October City, and Sadat City. These provide training in diverse fields, including electrical and mechanical maintenance and repairs, apparel industry skills, industrial electronics, metalworking, heavy machinery mechanics in the automotive industry, school teaching, nursing, etc.

***Relevance to USAID's Export Assistance Activities***

GTZ's activities complement USAID's export assistance activities, particularly in assisting Egyptian firms to participate in German trade fairs, and in supporting the increased use of improved products and technologies through the technical assistance provided by PROTRADE and CIM.

One area of GTZ's assistance which complements but does not overlap with USAID's activities is its involvement in providing technical education and vocational training in different industry sectors, many of which are exporting or potential export sectors. Vocational and technical training helps strengthen the human resource base, which is vital to the competitiveness of an exporting industry.

***Potential Areas for Collaboration:***

There are two potential areas of collaboration. First, USAID can improve information exchange on sector targeting and sector assistance with GTZ to achieve greater project impact and enhance complementarity. Second, GTZ has established a very advanced system of technical education and vocational training.

Should USAID-funded export assistance extends to vocational education in the future, program design should benefit from the lessons learned from the experience of GTZ in this area.

## **German Financial Cooperation**

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German-Egyptian Financial Cooperation was established in 1962, administered by the German Bank for Reconstruction (KfW). Financial cooperation is aimed at improving the economic and social conditions in recipient countries through the promotion of investment and structural adjustment. Currently, financial cooperation funds are mainly channeled into projects supporting poverty alleviation, infrastructure improvements, environmental management, and basic education.

### ***Trade and Private Sector Development Assistance:***

German financial cooperation is provided on a government-to-government basis. Some financial assistance in the form of soft loans has been provided to small and medium-sized Egyptian businesses, in agriculture, industry and commerce, through local banks as the implementing agencies.

### ***Relevance to USAID's Export Assistance Activities***

KfW's activities have not been focused on private sector or export development, and hence, have limited relevance to the set of export assistance activities currently funded by USAID.

***Potential Areas for Collaboration:***

Currently there is limited potential for collaboration between USAID and KfW. Another German aid agency, GTZ, would be a more appropriate partner for USAID to coordinate export and private sector assistance to Egypt.

# **Japan External Trade Organization (JETRO)**

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JETRO was founded in 1958 as a non-profit, government organization to support trade between Japan and other countries, under the auspices of the Ministry of International Trade and Industry (MITI). Its original mission was to promote Japanese exports overseas.

Since 1990, JETRO has expanded its mandate to assist developing countries in their efforts to export to Japan, and has established specific budget for such import promotion. JETRO-Egypt maintains an office with 15 Egyptian and six Japanese staff, and also acts as the regional office for the Middle East.

## ***Trade and Private Sector Development Assistance:***

### **■ Trade Advisor Dispatch Program**

Under this program, JETRO contracts a Japanese consultant to visit private and public companies in order to study, analyze, and evaluate products in an industry with good export prospects in Japan. The consultant will present findings on the problems, export prospects, and recommendations in a seminar to interested parties, including Egyptian

and foreign companies in the industry, government officials, and industry associations. In some cases, the consultant may bring back product samples and present them to interested, potential buyers in Japan.

In the past, JETRO worked exclusively through government agencies such as EEPC and GOFI to select and target sectors with export potential. Target sectors have included ready-made garments, household textile products, ceramics, and chemicals, among others. Only recently did JETRO begin working directly with private organizations.

In September 1997, JETRO cooperated with the Egyptian Export Agency (EEA) to organize a food exhibition with the participation of 22 Egyptian food companies. Among the participants, ten companies were identified for further study and interviews by the food sector consultant. In a seminar which followed, the consultant presented his findings and his recommendations on how Egyptian food companies could adapt their products to the Japanese market.

In December 1997, JETRO organized a similar study with the EEA and the Trade Development Center (TDC) in food packaging and dispatched a packaging expert to visit six food companies.

#### ■ **Japanese Expert Service Abroad Program (JESA)**

The Japanese Overseas Development Corporation (JODC) sponsors technical assistance (from two weeks to two years) for qualified Egyptian companies in product and process improvements through its Japanese Expert Service Abroad Program (JESA). JODC does not have an office in Egypt and is represented by the JETRO office in Cairo.

Interested Egyptian companies may submit an application through the JETRO-Cairo office, accompanied by a letter of recommendation from local institutions such as the Federation of Egyptian Industries, or an industry association. In addition to the regular JESA program, there is a JESA-III program for which only companies with fewer than 200 employees may qualify.

Cost-sharing arrangements with Egyptian firms may vary from project to project, and by the size of participating firms. Typically, Egyptian firms are asked to contribute about a quarter of the costs. One Egyptian exporter interviewed decided not to participate in the JESA program, because he considered the required upfront contribution too high.

Sectors in which Egyptian companies can apply for JESA technical assistance include electric and electronic equipment, food processing, furniture, fiber processing, pottery and porcelain, metal/plastic machine parts and automobile parts, metal processing and molds, and fabrication of vessels.

■ **Expert to Japan Study Program (EJSP)**

This is a training program by which Egyptian company employees are sponsored to attend workshops and on-the-job training in Japan in specific sectors. Recently, three Egyptians in the food industry participated in this program. Egyptians from the chemicals sector and the ceramics sector have also received training under this program, in the past.

■ **Participation in JETRO-sponsored Trade Fairs in Japan**

JETRO sponsors Egyptian exporters participating in the annual Multi-Sector Trade Exhibition for developing countries in Tokyo, as well as in a number of industry trade fairs in Japan. Due to the high demand and limited space, developing countries usually rotate their participation in the Multi-Sector Trade Exhibition.

In recent years, Egyptian companies have been sponsored by JETRO to participate in the annual FoodEx (a food sector trade fair) as well as in a trade fair specialized in gifts (e.g., household textiles, ceramics, etc.) in Japan. Typically, JETRO funds the exhibiting company's booth space and decoration, while the firms are responsible for their air fares, accommodations in Tokyo, and the transportation of product samples.

■ **Business Support Centers**

JETRO operates a number of Business Support Centers (BSC) in major cities in Japan-Tokyo, Osaka, Yokohama, Nagoya, Kobe, and Fukuoka. These centers provides office, logistical, marketing, and language support, free-of-charge, to potential exporters visiting Japan.

Both public and private Egyptian companies can apply for this program. In the month of January in 1998, over a dozen Egyptian businessmen have utilized BSC facilities while they were participating in trade fairs in Japan. Key BSC services include:

- Office facilities: small, private offices; private telephone and fax machines in each office; word processing and photocopying equipment
- Advisors' desks: advice on marketing strategy; import procedures; business contacts; and assisting in making appointments
- Meeting/conference Facilities: facilities are available for conferences, meetings, product exhibitions, and seminars
- Help desks: support services such as telephone-answering and message-taking
- Business library: reference books, economic statistics, industry directories, and company brochures

■ **Trade Resource at the JETRO-Cairo Reference Library**

JETRO's Reference Library in its Cairo office acts as an information resource for Egyptian exporters interested in the Japanese market. The library is equipped with materials which cover the economic environment in Japan, commercial law and import/export procedures, sector information, industry directories, and company-specific information. The library is open to all Egyptian companies and its resources can be accessed free-of-charge.

***Relevance to USAID's Export Assistance Activities:***

JETRO's activities are generally complementary to USAID's export assistance activities in Egypt, especially since it started cooperating with non-government organizations such as the EEA/TDC.

In particular, the technical assistance and training provided under JETRO's various programs contribute to the increased use of improved product technologies among potential Egyptian exporters. However, these assistance are primarily focused on adapting Egyptian products and production processes to penetrate the Japanese market. The programs are smaller, and more limited in scope and size compared to USAID-sponsored activities.

Market information provided by JETRO is specific to the Japanese market. JETRO does not fund activities which encourage trade policy dialogue.

***Potential Areas for Collaboration:***

Since JETRO is active in sector-specific training and technical assistance, collaboration should be explored in coordinating assistance to sectors which are considered priority by both JETRO and USAID. For example, the textiles/clothing sector and processed food sector are identified as high-potential exporting industries by both the JETRO and USAID, and both agencies are partnering with EEA-TDC. Collaborative and/or complementary activities can be explored, particularly with EEA-TDC, IESC, and the MTCs.

# **Japan International Cooperation Agency (JICA)**

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JICA undertakes the bulk of the development assistance financed by Japan's Official Development Assistance (ODA) and reports to the Ministry of Foreign Affairs in Japan. Assistance only applies to government agencies and requests for assistance under both programs must be made by the appropriate government ministries. JICA's Cairo office actively manages two programs in Egypt: (1) grant aid, which works with the Egyptian Ministry of International Cooperation; and (2) technical cooperation, which is coordinated with the Ministry of Foreign Affairs.

Grant aid is targeted at large-scale projects, often involving construction, and is provided in the form of planning assistance, equipment acquisition, technical assistance, and training. Each year, priority projects are established jointly by JICA and the Ministry of International Cooperation. After their completion, grant aid projects are often followed by technical cooperation projects sponsored by JICA.

Technical cooperation are conducted in the following forms:

- Training in Japan
- Dispatch of experts
- Provision of equipment

- Project-type technical cooperation
- Development study

As with the grant aid, technical cooperation is only conducted with government agencies under formal request by the appropriate Egyptian Government ministries. In Egypt, training and expert assistance have been provided mainly in the fields of health, environment, agriculture, public works, and utilities. Each year, nearly 200 Egyptian government officials receive training in Japan under the technical cooperation program.

***Trade and Private Sector Development Assistance:***

Since it only delivers development assistance directly to government organizations, until recently, JICA's involvement in export development has been limited. Last year, in response to requests by the Ministry of Economy and the Ministry of Trade, JICA dispatched a long-term expert to assist in the feasibility study and planning of a trade/export promotion training center. The Japanese trade expert is currently working with the Ministry of Trade in Egypt.

***Relevance to USAID's Export Assistance Activities:***

JICA's activities have little overlap with USAID's export-related activities. JICA's programs are government-focused, and assistance are usually highly technical in nature. JICA typically does not get involved policy dialogue, and have limited contact with private Egyptian exporters.

***Potential Areas for Collaboration:***

Currently, there are limited opportunities of collaboration between USAID and JICA in export assistance activities. JETRO would be a more appropriate Japanese aid agency as a partner of USAID in coordinating trade assistance to Egypt. However, USAID may want to keep abreast of the developments related to the planning of the trade/export promotion training center, which is receiving technical assistance from JICA. Well-

trained government trade promotion staff can be a useful source of market information for Egyptian exporters, and there may be opportunities for collaboration in the future.

## **Canadian International Development Agency**

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Canadian bilateral development assistance to Egypt is provided through the Canadian International Development Agency (CIDA). CIDA operates a US \$20 million program in Egypt, providing all development assistance in the form of grant aid. Since its 1993 Middle East and North Africa regional strategic overview, CIDA has selected Egypt as a regional development priority.

Two main program themes are: (1) economic and social reform, which supports Egypt's transition to a market economy; and (2) promotion of sustainable management of natural resources, through Egyptian institution capacity building as well as the transfer of environmental technology from Canada.

### ***Trade and Private Sector Development Assistance:***

Two of CIDA's twenty on-going projects assist in private sector development in Egypt, focusing on technical assistance, training, and improving access to credit among small and medium enterprises.

- Small and Medium Enterprise Development:*** This project is designed to improve access to credit and technical assistance among small enterprises in Upper Egypt. The goal is to improve the economic conditions of marginal population groups,

including women and youths, by encouraging micro and small enterprise development. Technical assistance is provided to SMEs in developing project concepts, assessing markets, drafting business plans, finding sources of credit, as well as developing the infrastructure and skills needed to deliver final products and services.

- *Small and Medium Business Support:* Located in Dakahlia, this project seeks to support the local business community through human resource development and technical assistance. A business center has been established in Mansoura to provide professional advice, vocational training and curriculum development aimed at assisting small and medium Egyptian enterprises. Business services are provided on a cost sharing basis.

***Relevance to USAID's Export Assistance Activities:***

CIDA's activities have very little overlap with USAID's export assistance activities. CIDA's private sector related projects mainly provide technical assistance and vocational training to small and medium enterprises and are not targeted at firms with export potential.

***Potential Areas for Collaboration:***

As it currently stands, there is limited opportunity for collaboration between CIDA and USAID on private enterprise and export development assistance activities.

## **United Kingdom Department for International Development**

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The British aid program is administered by the Department for International Development (DFID), formerly the Overseas Development Agency (ODA). Since the Labor Party took control of the government, there has been a reorientation of the British foreign aid program to reflect a focus on poverty alleviation worldwide. Trade assistance is not considered to be an appropriate development area of DFID under the current Labor Administration.

Most of the DFID programs are relatively small, carried out by private consultants and supervised by project managers from London. DFID programs are concentrated in following areas:

- Improvements in water and sanitation
- Economic reform, particularly in the Egyptian banking sector
- Improving environmental management by enhancing management capacity at Egyptian environmental institutions at the national and regional levels
- Poverty alleviation, mainly through support to the Social Fund for Development (SFD)
- Education, mainly aimed at raising literacy levels among women and the poor

- Technical assistance to the Sinai Coal Company to improve safety and technology

***Trade and Private Sector Development Assistance:***

Private sector development projects are limited in DFID's Egypt portfolio. The DFID has funded long-term technical assistance to improve the training capacity of the Egyptian Banking Institute, and to link up its accreditation program with that of the Chartered Institute of Banking in Britain. DFID is also providing a long-term (one-year) technical expert to assist the Central Bank of Egypt in computerizing its operations. These technical assistance and training activities may help improve management practices in the Egyptian banking sector over the long term.

***Relevance to USAID's Export Assistance Activities:***

Trade assistance is not a development focus of DFID, and currently DFID does not support any trade assistance projects in Egypt. Thus, there is little overlap between DFID project portfolio activities and USAID's export assistance activities.

***Potential Areas for Collaboration:***

Due to the lack of private sector and trade assistance projects in DFID's program in Egypt, there is limited potential for collaboration with USAID in this area in the near term.

## **The Danish International Development Assistance (Danida)**

**Address** : **Royal Danish Embassy  
12 Hassan Sabri Street  
Zamalek, 11211 Cairo**

**Key Contact** : **Ib Albertsen  
First Secretary**

**Telephone** : **340-7411**

**Fax** : **341-1780**

The Private Sector Development (PSD) Program is an important part of the Danish International Development Assistance (Danida) activities. The overall objective of the Program is to contribute to the social and economic development of recipient countries. Developing business linkages with Danish companies is viewed as an instrument of supporting economic growth. In Egypt the PSD Program is implemented by the Danish Ministry of Foreign Affairs through the Danish Embassy.

### ***Trade and Private Sector Development Assistance:***

The PSD program supports the development of business linkages by acting as the facilitator between Egyptian and Danish private sector firms which are interested in doing business with each other. During project preparatory phase, qualified companies may receive advisory service and up to 90 percent grant funding for the identification of business partners and conducting feasibility studies and surveys. The program also provides up to 90 percent grant funding during project phases, for activities such as technical assistance, meeting environmental provisions, and the importing of production equipment.

***Relevance to USAID's Export Assistance Activities***

In its current form, there is little overlap between PSD program assistance and the set of export assistance activities funded by USAID. PSD program resources, particularly grant funding provided during the project phase, can be used to assist Egyptian companies in export marketing and promotion. However, export assistance is provided on a project basis, depending on the need of the individual company or projects.

***Potential Areas for Collaboration:***

Due to the small scope of private sector development activities funded by the Danish International Development Assistance, there is limited potential for collaboration with USAID in export and private sector development assistance in the near term.

## **Swedish International Development Cooperation Agency**

<b>Address</b>	:	<b>Embassy of Sweden 13 Mohamed Mazhar St. Zamalek, Cairo</b>
<b>Key Contact</b>	:	<b>Jan Thesleff</b>
<b>Telephone</b>	:	<b>341-4132, 341-1484</b>
<b>Fax</b>	:	<b>340-4357</b>
<b>email</b>	:	<b>sveamcal@link.com.eg</b>

Swedish bilateral aid to Egypt is administered by the Swedish International Development Cooperation Agency (SIDA). While Egypt has not been designated as a program country, SIDA has provided a considerable amount of development assistance to Egypt on a *ad hoc* basis. In 1996, SIDA's assistance to Egypt amounted to US \$8 million.

The bulk of SIDA-funded activities in Egypt is in the infrastructure, energy, telecommunications, and water supply sectors. SIDA has recently extended its scope of assistance to the health and education areas. Most development assistance is provided directly to Egyptian government institutions.

SIDA-funded assistance is primarily channeled through technical cooperation and the transfer of technical expertise through training programs, most of which are based in Sweden. Human resource development and institutional strengthening are major development priorities. Cost-sharing with counterpart/recipient institutions is required for most projects.

***Trade and Private Sector Development Assistance:***

SIDA currently does not provide any direct assistance in trade and private sector development. However, private Egyptian firms can access training resources through SIDA's International Training Programs. Under this program, an average of seventy Egyptians receive training in Sweden each year to improve their management and technical skills. Egyptians have been participating in this program for the past ten years. Some of the management courses offered are in:

- Bank management
- Customer services management
- Enhancing competitiveness
- Management of technical vocational and labor education and training
- Project management
- Quality leadership
- Total Quality Management for manufacturing organizations

However, all recipients must be recommended by an Egyptian government institution. Selected participants received full sponsorship to attend training in Sweden, which may total US \$10,000- \$20,000 depending on the duration of the course (usually four to eight weeks).

***Relevance to USAID's Export Assistance Activities:***

SIDA currently does not fund any export assistance activities in Egypt. Most technical assistance are provided directly to government institutions.

***Potential Areas for Collaboration:***

As it stands, there is little overlap between USAID-funded export development projects and SIDA's activities. However, in the future USAID can potentially draw on SIDA's experience in providing management training to Egyptians as export assistance expands to the areas of management training and vocational training.

# **Arab Administrative Development Organization**

<b>Address</b>	:	<b>P.O. Box 2692 Al Horria Post Office Heliopolis, Cairo</b>
<b>Key Contact</b>	:	<b>Dr. Ahmed Ashour Director General</b>
<b>Telephone</b>	:	<b>417-5401 /2/3/4/5</b>
<b>Fax</b>	:	<b>417-5407</b>

The Arab Administrative Development Organization (ARADO) is a specialized organization that serves as an official consultative house for the member states of the Arab League. The mission of the organization is to contribute to the improvement of managerial efficiency and effectiveness in the Arab countries.

ARADO coordinates and disseminates management studies carried out in Arab universities, and arranges exchange of administrative personnel among Arab organizations to disseminate information on new management systems and techniques. In addition it also provides consulting services to Arab administrative organizations, particularly in the areas such as: administrative reform plans and programs; management; executive development; human resource development; and strategic management. ARADO also provides training, and conducts seminars on management and administrative topics.

## ***Trade and Private Sector Development Assistance:***

ARADO's technical assistance and training are provided to governments, national and regional administrative institutions, consulting organizations, development agencies and foundations in the Arab states. The organization does not provide any trade assistance to private sector firms.

***Relevance to USAID's Export Assistance Activities:***

ARADO's activities are limited to administrative organizations in the Arab states and therefore have little relevance to USAID's export assistance activities. While ARADO provides some training and workshops on management issues, they are mostly administrative management and not business management.

***Potential Areas for Collaboration:***

ARADO's services in Egypt are not targeted at Egyptian private sector firms or export firms. Therefore, there are limited opportunities for collaboration between ARADO and USAID in providing export development assistance.

# **Italian International Economic Cooperation Office**

**Address** : 15 Abd El Rahman Fahmy St.  
Garden City, Cairo  
**Key Contact** : Mr. Dell'Agli  
Dr. Longoardi  
**Telephone** : 354-0658, 354-3195  
**Fax** : 354-0657

The Italian International Economic Cooperation Office manages the bilateral development assistance to Egypt. Italian aid to Egypt has increased significantly since the mid-1980s, reaching 241 billion lire (US \$130 million) in 1997. The Italian International Economic Cooperation office has budgeted US \$100 million of assistance for 1998-2000.

Funding has been channeled into 16 projects in a number of social and economic sectors: rural and agricultural development; preservation of cultural heritage; energy and resource enhancement; industrial development; sanitation; environment; health; and poverty alleviation. Grant aid constitutes 20 percent of total assistance. The rest is provided on a soft loans basis, managed as a revolving fund.

### ***Trade and Private Sector Development Assistance:***

Integrated Support to Egyptian SME Development Project is the main private sector development project funded by the Italian International Economic Cooperation Office. The objective of this project is to support the participation of Egyptian SME's in the development of the industrial sector, thereby creating employment.

The project has both financial and technical assistance components. The IIPU co-finances the preparation of feasibility studies and business plans, and facilitates access to the credit line available to individual and groups of Egyptian businessmen.

Project financial assistance is provided through a 30 billion lire (US \$17 million) credit line scheme. Loan funds from the credit scheme are available to qualified Egyptian firms and Italian entrepreneurs operating in Egypt. These are long-term loans with a typical repayment period of 10 years. The minimum disbursement per project is 300 million lire.

Technology transfer projects are eligible for a maximum of 3.5 billion lire disbursement per project. The credit line can be opened Egyptian private banks and can be used to cover the acquisition of equipment of Italian origin, technical assistance and training, industrial patents and licensing, and transportation costs.

Project technical assistance is provided by the Italian Investment Promotion Unit (IIPU), which has been established on the premises of GAFI. IIPU provides a number of services to Egyptian private sector firms to enhance cooperation between Italian and Egyptian businesses. The IIPU also provides *ad hoc* Italian technical expertise to Egyptian private sector firms in the technological, managerial, marketing and financial areas.

The IIPU supports the participation of Egyptian exporters in trade fairs in Italy, and introduces potential Italian importers and business partners to Egyptian firms. In addition, the IIPU works on promoting the use of clean production technologies and co-finances environmentally-friendly technology innovation programs.

***Relevance to USAID's Export Assistance Activities:***

Some of the services provided by the IIPU are similar to USAID-funded export assistance and private sector assistance activities, particularly those provided by the IESC (Italian consultants) and TDC (trade show assistance).

***Potential Areas for Collaboration:***

The Italian International Economic Cooperation Office supports development activities in many industrial sectors. For example, the Office is currently preparing a project to improve the production of milk and dairy products in Egypt, which includes the construction of a dairy factory and a supporting transportation system to support small producers. Closer collaboration and coordination between projects such as this with USAID-funded projects such as Aglink would enhance the effectiveness of individual projects.

## **Dutch Development Assistance**

<b>Address</b>	:	<b>18 Hassan Sabri St. Zamalek, Cairo</b>
<b>Key Contact</b>	:	<b>Jacob Roelmans</b>
<b>Telephone</b>	:	<b>340-6434, 340-0091</b>
<b>Fax</b>	:	<b>340-7928, 341-5249</b>
<b>Email</b>	:	<b>roelmans@ka1.minbuza.nl</b>

The Dutch Development Assistance, managed by the Royal Dutch Embassy, has been an active donor financing social and economic projects in Egypt. The main focus of its activities in Egypt is water management, sanitation, health, and horticulture. Currently, there is an active plan to reorient the development assistance program in Egypt towards the private sector. The Dutch program now provides assistance directly to the Egyptian private sector, mainly through soft loan facilities.

### ***Trade and Private Sector Development Assistance:***

Through the Social Fund for Development, the Dutch Development Assistance supports a US \$20 million project which provides technical assistance and soft loans to small and medium size businesses employing fewer than fifty workers. The Dutch program also includes a 10 million guilder Credit Facility Project which provides soft loans specifically directed toward small and micro-enterprises.

In addition, the Dutch Development Assistance is providing technical assistance to the Egyptian Ministry of Planning to help improve the environment for foreign direct investment in Egypt.

***Relevance to USAID's Export Assistance Activities:***

Compared to the USAID-funded activities, the Dutch Development Assistance provides a limited scope of assistance to Egyptian private sector export firms. It facilitates interested Egyptian firms' visits to the Netherlands on trade missions, and provides market information to firms interested in exporting to the Netherlands.

***Potential Areas for Collaboration:***

The private sector component of the Dutch Development Assistance is relatively small and its trade assistance activities are limited in Egypt are limited. Currently, there is limited opportunity for collaboration between USAID export assistance activities and the Dutch program.

## **Finnish Department for Development Cooperation**

**Address** : 3 Abu El Fida St.  
Zamalek, Cairo  
**Key Contact** : Olli Setamaa  
**Telephone** : 341-3722, 340-0821, 341-1487  
**Fax** : 340-5170

Finnish development assistance is managed by the Department for Development Cooperation under the Finish Ministry of Foreign Affairs. Its assistance to Egypt is channeled into the agricultural, water supply, sanitation, and environmental sectors. Most of the development assistance is in the form of grant aid, which totaled US \$5 million in 1997. The Finnish Department for Development Cooperation is currently designing a program to provide soft loans for qualified Egyptian private sector firms starting in 1999.

The Finnish Department for Development Cooperation does not operate any active programs in export assistance in its portfolio in Egypt. The Quality Control of Agricultural Products Project which assists Egyptian agricultural producers to improve worker training and quality control may contribute to improving the export potential of Egyptian producers.

### ***Trade and Private Sector Development Assistance:***

The Finnish Department for Development Cooperation does not have any active programs which provide export assistance in Egypt. Overall, private sector development assistance activities are limited in its portfolio.

***Relevance to USAID's Export Assistance Activities:***

The project that is most relevant to USAID-funded export assistance is the Quality Control of Agriculture Products project. The objective of this project is to strengthen the economy through increased foreign exchange earnings from agricultural exports by establishing a reliable quality control system. The project supports the training of extension workers as well as a quality control laboratory for the analysis of pesticides, fertilizers, etc. This project is currently supporting the establishment of microbiological laboratory, the accreditation of the laboratory's quality system, human capacity building and training, and the promotion and sale of laboratory services.

***Potential Areas for Collaboration:***

The Quality Control of Agriculture Products Project complements USAID's objective in increasing the use improved technologies in export production, especially in the agricultural sector. There is room for improved communication between USAID-funded agricultural assistance activities such as ATUT and Aglink and the Finnish program to enhance complementarity.

***SUMMARY OF DONOR-FINANCED TRADE-  
RELATED ACTIVITIES***

### Summary of Donor-Financed Trade-Related Activities

<b>Donor</b>	<b>Information Services</b>	<b>Trade Show Assistance</b>	<b>Technical Assistance</b>	<b>Training</b>	<b>Policy Advocacy</b>
<b>JETRO (Japan)</b>	<b>Library</b>	✓	✓	✓	×
<b>GTZ (Germany)</b>	<b>Library</b>	✓	✓	✓	×
<b>EU</b>	✓	✓	✓	✓	×
<b>Multilateral Donors: UNDP IFC</b>	×	×	<b>mostly to public institutions</b>	<b>not targeted to export firms</b>	<b>mainly through policy studies and discussion with government</b>
<b>Other bilateral Donors: UK Canada Finland Sweden Denmark</b>	<b>limited</b>	<b>limited</b>	<b>mostly to public institutions</b>	<b>mostly overseas, some to private institutions, not targeted to export firms</b>	×

# ***DONOR CONTACT LIST***

## Donor

## Contact Information

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<b>Canadian International Development Institute</b>	Address : Canadian Embassy 15 El Saraya El Kobra Garden City, Cairo Telephone : 354-3110 Fax : 354-7659
<b>Danida Private Sector Development Program</b>	Address : Royal Danish Embassy 12 Hassan Sabri Street Zamalek, 11211 Cairo Key Contact : Ib Albertsen, First Secretary Telephone : 340-7411 Fax : 341-1780
<b>United Kingdom Department for International Development</b>	Address : British Embassy 7 Ahmed Ragheb St. Garden City, Cairo Key Contact : Steve Graham, Second Secretary Telephone : 354-0850/1/2/8 Fax : 354-0859
<b>EU-Mediterranean Partnership</b>	Address : 6 Ibn Zanki St. Zamalek, Cairo Key Contact : Philip Conish Telephone : 341-9393 Fax : 340-0385
<b>Finnish Aid</b>	Address : 3 Abu el Fida St. Zamalek, Cairo Key Contact : Olli Sotamaa Telephone : 341-3722, 340-2801, 341-1487 Fax : 340-5170

## Donor

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<p><b>German Technical Cooperation (GTZ)</b></p>	<p>Address : 4D El Gezira Street Zamalek, Cairo Key Contact : Sanaa El Beblawy, Deputy Director Telephone : 340-9750, 342-0714 Fax : 341-2445</p>
<p><b>International Finance Corporation</b></p>	<p>Address : 1191 Corniche El Nile World Trade Center, 12<sup>th</sup> Floor Boulak, Cairo Telephone : 579-5353, 579-9900, 579-6565 Fax : 579-2211</p>
<p><b>Italy International Economic Cooperation Office</b></p>	<p>Address : 15 Abd el Rahman Fahmy St. Garden City, Cairo Key Contacts: Mr. Dell'agli Dr. Longoeardi Telephone : 354-0658, 354-3195 Fax : 354-0657</p>
<p><b>Japan External Trade Organization (JETRO)</b></p>	<p>Address : 1191 Corniche El Nile World Trade Center, 7<sup>th</sup> Floor Boulak, Cairo Key Contact : Tamer El Badrawy, Local General Manager Telephone : 574-1111</p>
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<b>Swedish International Development Cooperation Agency</b>	Address : Embassy of Sweden 13 Mohamed Mazhar St. Zamalek, Cairo Telephone : 341-4132, 341-1484 Fax : 340-4357 Email : sveamcai@link.com.eg
<b>United Nation Development Program</b>	Address : 1191 Corniche El Nil World Trade Center, 4 <sup>th</sup> Floor Boulak, Cairo Key Contact : Laila Darwish Telephone : 580-4490, 580-4492, 580-4494