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FINAL REPORT - APPENDICES

Contract No. 263-C-00-05-00063-00

Technical Assistance for Policy Reform II

January 20, 2011

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TECHNICAL ASSISTANCE FOR POLICY REFORM II

DELOITTE CONSULTING LLP

USAID/EGYPT POLICY AND PRIVATE SECTOR OFFICE

JANUARY 20, 2011

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(DELOITTE CONSULTING LLP) STRATEGIC OBJECTIVE 16

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SUCCESS STORIES

TAPR II Success Stories were submitted to USAID July 2010 and uploaded to USAID's Development Experience Clearinghouse.

PERFORMANCE MONITORING AND EVALUATION

TAPR II Components

Component A: Trade Environment

Component B: Financial Sector Modernization

Component C: Macroeconomic Stability

Component D: Enabling Policy Environment for Business

Component E: Facilitating Services for the Private Sector

Component F: Human Resources

Component G: Program Support

Comments

TAPR II expected results are based on several critical assumptions:

- Delivering policy reform requires that GOE is willing to sustain its policy reform position in a timely manner.
- Continued political will to implement reformed policies, remain responsive and foster cooperation among key counterpart ministries, agencies and the prime minister.
- Timely access to key counterparts; as well as private and public reformers will be maintained.
- Availability of sufficient resources.

Due to the nature of TAPR II Component G, Program Support USAID and the PME unit agreed that it should not lie within the traditional monitoring framework, though its cross-cutting nature indicates a direct link to SO. 16

The operational Plan Indicators are fitted to follow the Sub-IRs.

There are a few of indicators that are not reported because the reporting period is by calendar year and the data will not be available until early 2011.

16.2.1 INCREASED EFFICIENCY OF BORDER AGENCIES

Performance Indicator (including precise <u>Unit of Measurement</u>): Weighted average tariff rate on imported goods.								
Unit: Percentage								
Results Data	Baseline 2005	2006	2007	2008	2009	2010	2011	2012
Targeted		12	9	6.9	6.9	6.9	6.9	
Actual	14.6	9	6.9	6.9	6.9*	6.9		
Indicator Description (Definition): A measure of the average tariff rate that takes into account the relative importance, in value terms, of each line of the tariff code.								
<p>Data Source: Information provided by CAPMAS, Ministry of Finance, and Customs.</p> <p>Primary Source: With each major tariff change the Ministry of Finance issues a press release reporting the change in the weighted average tariff</p> <p>Secondary Source: The MoF provided weighted average tariff rate is then verified by using CAPMAS trade data and tariff rates provided by Customs to recalculate the weighted average tariff.</p>				<p>Rationale/Critical Assumptions for Indicator: The indicator reflects the level of protection in the country. If the country has most of its imports in a category with very low tariffs, but has many import categories with high tariffs but virtually no imports, then the trade-weighted average tariff would indicate a low level of protection.</p> <p>This indicator reflects TAPR II Component A work in providing an analysis of the current customs tariff to determine if the rates can be further simplified and support for making the tariff code compatible with the latest Harmonized system (HS) Nomenclature amendments. Component A efforts targets the provision of an amended tariff that supports the national revenue and industrial incentives programs and that is consistent with the World Customs Organization (WCO) Harmonized Systems Nomenclature.</p>				
<p>Schedule/Frequency of Data Collection: Annual</p> <p>Using tariffs applied in June</p>				<p>Method/Approach of Collection/Calculation: The methodology used to calculate the weighted average tariff rate is to use import values for a base year as reported by CAPMAS, in this case 2003, and multiply those values on a tariff line by tariff line basis by the applied tariffs. Those values are summed and then divided by the total value of imports. The resulting figure is the weighted average tariff.</p>				
<p>Responsible TAPR II Expert: Alan Morley and Mohamed Hegazy</p> <p>Tim Burehuer and Rachid Benjelloun for 2005-2008 figures.</p> <p>Responsible USAID Officer: Manal El-Samadony, PPS/POL</p>								
<p>Data Limitation and Quality Assessment: The tariff rates used are accurate. The data on imports from CAPMAS are the best available, though their accuracy is questioned.</p>				<p>Data Analysis/Dissemination Plan: Each year the calculation described above will be performed using tariffs applied in June. The weights will be fixed using calendar 2003 import values.</p>				

Other Donors in Sector: European Union, Swiss

Indicator's Relevance to Gender: The indicator does not provide information by gender.

Indicator's Relevance to Poverty: Lower tariff rates reduce the cost of goods purchased by all Egyptians and increase the purchasing power of the poor. In some instances tariff reductions may lead to wage reductions in isolated sectors but the overall impact of tariff reductions is to increase the welfare of the country.

Additional Comments:

- The Egyptian Customs Authority (ECA) has implemented in February 2007 a new Customs Tariff, with reduced duty rates and a simplified nomenclature (consistent with WCO 2007 norms).
- * According to Mr. Adly Abdel Razek; Head of Policy and Procedures' Sector, there has been no amendments to the Presidential decree no. 39 / 2007 and as such the weighted average tariff rate on imported goods remains to be the same (source: Mr. Mohamed Hegazy).

OPERATIONAL PLAN INDICATOR - INCREASED EFFICIENCY OF CUSTOMS REVENUE COLLECTION

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of days necessary to comply with all procedures required to import goods.								
Unit: Number of days								
Results Data	Baseline 2005	2006	2007	2008	2009	2010	2011	2012
Targeted			12	13	9	8	7	6
Actual	14	14	13	14	9	8.6*		
Indicator Description (Definition): The average number of days from the arrival of imported commodities in port to clearance to the consignee.								
<p>Data Source: Egyptian Customs Authority</p> <p>Port Authorities in Alexandria/Dekheila, Damiatta, and Ayn Sokhna, and the Egyptian Customs Authority</p> <p>Primary Source: The baseline figure is based on a survey conducted through ATR. Ultimately the Egyptian Customs Authority will be responsible for collecting and analyzing the data needed for this indicator. The ECA will provide USAID with the raw data necessary to verify ECA's calculations.</p> <p>Secondary Source: USAID confirms GOE reporting and opinion surveys (conducted by the contractor)</p>					<p>Rationale/Critical Assumptions for Indicator:</p> <p>The indicator reflects the overall goal of TAPR II Component A; To achieve measurable improvement in Egypt's trade environment and to ensure that these improvements benefit both businesses and individuals. Results are delivered through mentoring, on-job training, and institutional reform, coordination and integration.</p> <p>The indicator is an aggregate measure that captures direct customs delays and problems with other trade requirements. A substantial portion of the total non-tariff financial and non-financial costs of importing is closely associated with the time taken to clear the commodities. Reducing the number of days should lower the total cost and risk of international trading. The reduction in time of clearance reflects the overall goal of TAPR II component A to achieve measurable improvement in Egypt's trade environment. In Egypt, the responsibility of import clearance is shared among different GOE authorities and therefore coordination is needed to achieve a better indicator. TAPR II is working closely with Customs Authority improve time of clearance. In turn this is expected to increase exports and lower prices to consumers and producers in Egypt.</p>			
<p>Schedule/Frequency of Data Collection: Continuous data collection will be summarized quarterly; annual tabulations are made at the end of the fiscal year.</p> <p>In 2008, data is available only for a limited set of ports (Port Said, Alexandria, and Damietta).</p>					<p>Method/Approach of Collection/Calculation: The indicator was calculated as the average number of days for goods to clear the port. To calculate this average, shipments taking longer than</p>			

<p>Thus, the Egyptian Customs Authority (ECA) is implementing a supplemental system for collecting data. Those data will be recorded daily and will be summarized on a monthly basis, within 30 days of the end of each month. With the implementation of the fully automated system, data quality will improve. As clearance times can extend for more than a month, it takes at least two months after the close of a month to be sure all data are available.</p>	<p>50 days are excluded as they represent shipments with special clearance problems. The baseline for 2005 was estimated at 14 days for March of that year.</p>
<p>Responsible TAPR II Team Leader: Alan Morley Responsible Officer: Rasha Abdel Hakim, PPS/POL</p>	<p>The data 2006 onwards were not available by the same survey method used in 2004 / 2005. Due to the time and expense associated with the survey that were used in, and the fact that it was not available with an adequate frequency, 2006 -2010 data are drawn from the Egyptian Customs Authority. (ECA's) existing interim data collection mechanism. Some ports were selected.</p>
<p>Data Limitation and Quality Assessment: The present system relies on manual collection of data and subsequent data entry. While quality control measures have been designed, some errors will remain. With the implementation of the fully automated system, data quality will improve. As clearance times can extend for more than a month, it takes at least two months after the close of a month to be sure all data are available; covering all types of commodities and importers.</p> <p>The reported clearance time (8.61 days) for 2010 was supplied by ECA. It represents only 6 ports (Suez, Safaga, Nuweiba, Alexandria, El Dekheila, and Cairo). ECA has excluded in 2010, five ports that represent high average release times and, according to ECA, a low number of declarations. The reported figure of 8.61 days is for 135,757 declarations; and represents 53% of total imports to Egypt. However, when the ECA report and data was reviewed, it was determined that the methodology used may be inaccurate and that there were adjustments made to the figures in order to reach the final clearance time. There are a few ports, Ayn Sokhna, Damietta and East Port Said, that were excluded in the calculation of the reported figure, which have large numbers of declarations. Further, the supporting documents to the reported figures were not available for review at the time of this report.</p>	<p>Data Analysis/Dissemination Plan:</p> <p>For 04/05, a survey for March 2005 was completed and the data used to find the median for all shipments, not just those passing through the CIP. 2006 - 2009 data were drawn from the Egyptian Customs Authority (ECA's) existing data collection system.</p> <p>TAPR II is working with the Egyptian Customs Authority (ECA) to develop the capacity of the ECA to independently collect and analyze clearance time data. The ECA will be responsible for primary data analysis and collection. USAID will then verify the results obtained by ECA.</p>
<p>Indicator's Relevance to <u>Gender</u>: The indicator does not provide information by gender.</p>	
<p>Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly related to poverty concerns.</p>	
<p>Other Donors in Sector: EU</p>	

Additional Comments:

- The data for 2006, 2007 & 2008 were not available by the same survey method used in 2004 and 2005. Due to the time and expense associated with the survey that were used in, and the fact that it was not available with an adequate frequency, 2006, 2007 & 2008 data were drawn from the Egyptian Customs Authority (ECA's) existing data collection system.
- Comprehensive automated data for the first quarters of 2005, 2006 and 2007 for key automated sea ports (Dekheila, Alexandria, Damiatta, and Ayn Sokhna) were selected. These data were then analyzed using a methodology similar to that used in analyzing the survey data. It was assumed that the reduction in time reported in the automated data, which covers much of the time reported in the survey but not all, would translate directly into an equal reduction in overall clearance time.
- With the assistance of USAID through TAPRII, the Egyptian Customs Authority developed a manual data collection sheet that would track the goods from the time of ships arrival to the final release of the goods from the port. The ECA did not fully implement the manual data collection sheet. It was deemed to be too labor intensive and open to falsification.

With the assistance of USAID through TAPRII, the ECA data collection sheet was transferred to a simple automated template that would roll up information taken from the already existing ECA automated systems. This was to be an interim solution pending the implementation of the new National Customs Information System (NCIS).

Implementing the interim data collection program has proven to be difficult. The lack of consistency between the existing ECA automated systems has meant that the automated template could not be used in all Ports. Some complexes still collect information manually and input it into the automated systems later. The integrity of this data may be easily compromised. Port Said ultimately developed a different system. The ECA is only now attempting to implement the interim data collection program in Dekheila and Alexandria.

*** The reported figure of 2010 represents only the period from 1/1/ 2010 – 30th / 6/ 2010. Also PLEASE SEE THE LIMITATION SECTION, TAPR II Expert Note AND THE DATA QUALITY ASSESSMENT OF THIS INDICATOR. The inaccuracy of the reported time also makes us suspect the reported figure of 2009.**

OPERATIONAL PLAN INDICATOR

Performance Indicator (including precise Unit of Measurement): Number of participants in TAPR II trade and investment environment trainings										
Unit: number of participants trained through TAPR II										
Results Data	Year: 1997	2003	2004	2005	2006 (Baseline)	2007	2008	2009	2010	2011
Targeted					^B	6695 ^D	3352 ^F	2160 ^H	^I	
Actual				1539 ^A	1001 ^C	2237 ^E	2718 ^G	4158	2353 ^J	
Indicator Description (Definition): Number of participants trained on improving the trade and investment environment										
Data Source: Primary Source: Training records maintained by the TAPR II project					Rationale/Critical Assumptions for Indicator: This is an output measure of training in trade and investment related areas. This is a primary means of delivering technical assistance to the GoE.					
Schedule/Frequency of Data Collection: Annual (TAPR II year): October 1 st (year (t-1)) – September 30 th (year t).					Method/Approach of Collection/Calculation: Training records are reviewed to identify all trainings offered to staff in the Ministry of Trade and Industry, Egyptian Customs Administration, and the Ministry of Investment, excluding basic language training, computer training and management courses / programs. Training records for other Ministries are reviewed to identify courses offered in areas related to trade and investment. This will include items like judges training on trade issues or IPR training in various Ministries.					
Responsible TAPR II Team: Elizabeth Arsany Responsible USAID Officer: Manal El-Samadony, PPS/POL										
Data Limitation and Quality Assessment: As these data are required project records the data are of high quality and available on a timely basis.					Data Analysis/Dissemination Plan: Each quarter, training records will be reviewed and the number of participants in training sessions counted.					
					Other Organizations in Sector: European Union, Swiss					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.										
Additional Comments:										
<ul style="list-style-type: none"> This indicator is one of the Operational Plan Indicators and is tailored to cover TAPR II trainings related to the trade and investment environment under Components A, D and E. Trainings from the CRU Implementation Letter and From AmCham Trade Related Assistance Center (TRAC) should also be 										

added for an aggregate figure for number of participants in trade and investment environment trainings that were trained through USG assistance. Number of participants in trade and investment environment trainings through CRU IL = 1789, through AmCham TRAC = 80. Thus the total number of participants in trade and investment trainings provided through USG assistance = 2237+1789+80 = 4106 - TAPR II can also provide the number programs in trade and investment environment training.

- TAPR II can also provide the number programs in trade and investment environment training.

^A This figure is not related to TAPR II. 2005 actual number of participants represents number of staff from the Ministry of Trade and Industry taking training courses from the Assistance for Trade Reform Project (ATR); excluding students only taking general English courses.

^B TAPR II targeted records for 2006 Component A trainings are incomplete. There are no records available for those trainings related to Component A. Targeted figure for participants trained through component D = 67. Targeted figures for participants trained through Component E = 36.

^C 2006 figure covers TAPR II trainings related to Components A, D and E. Actual number of participants trained through TAPR II: Component A = 849 (of which 62 belong to long-term academic trainings); Component D = 71; Component E = 81. Actual figure of 2006 excludes language, computer and management / administrative trainings.

^D 2007 targeted figure is obtained from the TAPR II training plan; which is subject to USAID approval / disapproval. Targeted figure for participants in trade and investment environment trainings through Component A = 3249 (of which 174 were targeted for long term academic trainings). Targeted figure for participants trained through Component D =1448. Targeted figure for participants trained through Component E = 1998.

^E 2007 actual figure covers trainings under TAPR II Components A, D and E. Number of participants in trainings related to customs through TAPR II = 548. Number of participants in trainings related to the trade and investment environment other than customs – through TAPR II= 1689.

^F 2008 targeted figure excludes language, computer and management / administrative trainings. Planned participants for Component A = 672; Component D = 2069; Component E = 611.

^G 2008 Actual figure = 2718; of which 2013 participants were trained through TAPR II funded trainings (581 participants in trainings related to Component A, 820 participants in trainings related to Component D and 612 participants in trainings related to Component E), 705 participants were trained through TAPR II on-job trainings / mentoring; that didn't involve additional funding (70 participants were trained through Component D, and 635 were trained through Component E).

^H 2009 Target = 2160. USAID will fund 1890 participants through TAPR II trainings. TAPR II will also provide on-job trainings / mentoring for 270 participants. TAPR II plan is subject to approval/disapproval by the USAID. Also the number of on-job/ mentoring trainings is a preliminary figure.

^I TAPR II training plan is not finalized yet.

^J Represents number of participants through TAPR II, of which there are 9 long-term participants. This year, ITASU IL, assistance to AMCham TRAC and CRU IL has ended. The reported figure represents the number of participants in TAPR II trainings.

R.16.1.1. STREAMLINED AND STRENGTHENED CENTRAL BANK

Performance Indicator (including precise <u>Unit of Measurement</u>): Volume of transactions run by the Real Time Gross Settlement (RTGS) ^A								
Results Data	2004/2005	2005/2006	2006/2007 (Baseline)	2007/2008	2008/2009 (after RTGS)	2009/2010	2010/2011	2011/2012
Targeted				675,000 ^B	787,000 ^D	933,000		
Actual			560,000 ^A	664,000 ^C	524600 ^E			
<p>Indicator Description (Definition): RTGS provides safer online settlement of large transactions and will reduce liquidity risk for CBE as well as provide better liquidity management for banks. RTGS is characterized as funds transfer system that is able to provide continuous intraday finality for individual transfers. It is based on the real-time transfer of banks money held in reserve at the central bank. The system affects final cash settlement continuously rather than periodically. Transfers are settled individually, that is with out netting debits against credits.</p>								
<p>Data Source:</p> <p>Primary Source: CBE IT and Settlement Department, RTGS Steering Committee Chaired by CBE Dept Governor and industry participants</p> <p>Secondary Source:</p>					<p>Rationale/Critical Assumptions for Indicator: The indicator reflects TAPR II technical assistance for the CBE implementation of a Real Time Gross Settlement System (RTGS). Implementation support started in March 2007 and will continue for approximately twelve months, with business process development representing approximately 60% of the work and software roughly 40% of the implementation.</p>			
<p>Schedule/Frequency of Data Collection: Annual – GOE FY</p>					<p>Method/Approach of Collection/Calculation:</p>			
<p>Responsible Team Leader: James Hambric</p> <p>Responsible USAID Officer: Ingi Lotfi</p>					<p>Number taken from CBE via Component B team lead (James Hambric). It is expected that this figure will increase over time.</p>			
<p>Data Limitation and Quality Assessment: This indicator reflects most of the support provided to CBE through component B of TAPR II.</p>					<p>Data Analysis/Dissemination Plan: Reporting to USAID</p>			
					<p>Other Organizations in Sector: European Union (EU)</p>			
<p>Indicator's Relevance to Gender: The indicator does not provide information by gender.</p>								
<p>Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.</p>								

Additional Comments:

- The indicator represents a partial assistance provided by TAPR II towards the implementation of the electronic RTGS. The EU also provided assistance to RTGS.

A. Represents transaction volumes for Egyptian domestic currency payment orders over SWIFT-FIN .The RTGS system did not go live until July 2008.

B. 2007/2008 Target: In 2006/2007 (11 months from June '06 to April '07), transaction volumes for Egyptian domestic currency payment orders over SWIFT-FIN were 510,000. Scaled up to 12 months that gives 560,000 for the year. Trend growth at about 20% produces a volume of $560,000 \times 1.2 = 672,000$. A rounded up target figure of 675,000 was set.

As the SWIFT-FIN service will move on Day 1 of RTGS to SWIFT-FIN Y-copy, which runs exclusively over RTGS, it is probable that technical considerations in the banks mean that initially all of this traffic will be re-directed to RTGS, giving a probable volume figure of over 2,750 payments per day.

If previous relationships between volume and value continue to hold good in RTGS, then payments to the value of \$2bn a day or \$500bn a year will move to real-time gross settlement, representing a significant reduction of settlement risk for Egypt.

In addition, it is expected that high-value payments currently made by cheque will also migrate to RTGS settlement as familiarity with the system grows.

C. 2008 actual figure is less than the target because volumes fluctuate with market conditions. RTGS project has no influence on volumes before RTGS goes live.

D. 2009 target is based on trend growth rate of 18.5%

F. 2010 estimated target is based on trend growth rate of 18.5%

E. Only for the period between March 09 to June 09 (considering average number of transactions = 4300 transactions per day.

- Average number of transactions started by 4300 trans., per day on March and reached 5000 transactions per day in November.
- CBE statistics show that they have average monthly value of 1,000,000,000,000 (1 Trillion LE per month circulated through RTGS) {180 B\$}.
- For the first 6 months of operations RTGS, value exceeded an accumulated amount of 6.3 Trillion (15th March till 15th Sept.), and till 15th of December 2009, the number exceeded 9.5 trillion LE, {T\$ 1.72}.
- While the daily average value is in the range of LE. 50 billion {\$ 9 Bn}, in some days the value exceeded 120 Bn LE {\$ 22 Bn}.

16.2.5: SKILL DEVELOPMENT, WHICH MEETS THE NEEDS OF A COMPETITIVE ECONOMY

Performance Indicator (including precise <u>Unit of Measurement</u>): Egyptian Banking Institute (EBI) compliance to ACCET								
Unit: Percentage								
Results Data	2005	2006	2007 (Baseline)	2008	2009	2010	2011	2012
Targeted				97.07	100	Achieved		
Actual			56.81	81.97	100*	Achieved		
Indicator Description (Definition): Percentage of EBI compliance to the Accreditation Council for Continuing Education and Training (ACCET)								
Data Source: Primary Source: TAPR II, Jennifer Kim – Component B. Secondary Source:					Rationale/Critical Assumptions for Indicator: The indicator reflects an enhanced quality of EBI training through accreditation, standards for course materials and trainers. Accreditation by ACCET guarantees the establishment of standards, policies, and procedures in conjunction with an objective third-party professional evaluation designed to identify sound education and training practices. TAPR II helps the Egyptian Banking Institute in order to be accredited by the Accreditation Council for Continuing Education and Training (ACCET). The technical assistance provided builds capacity within EBI in order to meet the requirements of the banking sector in market-driven economic system.			
Schedule/Frequency of Data Collection: Data are collected on a quarterly basis and are reported annually according to U.S. Fiscal Year (October 1, year (t-1) – September 30, year t).					Method/Approach of Collection/Calculation: Percentage of EBI compliance to ACCET questionnaire.			
Responsible Team Leader: James Hambric Responsible USAID Officer: Ingi Lotfi					Data Analysis/Dissemination Plan: Reporting to USAID Other Organizations in Sector:			
Data Limitation and Quality Assessment:								
Indicator's Relevance to <u>Gender</u>: The indicator does not provide information by gender.								
Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly related to poverty concerns.								

Additional Comments:

- ACCET is the only recognized accrediting agency to be certified as an ISO 9001-Quality Management System, under the international standards established by the International Organization for Standardization.
- In order to build capacity within the Egyptian Banking Institute's training programs, the contractor works on accreditation, pilot a course for the creation of standard materials and trainers, develop a procedure manual for course development, improve the operations of the testing and evaluation center at EBI and support the evolution of the Young Leaders Program, as well as potential alliances with other training institutes.
- The breakdown is: Standard I – Mission = 86%, Standard II – Management = 77%, Standard III – Finances = 72%, Standard IV – Curricula = 90%, Standard V - Instructional Delivery = 81%, Standard VI - Instructional Personnel = 85%, Standard VII - Admissions and Student Services = 79%, Standard VIII – Evaluation = 86%
- The difference between projected and actual performance of 2008 can be explained as follows:
- Since the PMEP data was communicated to USAID, additional deliverables were identified to achieve accreditation; new departments were formed at EBI that required support; instructors failed to deliver planned curriculum by established deadlines and technical advisors were reduced by USAID. Each of these factors contributed to the negative variance.

* EBI was awarded the accreditation in April 2009 for a period of five years.

OPERATIONAL PLAN INDICATOR (INDICATOR DROPPED)

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of monetary policy legislative / regulatory actions taken with USG assistance – through TAPR II										
Results	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Data				(Baseline)						
Targeted						4 ^B	0 ^D			
Actual				0	2 ^A	2 ^C				
Indicator Description (Definition): Include new laws passed or new regulations introduced in the monetary policy arena that would not have occurred this year without USG support. Examples include foreign exchange law, change in commercial bank reserve requirements, introduction of new monetary policy instrument, revision of auction procedures for foreign exchange, for domestic issuance, etc.										
Data Source: Primary Source: TAPR II Secondary Source:					Rationale/Critical Assumptions for Indicator: The indicator helps the mission report successfully on the monetary policy work by counting relevant improved monetary policy actions of various sorts against a pre-set total.					
Schedule/Frequency of Data Collection: Annual (TAPR II year)					Method/Approach of Collection/Calculation:					
Responsible Team Leader: James Hambric Responsible USAID Officer: Ingi Lotfi										
Data Limitation and Quality Assessment:					Data Analysis/Dissemination Plan: Reporting to USAID					
					Other Organizations in Sector:					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.										
Additional Comments: A. For FY 2007, Number of two institutional strengthening actions was considered for TAPR II: the Real Time Gross Settlement (RTGS) and the Debt Management Financial System (DMFS). B. The targeted figures for FY 2008 and 2009 indicate regulations that are expected to take place in CBE under RTGS The operations of RTGS will require:										

1. A formal Settlement Agreement between all the participating banks,
2. A Settlement Service Provider Agreement between the CBE and the settlement banks
3. A binding Operating Rules and Procedures.

The expectation is that these will be promulgated through formal decrees under the Central Bank Act.

In addition, the need for the CBE to provide the participating banks with intra-day liquidity will require for the first-time:

4. A robust same-day Sale and Repurchase Agreement of a type common in other markets but absent so far from Egypt.
5. Effective RTGS settlement also requires that national legislation recognises the finality of that settlement and the irrevocability of payment orders issued in the system. This is a fundamental pre-requisite for Egyptian membership of such international organisations as CLS Bank, which will address the foreign exchange settlement risk currently borne by the CBE. This is likely to require primary legislation, though contractual agreement between the parties is likely to suffice for domestic transactions in the short term.
6. Finally, the validity of RTGS requires that its settlement should be protected from challenge in the course of insolvency proceedings, whether against a bank or the customer of a bank. This precludes the existence of zero-hour rules and requires that the time of insolvency is explicit in national legislation.

Numbers 1-4 will be delivered and implemented during the project lifecycle (completion August 2008) and will be heavily assisted by the USAID project.

Numbers 5 and 6 require changes to legislation, which could take two years or more. The USAID project is helping CBE to assess existing law, and identify and word any necessary changes. The final wording and implementation of these changes is outside of the scope of the project and will be done by CBE and GoE. (Any contractual/regulatory changes that can act as an interim solution until the law is changed will be done by the project).

C. FY 2008 Actual figure = 2. The two actions were taken in 2008 with TAPR II assistance: A. Settlement Service Provider Agreement, which covers the arrangements between Central Bank and each participant and between the participants themselves and, B. Policy and rules for intra-day credit arrangements to realize liquidity. These actions have been finalized in August 2008.

D. Revised target

16.1.2: MODERNIZED INSURANCE SYSTEM

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of companies that the Egyptian Insurance Supervisory Authority has inspected based on risk-based supervision											
Unit: Number of companies											
Results	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Data					(Baseline)						
Targeted						12	15				
Actual				1	5	10	7*				
Indicator Description (Definition): Number of companies that the Egyptian Insurance Supervisory Authority (EISA) has inspected based on risk-based supervision including financial and market conduct.											
Data Source: Primary Source: The Egyptian Insurance Supervisory Authority (EISA) Secondary Source:						Rationale/Critical Assumptions for Indicator: The indicator reflects EISA transition from a compliance-based to risk-based supervisor. That transition means improvements in EISA's ability to weigh risks and conduct examinations, based on risks that will provide better protection to policy holders. TAPR II through component B provides concrete recommendations for transitioning EISA to risk-based supervision including financial and market conduct. TAPR II assistance helps EISA to have a risk-based supervision framework that includes amendments to policies/ procedures/ manuals and examination criteria and planning for the insurance industry and capacity building within EISA supervision departments. It is because of TAPR II efforts that EISA will officially adopt and promote the Risk-Based Supervisory Model through broad approval of the proposed transition plan.					
Schedule/Frequency of Data Collection: Annual – TAPR II year						Method/Approach of Collection/Calculation: The indicator's number is taken from EISA through TAPR II insurance team leader (Gail Burns). It is expected that this figure will increase over time.					
Responsible Team Leader: Gail Burns Responsible USAID Officer: Ingi Lotfi											
Data Limitation and Quality Assessment: 2010 reported figure reflect the number of on-site examinations that were verified as examinations that took place during US FY 2010. It should be noted however that EFSA reported that they have conducted 22 examinations during the year. After reviewing the examination documents, it was determined that only 7 examinations took place from the period from October 1 2009 – September 30th						Data Analysis/Dissemination Plan: Reporting to USAID					

2010	
Other Organizations in Sector: none	
Indicator's Relevance to Gender: The indicator does not provide information by gender.	
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.	
<p>Additional Comments:</p> <ul style="list-style-type: none"> • TAPR II assistance for EISA involves developing a comprehensive guide to support risk based supervision, which includes early warning indicators. In addition, a new organizational chart was developed to streamline the supervisory process, job descriptions were written and staff was interviewed for all positions to match skills with the new job requirements. Personnel assessment tests were administered as part of the staff selection process. <p>* 2010 reported figure reflect the number of on-site examinations that were verified as examinations that took place during US FY 2010. It should be noted however that EFSA reported that they have conducted 22 examinations during the year. After reviewing the examination documents, it was proved that only 7 examinations took place from the period from October 1 2009 – September 30th 2010.</p>	

16.1.2: MODERNIZED INSURANCE SYSTEM

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of programs and participants in the insurance sector											
Unit: Number of programs and participants											
Results Data		2005	2006 (Baseline)	2007	2008	2009	2010	2011	2012	2013	2014
Targeted	Programs		24	26	8	3	****				
	Participants		936	1523	56	6	****				
Actual	Programs		23	28	23*	3***	2				
	Participants		381	1663	352**	5***	241				
Indicator Description (Definition): Number of programs and participants in the insurance sector including the Egyptian Insurance Supervisory Authority, insurance companies, insurance brokers, consultants, third party administrators and other entities.											
Data Source: Primary Source: TAPR II Secondary Source:						Rationale/Critical Assumptions for Indicator: This is an output measure of trainings activities carried out by TAPR II in the insurance area. The training program results in increasing the capacity and knowledge for EISA employees and the insurance industry participants.					
Schedule/Frequency of Data Collection: Annual Reporting is based on the contract year: October 1 (year t-1) – September 30 (year t)						Method/Approach of Collection/Calculation: The indicators figures are taken from TAPR II training records related to the insurance sector.					
Responsible TAPR II Team: Elizabeth Arsany and Gail Burns Responsible USAID Officer: Ingi Lotfi											
Data Limitation and Quality Assessment:						Data Analysis/Dissemination Plan: Reporting to USAID					
						Other Organizations in Sector: Unknown					
Indicator's Relevance to <u>Gender</u>: The indicator does provide information by gender.											
Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly related to poverty concerns.											

Additional Comments:

- The number of participants does not mean the number of trainees. Adding up the number of participants can be more than the number of trainees. Equating both terms can result in double counting.
- Computer and English courses are included.

* Excluding the six long-term programs.

** Excluding the six long-term participants.

*** In 2009, TAPR II had 2 short-term programs with 4 participants and one long term program (1 participant).

**** TAPR II training plan is not finalized yet at the time of reporting.

16.2.2: IMPROVED TAX SYSTEM THAT WILL STIMULATE THE HIGH LEVELS OF INVESTMENT REQUIRED FOR GROWTH

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of registered income tax payers						
Unit: number						
- PROPOSED TO DROP THIS INDICATOR						
Results Data	2004/05	2005/06	2006/07 (Baseline)*	07/08	08/09	09/10
Targeted				10% increase	10% increase	
Actual			Info not available	Info not available yet	Info. not available yet	
Indicator Description (Definition): Number of individual income tax payers, as documented by the Tax Department						
Data Source: Primary Source: Tax administration Secondary Source: n/a		Rationale/Critical Assumptions for Indicator: The indicator reflects TAPR II Component C efforts in modernizing the tax administrative agency and the tax regime in order to help the Ministry of Finance modernize the operational functional area under its control. TAPR II contribution to modernize the tax regime involves the provision of recommendations for amendments or proposals of law and/or the design of a framework for implementing the law). TAPR II contribution for modernizing the administrative tax agency involves assisting MOF in integrating the income and sales tax departments, establishing IGTA function, the internal audit unit and upgrading the IT system. As part of larger fiscal consolidation efforts, increasing tax revenue and streamlining collection processes is a key focus. Through administrative changes, the number of registered tax payers provides a measure of the effectiveness of these programs by indicating a broader tax base. Currently, a small percentage of Egyptians are registered tax payers, so a more diverse and far-reaching base will translate to greater revenue, even with the decrease in tax rates.				
Schedule/Frequency of Data Collection: Annual (GOE fiscal year) : June (t-1) – June (t)		Method/Approach of Collection/Calculation: This information will be provided by Component C from data gathered by the Tax Department.				
Responsible TAPR II Team Leader: Terence Murdoch Responsible USAID Officer: Ali Kamel						

Data Limitation and Quality Assessment: The number of taxpayers gives only a partial story on tax administration reforms, and is a very indirect measure of institutional capacity.	Data Analysis/Dissemination Plan: Reporting to USAID
	Other Organizations in Sector: IMF. IMF provides policy guidance and direction, but it does not provide neither financial nor technical assistance.
Indicator's Relevance to <u>Gender</u>: The indicator does not provide information by gender.	
Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly relevant to poverty concerns.	
Additional Comments: <ul style="list-style-type: none"> • The indicator reflects partial contributions of TAPR II to the reform of the tax system. • ETA is still in the process of cleaning their database and has no final figure for active registered income tax payers. 	

16.2.2: IMPROVED TAX SYSTEM THAT WILL STIMULATE THE HIGH LEVELS OF INVESTMENT REQUIRED FOR GROWTH

Performance Indicator (including precise Unit of Measurement): Tax Returns (New Custom Indicator) Unit: LE. Million											
Results Data	2004 (Baseline)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Targeted											
Actual		2.2	2.85	2.3 ^A	2 ^B	NA ^C	NA				
Indicator Description (Definition): Total number of declarations of personal income used as a basis for assessing an individual's liability for taxation											
^A Figures were revised to reflect the Egyptian tax year (from January – December). Figures are usually reported in the following spring.											
Data Source: Reports prepared by TAPR II Component C to the Ministry of Finance on tax returns based on records received electronically from the income tax department.						Rationale/Critical Assumptions for Indicator: As part of larger fiscal consolidation efforts, increasing tax returns and streamlining the collection process is a key focus. USAID assistance to GOE aims to put in place a tax system that is based on the principle of voluntary compliance, and is administered fairly, efficiently and equitably. USAID technical assistance provided recommendations for the integration of the income tax and sales tax appeals process and the integration of income tax and sales tax departments. USAID is also training ETA staff on management, technical, IT, and language skills. In addition, USAID assisted the GOE in designing a new tax regime for small and micro enterprises, enacting a new property tax law, and amending the General Sales Tax (GST) Law. To improve the quality of employee work, with USAID assistance, the GOE initiated a new performance-based incentive system. Partly and as a result of other USAID assistance, tax returns should increase. Through streamlining the collection process and efforts to broaden the tax base, revenue should increase, even though tax rates will have decreased.					
Schedule/Frequency of Data Collection: Reporting reflects the annual tax year: January – December, but the reporting of tax returns usually takes place in the following spring.						Method/Approach of Collection/Calculation:					
Responsible Officer(s): Ali Kamel – USAID, PPS											

<p>Data Limitation and Quality Assessment: The extent to which changes in this indicator can be fully attributed to USAID intervention is partial. USAID assistance to GOE aims to put in place a tax system that is based on the principle of voluntary compliance, and is administered fairly, efficiently and equitably. However, there are other factors that contribute to the progress of this indicator.</p>	<p>Data Analysis/Dissemination Plan:</p>
<p>Other Donors in Sector:</p>	
<p>Indicator's Relevance to <u>Gender</u>:</p>	
<p>Indicator's Relevance to <u>Poverty</u>:</p>	
<p>Additional Comments: USAID assists the Ministry of Finance (MOF) in modernizing the Egyptian Tax Administration and the tax regime. USAID contractors provide recommendations for amendments or proposals of law and/or the design of a framework for implementing the law. The reforms encouraged additional tax filing by making tax filing less painful, reducing opportunities for corrupt practices, and increasing penalties for deliberate tax avoidance. USAID also assists the MOF in integrating the income and sales tax departments, establishing an internal audit unit, and upgrading the IT system. The indicator measures the increase in voluntary compliance.</p> <p>Note: Previous actual figures were revised to reflect TAPRII reporting to MOF on the tax reports.</p> <p>^B Based on TAPR II report to ETA on 2008 tax year. - In 2008, The following records were received electronically from the Income Tax Department:</p> <ul style="list-style-type: none"> • 2,216,164 Individual Tax Returns • 244,993 Corporate Tax Returns • 473 Tax Returns from Banks & Hotels <p>Around 178,838 records for Individual Tax Returns were discovered to be duplicated and, therefore, were excluded from the analysis, thereby reducing the number of individual tax returns to 2,037,326. Returns for petroleum companies and such taxpayers are received and not included in this study.</p> <p>^CNot Available at the time of reporting but should be available by the end of the 2010</p>	

16.2.2: IMPROVED TAX SYSTEM THAT WILL STIMULATE THE HIGH LEVELS OF INVESTMENT REQUIRED FOR GROWTH

Performance Indicator (including precise Unit of Measurement): Total tax revenue						
Unit: L.E. millions						
Results Data	2005/06 (Baseline)	2006/07	2007/08	2008/09	2009/10	2010/2011
Targeted		105,645	120,824	160,000	145,544 ^B	200,424
Actual	97,779	114,326	137,378	163,181 ^A	170,417 ^C	
Indicator Description (Definition): The total value of tax revenue collected by the Tax Authority, in Egyptian Pounds (millions)						
Data Source: Primary Source: Ministry of Finance – Egyptian Economic Monitor Secondary Source: n/a				Rationale/Critical Assumptions for Indicator: The bulk of Component C activity centers around the Tax Department and related tax regime reforms. As part of larger fiscal consolidation efforts, increasing tax revenue and streamlining collection processes is a key focus. Through streamlined collection processes and efforts to broaden the tax base, revenue should increase, even with the decrease in tax rates.		
Schedule/Frequency of Data Collection: Annual (GOE fiscal year)				Method/Approach of Collection/Calculation: This information will be provided by Component C from data gathered by the Tax Department.		
Responsible TAPR II Team Leader: Terence Murdoch Responsible Officer from the USAID: Ali Kamel				Data Analysis/Dissemination Plan: Reporting to USAID Other Organizations in Sector: IMF		
Data Limitation and Quality Assessment:						
Indicator's Relevance to Gender: The indicator does not provide information by gender.						
Indicator's Relevance to Poverty: The indicator does not provide information directly relevant to poverty concerns.						
Additional Comments: ^A Actual and target figures were revised to better fit the definition of the indicator; to reflect total tax revenue and not only income and sales tax revenue. 'Total Tax Revenues' is an aggregate figure of: Income Tax, Property Taxes, Taxes on Goods and Services (which include the sales tax, taxes on production, taxes on special services, taxes on licensing, taxes on international trade and other taxes. It is worth mentioning that USAID Egypt provides through TAPR II assistance for GOE for 'Income tax' and 'Sales Tax'. The preliminary actual figure of the Income Tax for 2007/08 = LE 67074 Millions. The preliminary actual figure of the 'Sales Tax' for 2007/08 = LE 32,590 Millions. <ul style="list-style-type: none"> The indicator reflects partial contributions of TAPR II to the reform of the tax system. 						

^A Preliminary actual figure of 2008/2009.

- The preliminary actual figure of the income tax for 2008/09 = LE 80,212 million. The preliminary actual figure of the sales tax for 2008/09 = LE 36,407 million.

^B Revised Figures - according to MOF target figure

^C Preliminary actual figure, not verified

16.2.2: IMPROVED TAX SYSTEM THAT WILL STIMULATE THE HIGH LEVELS OF INVESTMENT REQUIRED FOR GROWTH

Performance Indicator (including precise <u>Unit of Measurement</u>): Time to pay taxes for medium sized companies						
Unit: Hours per year						
Results Data	2004/05	2005/06 (Baseline)	2006/07	2007/08	2008/09	2009/2010
Target				700	650	455^A
Actual		536	711	711	480	^B
<p>Indicator Description (Definition): the time needed to prepare, file and pay (or withhold) three major types of taxes: the corporate income tax, value added or sales tax and labor taxes, including payroll taxes and social security contributions. Preparation time includes the time to collect all information necessary to compute the tax payable. If separate accounting books must be kept for tax purposes—or separate calculations must be made for tax purposes—the time associated with these processes is included. Filing time includes the time to complete all necessary tax forms and make all necessary calculations. Payment time is the hours needed to make the payment online or at the tax office. When taxes are paid in person, the time includes delays while waiting.</p>						
<p>Data Source:</p> <p>Primary Source: The World Bank's Doing Business Report</p> <p>Secondary Source:</p>				<p>Rationale/Critical Assumptions for Indicator: The indicator reflects TAPR II contribution to modernize the tax administration, especially through the establishment of MTC. Through administrative changes, the time involved to pay taxes provides a measure of the effectiveness of reforms by indicating the potentiality to have a broader tax base.</p>		
<p>Schedule/Frequency of Data Collection: Annual</p>				<p>Method/Approach of Collection/Calculation:</p>		
<p>Responsible TAPR II Team Leader: Terence Murdoch</p> <p>Responsible Officer from the USAID: Ali Kamel</p>				<p>Data Analysis/Dissemination Plan:</p> <p>Reporting to USAID</p>		
<p>Data Limitation and Quality Assessment:</p>				<p>Other Organizations in Sector:</p>		
<p>Indicator's Relevance to Gender: The indicator does not provide information by gender.</p>						
<p>Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.</p>						

Additional Comments:

- TAPR II has direct attribution reforms in the income and sales tax departments.
- The indicator reflects partial contributions of TAPR II to income and sales taxes.

^A Revised Target.

^B WB Doing Business Report is not released yet.

OPERATIONAL PLAN INDICATOR

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of key personnel in fiscal policy and fiscal administration trained with USG assistance							
Results Data	2004	2005	2006 (Baseline)	2007	2008	2009	2010
Targeted			311	531	150	500^B	300^D
Actual			287	129	94^A	286^C	32
Indicator Description (Definition): Number of key personnel in fiscal policy and fiscal administration trained. The definition of key personnel will be determined by the operating unit. Who is trained depend on judgment of what needs to be done to provide the key improvements which are a shared vision under USG leadership and the views of the local fiscal agency, the contractor or grantee. Not all officials or organizations are involved at any one time.							
Data Source: Primary Source: TAPR II Secondary Source:				Rationale/Critical Assumptions for Indicator: This is a key input to the quality of the fiscal policy and administration data and reports being prepared.			
Schedule/Frequency of Data Collection: Annual (TAPR II year (October 1 (year t-1) – September 30 (year t))).							
Responsible TAPR II Team Leaders: Terence Murdoch Responsible Officer from the USAID: Ali Kamel							
Data Limitation and Quality Assessment:				Data Analysis/Dissemination Plan: Reporting to USAID			
				Other Organizations in Sector: WB, IMF (METAK), UK (DFID), Spanish Agency			
Indicator's Relevance to Gender: The indicator does provide information by gender.							
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.							
Additional Comments: A. The actual figure for FY 08 far exceeds the actual reported figure for this indicator. The reported figure for FY 08 represents TAPR II trainings that received new funding this year. TAPR II has also provided additional on-job training / mentoring for 1150 participants. However, it was not possible this year to segregate the number of key personnel from the total number of participants with regard to on-job trainings / mentoring. Therefore, additional personnel that received on-job trainings were not reported. The reported figure only represents no. of personnel who were trained on trainings funded by USAID-TAPR II / AMU activities. Training programs included trainings on tax policy and administration and PPP evaluation. B. Revised Preliminary Target. 2009 figure for no. of key personnel trained in fiscal policy and fiscal administration trained with USG assistance is not clear at present. FY 09 target figure (500 personnel) represents only number of participants expected to take on-job trainings / mentoring. Number of participants (not personnel in TAPR II funded trainings) that are expected to receive fiscal policy and fiscal administration trainings through TAPR II funded trainings = 15. C. ** 2009 actual figure is less that its target. The main reason for being lower was the delay in the implementation of the ITMAS (the new IT system) – till the first quarter of 2010. This would have involved significant number of trainings for the users. The 2009 actual figure does not also include on the job trainings. It is impossible							

to count them.

D. 2010 figure is an estimate number; TAPR II training plan is not finalized yet.

16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise <u>Unit of Measurement</u>): Average number of months to grant a patent; Average number of months to grant a trademark.											
Unit: Average number of months											
Results Data		2003	2004	2005 (Baseline)	2006	2007	2008	2009	2010	2011	2012
Targeted	Patent					36	34	32	32		
	Trademark					15	14	12	12		
Actual	Patent	35	32	34	38	34	34	34			
	Trademark	48	36	24	16	15	12	12			
Indicator Description (Definition): Average number of months to grant a patent and, average number of months to grant a trademark.											
Data Source: Patent and trademark applications filed in Egypt.						Rationale/Critical Assumptions for Indicator: This indicator reflects the ability of IPR offices to process patents and trademarks faster. It is related to TAPR II Component D assistance with regard to the provisions on assisting the Patent Office to Meet Patent Cooperation Treaty (PCT) search and examination authority requirements; on continued support for the IPR Offices initiative; and for on-line filing of patent, trademarks and industrial designs applications and on-line searching of registered marks by applicants/ agents. This facility will allow agents, attorneys and prospective mark owners to determine whether the proposed new mark is already registered or if a similar registration already exists. The facility helps in reducing time involved to choose a mark; for prospective mark owners. That will help businesses to make better informed decisions when selecting new trademarks. It should also reduce the workload on examiners.					
Primary Source: Patent Office, Academy of Scientific Research and Technology and Commercial Registry Administration, Ministry of Trade and Industry.											
Secondary Source:											
Schedule/Frequency of Data Collection: Annual (calendar)						Method/Approach of Collection/Calculation: The IPR office will provide Component D team lead with this data from their administrative records.					
Responsible Team Leader: Jaleen Moroney Responsible USAID Officer: Manal El Samadony											
Data Limitation and Quality Assessment: N/A						Data Analysis/Dissemination Plan: Reporting to USAID					
						Other Organizations in Sector: none					
Indicator's Relevance to Gender: The indicator does not provide information by gender.											
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.											
Additional Comments: This indicator reflects TAPR II assistance to the patent and trademark offices in many areas. In addition, at the request of the Head of the Commercial Registry Administration, TAPR II is providing recommendations on the organizational as well as productivity improvements in the trademark office. These include: a. establishing weekly reports to management, b. arranging for the daily review of data added to the trademark computer system, c. reducing backlogs in two sections and d. assisting in locating lost files. Thus, the proposed indicator; patents and trademarks granted should be processed faster. TAPR II has also been working on operation manuals and procedures..											

16.2.4: HARMONIZED AND MODERNIZED COMMERCIAL LAWS AND POLICIES THAT PROMOTE MARKET-ORIENTED GROWTH

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of IPR temporary injunctions ordered for trademark infringement cases.											
Unit: Number											
Results Data		2003	2004	2005 (Baseline)	2006	2007	2008	2009	2010	2011	2012
Targeted	Trademarks					12	15	18	NA		
Actual	Trademarks				3	14	18*	NA			
Indicator Description (Definition): Number of temporary injunctions ordered by Courts of First Instances and Administrative Court judges for trademark infringement cases in order to enforce Law 82/2002											
Data Source: Trademark Office Legal files						Rationale/Critical Assumptions for Indicator: This indicator reflects an improvement of the enforcement of the IPR Law 82/2002 through the training of judges, (with the AOJS II Project), and trademark office personnel and/or local attorneys and market inspectors on IPR issues. Trainings will result in having members of the legal community better able to make informed decisions on IPR cases. TAPR II also drafts manual for infringement review by Trademark Office technical examiners. TAPR II assistance aims to have a greater reliability of the trademark system, and fewer instances in which businesses are inappropriately prevented from using their own marks or enforcing rights in their marks.					
Primary Source: Data that IPR collects for the Commercial Registry Administration, Ministry of Trade and Industry.											
Secondary Source:											
Schedule/Frequency of Data Collection: Annual (calendar)						Method/Approach of Collection/Calculation: Trademark Office will provide data on the number of trademark enforcement judgments, with the assumption that they will increase every year, but more dramatically in the early years after training Data will be for trademarks only.					
Responsible Team Leader: Jaleen Moroney, Component D						Data Analysis/Dissemination Plan: Reporting to USAID					
Responsible USAID Officer: Manal El Samadony											
Data Limitation and Quality Assessment:						Other Organizations in Sector: none					
Indicator's Relevance to Gender: The indicator does not provide information by gender.											
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.											
Additional Comments:											
<ul style="list-style-type: none"> The presence of counterfeits and infringing marks in the market place hurt the rightful mark owners' ability to use its registered trademark or to prevent infringement decreasing sales of the legitimate good. Such conflict might result in the destruction of a profitable, export-oriented domestic enterprise. TAPR II works with the Ministry of Justice, National Center for Judicial Studies, Ministry of Trade and Industry and Ministry of Scientific Research. 											
* 18 trademark injunctions and 2 industrial designs injunctions were granted in 2008.											

16.2.4: HARMONIZED AND MODERNIZED COMMERCIAL LAWS AND POLICIES THAT PROMOTE MARKET-ORIENTED GROWTH

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of disputes resolved by the Consumer Protection Agency and their percentage of received cases Unit: Number and Percentage										
Results Data	2003	2004	2005	2006	2007 (Baseline)	2008	2009	2010	2011	2012
Targeted	Number				1500	200	2500	9000		
	Percentage				65	70	75	75		
Actual	Number				3588	9,696	9107 ^A	10570 ^B		
	Percentage				78	95	79 ^A	74 ^B		
Indicator Description (Definition): Number of disputes received through the Consumer Protection Call Center resolved by the Consumer Protection Agency and their percentage of received cases.										
Data Source: Primary Source: Consumer Protection Agency Secondary Source:					Rationale/Critical Assumptions for Indicator: The indicator reflects the ability by the Consumer Protection Agency to meet its mandate of protecting consumers' rights and interests. CPA is to receive and investigate complaints made by consumers and associations. To that end, the Consumer Protection Call Center is being established to receive complaints from Egyptian citizens and NGOs about problems they face in the marketplace, provide consumers with useful information for avoiding such problems, work to resolve consumer complaints through mediation or otherwise send unresolved complaints to the responsible government entity to take an enforcement action. TAPR II technical assistance is involved in the development of the action plan for the development and drafting of by-laws for CPA, to be submitted to the board of directors, drafting administrative directives, drafting complaint procedure, drafting dispute settlement procedures and drafting operations manual. Further, TAPR II helps with specifying, procuring and installing the call center equipment and the provision of training to its staff. TAPR II assistance aims to provide CPA with a sound foundation that enables it to meet its objective of protecting consumer rights and interests.					
Schedule/Frequency of Data Collection: Annual (Calendar)					Method/Approach of Collection/Calculation: The CPA will report data periodically to Component D, who will aggregate it to annual figures.					
Responsible Team Leader: Jaleen Moroney, Component D Responsible USAID Officer: Manal El Samadony										
Data Limitation and Quality Assessment:					Data Analysis/Dissemination Plan: Reporting to USAID					
					Other Organizations in Sector: European Union to the CPA but no other donor for the Call Center					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										

Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.

Additional Comments:

- The Consumer Protection Agency (CPA) is a new established agency. It was established in August 2006 by Law 67/2006. CPA is an independent, public, as well as legal entity, subject to the Ministry of Trade and Industry.
- During the semi-annual period October 2006 to end of March 2007, TAPR II commented on the draft regulations, while suggesting additions to them, assisted in developing an action plan and contracted to a) develop the CPA website, b) engage a Call Center to accept consumer calls for a three-month pilot period, pilot period will be used to train Call Center staff, test complaint forms and scripts and project the likely total number of calls the CPA may receive, when activities are expanded country-wide. TAPR II also helps with the preparation of a strategy for the development of IT systems as well as infrastructure for the CPA and is procuring call center equipment for the CPA.
- CPA is under the aegis of the Ministry of Trade and Industry.

^A Total number of cases per year as of Dec. 10th, 2009. By December 10, 2009, all complaint cases from 2007 are resolved and 99.7% of 2008.

^B For the period from January 2010 – October 2010.

16.2.4: HARMONIZED AND MODERNIZED COMMERCIAL LAWS AND POLICIES THAT PROMOTE MARKET-ORIENTED GROWTH

Performance Indicator (including precise <u>Unit of Measurement</u>): Percentage of resolved cases by Egyptian Competition Authority as percentage of received cases. Unit: Percentage										
Results Data	2003	2004	2005	2006 (Baseline)	2007	2008	2009	2010	2011	2012
Targeted					50%	60%	65%	75%		
Actual	0	0	0	25%	50%	63%	87%*			
Indicator Description (Definition): Percentage of resolved cases by Egyptian Competition Authority as percentage of received cases.										
Data Source: Primary Source: Egyptian Competition Authority Secondary Source:					Rationale/Critical Assumptions for Indicator: This indicator reflects the ability of the Egyptian Competition Authority to meet its mandate for the protection of competition and the prevention of monopolistic practices. The Egyptian Competition Authority (ECA) is a new organization in Egypt with limited experience in investigating monopolistic practices. TAPR II, through Component D, provides technical assistance to the Egyptian Competition Authority (training and mentoring the staff, providing seminars and training of economic panel judges).					
Schedule/Frequency of Data Collection: Annual (calendar)					Method/Approach of Collection/Calculation: The ECA will provide data on a periodic basis to Component D team leader. Data will be aggregated to annual figures.					
Responsible Team Leader: Jaleen Moroney, Component D & Arwa Morsy (for 2010 figure) Responsible USAID Officer: Rasha Abdel Hakim					Data Analysis/Dissemination Plan: Reporting to USAID					
Data Limitation and Quality Assessment:					Other Organizations in Sector: none					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.										
Additional Comments: <ul style="list-style-type: none"> The Egyptian Competition Authority is established by Law No.3/ 2005 for the Protection of Competition and the Prevention of Monopolistic Practices. ECA is responsible for administering Law 3/2005. ECA is independent but reports to the Minister of Trade and Industry. 										
* By December 2009, ECA had received 23 complaints, 20 of which were resolved. ECA had also provided 8 advisory opinions and completed 5 out of 12 requested studies.										

16.2.4: HARMONIZED AND MODERNIZED COMMERCIAL LAWS AND POLICIES THAT PROMOTE MARKET-ORIENTED GROWTH.

COMMERCIAL LAW OPERATIONAL PLAN INDICATOR

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of 11 core commercial laws being put in place drafted or amended with the USG assistance Unit: Number of core commercial laws.										
Results Data	2003	2004	2005 (Baseline)	2006	2007	2008	2009	2010	2011	2012
Targeted					2	3	5	1 ^B		
Actual			1	1	2	3	2 ^A	0		
Indicator Description (Definition): The eleven core commercial laws relate to legal categories, not individual statutes. They correspond to whether USG implementing partners have established (i.e. put in place) a functioning legal regime for the following 11 business climate areas: 1. Company Law, 2. Contract Law and Enforcement, 3. Real Property, 4. Mortgage Law, 5. Secured Transactions Law, 6. Bankruptcy Law, 7. Competition Policy, 8. Commercial Dispute Resolution, 9. Foreign Direct investment, 10. Corporate Governance, 11. International Trade Law										
Data Source: Primary Source: Secondary Source: TAPR II					Rationale/Critical Assumptions for Indicator: The indicator reflects the overall goal of TAPR II component D which is to develop a set of commercial legislation, policy and governance practice that creates a genuine enabling environment for business. Component D focuses on assisting Egyptian programs that address microeconomic or sectoral impediments to business development, such as outmoded commercial laws and inefficient implementation of laws in order to spur private sector growth.					
Schedule/Frequency of Data Collection: Annual (calendar)					Method/Approach of Collection/Calculation:					
Responsible Team Leader: Jaleen Moroney, Component D Responsible USAID Officer: Manal El Samadony										
Data Limitation and Quality Assessment:					Data Analysis/Dissemination Plan: Reporting to USAID					
					Other Organizations in Sector: Unknown					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.										
Additional Comments:										
<ul style="list-style-type: none"> Component D is currently working to establish a functioning legal regime for all the 11 business climate areas in one respect – Component D have worked with the National Center for Judicial Studies and the Administration of Judicial Support II Project to train economic panel judges from the Courts of First Instance, the Court of Appeals and the Court of Cassation on aspects on all the laws listed, except corporate governance, through 10 training programs conducted from 										

January – August 2007.

- Component D is working on amending the Bankruptcy Law and on introducing mediation into Commercial Dispute Resolution in Egypt
- Component D is also working to establish a functioning legal regime for Competition Policy through training of Competition Authority personnel.
- Component D is working on the Commercial Dispute Resolution by helping GAFI to establish a dispute resolution center that will conduct mediation for certain types of disputes.
- Component D is possibly working on contract law and enforcement improvement, as well as reform of bankruptcy trustees.
- Component A is revising the International Trade Law and training MOTI staff; and Component E is revising the Company Law Revision of corporate governance is done within the company law.

^A In 2009, MOI issued a ministerial decree creating the Commercial Dispute Resolution Center in GAFI (Head appointed and procedures prepared with assistance from TAPR II), and decree issued by the Cabinet on Trade - commercial contracts and enforcement. Economic courts begun first year in operation in FY 2009. Decisions were rendered more quickly, improving enforcement.

^B Refers to the food safety law that should pass in FY 2010.

I.R. 16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of business licenses issued by the Alexandria Smart Services Business Centre (SSBC) for small businesses Unit: number of business licenses											
Results Data	04/05	05/06	06/07 (Baseline)	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Targeted				141	2000	2850					
Actual			80 ^A	806	2905	1137 ^B					
Indicator Description (Definition): The number of business licenses issued by the Smart Services Business Centre in Alexandria. Licenses cover all aspects of business regulation, and are issued to paying clients of the Smart Centre.											
Data Source: Primary Source: TAPR II Component E / Alexandria Smart Centre Secondary Source: n/a						Rationale/Critical Assumptions for Indicator: Egypt's relatively low FDI levels and private business output is largely attributed to an unfriendly business environment. Excessive bureaucracy and over-regulation stifles growth, discourages new business and investment and saps profits from existing businesses. Component E has been working to improve the business environment through various activities such as the establishment of Alexandria Smart Services Business Centre. The Smart Centre was opened to address the burdensome licensing regulations facing businesses in Egypt, and procures business licenses for paying clients, most of whom are small and medium businesses. An increase in the number of business licenses issued reflects the success achieved by the center to help SMEs and micro companies deal with Alexandria Governorate's business licensing, permits and inspection regime.					
Schedule/Frequency of Data Collection: Monthly, aggregated to annual figures (TAPR II annual reporting; which starts from Oct 1 st (year t-1) till Sept. 30 th (year t)						Method/Approach of Collection/Calculation: The Smart Centre tracks all of the clients served and licenses issued on a daily basis. These numbers are compiled by Smart Centre staff and reported to Doug Aitkenhead on a monthly basis. The annual figures reflect totals for a 12 month period.					
Responsible TAPR II Officer: Component E & Dr. Hassan El Gogary Responsible USAID Officer: Ali Kamel						Data Analysis/Dissemination Plan: Reporting to USAID					
Data Limitation and Quality Assessment: The data here represent the Governorate of Alexandria only, and do not provide a national-level picture. However, it measures the success of a pilot activity which will likely be rolled out to selected business oriented governorates.						Other Organizations in Sector: WB, IMF and EU					
Indicator's Relevance to Gender: The indicator does not directly provide information by gender. However, it provides some inferences for females. The number of business licenses issued reflects the success achieved by the center to help SMEs and micro enterprises which are in fact dominated by women.											

Indicator's Relevance to Poverty: The indicator does not provide information directly relevant to poverty concerns.

Additional Comments:

The Alexandria Smart Services Business Centre (SSBC) is a pilot for the governorate of Alexandria. SSBC has been initiated in response to the request of the Governor of Alexandria and the demands of the local private sector. It aims to help SMEs and micro enterprises of the Governorate to deal with the Governorate's business licensing, permits and inspection regime. It also aims to minimize reasons for the future of the informal sector in Alexandria. Depending on its success, similar centers will be rolled out to other governorates. At that time, an indicator which measures licenses issued for all such centers will give a fuller picture of the business environment improvements throughout the country.

^A Alexandria Smart Services Business Center was established May 2007. Thus 2006/2007 figure covers in fact the period from May 2007-September 30th 2007.

^B Number of business licenses issued by ASSBC for 2007/08 has been badly affected by the collapse of the building. If license issuing had continued at the rate in 06/07, the total licenses issued for 07/08 would have reached 1200.

^B Actual Figure reflects only the period from i/1/2010 – 25/09/2010.

I.R. 16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise <u>Unit of Measurement</u>): Average number of days taken to complete licensing procedure by the Alexandria Smart Services Business Centre											
Unit: number of days											
Results Data		05/06	06/07 (Baseline)	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Targeted	(Road front usage)		7-10 days	< 1 day	< 1 day	< 1 day					
	(sign licenses)		7-10 days	< 1 day	< 1 day	< 1 day					
Actual	(Road front usage)		7-10 days*	< 1 day	< 1 day	< 1 day					
	(sign licenses)		7-10 days*	< 1 day	< 1 day	< 1 day					
Indicator Description (Definition): The average number of days taken to complete the licensing procedure, by the Smart Services Business Centre in Alexandria. The licenses measured for this indicator are Road front usage licenses and Sign licenses, which are believed to be the most representative and highest volume licenses issued.											
Data Source: Primary Source: TAPR II Component E / Alexandria Smart Centre Secondary Source: n/a				Rationale/Critical Assumptions for Indicator: Egypt's relatively low FDI levels and private business output is largely attributed to an unfriendly business environment. Excessive bureaucracy and over-regulation stifles growth, discourages new business and investment and saps profits from existing businesses. TAPR II through Component E has been working to improve the business environment through various activities such as the Alexandria Smart Services Business Centre. The Smart Centre was opened to address the burdensome licensing regulations facing businesses in Egypt by providing a license procuring service to businesses. SSBC aims to reduce cycle times in terms of length of time, number of forms, number of inspections as well as number of visits. Due to the increased efficiency of having a central licensing service, it is expected that the cumbersome amount of time required to obtain a license will decrease dramatically, thus reducing costs and burdens to businesses and providing a more business-friendly environment.							
Schedule/Frequency of Data Collection: Annual (TAPR II annual reporting; which starts from Oct 1 st (t-1) till Sept. 30 th (t))				Method/Approach of Collection/Calculation: The Smart Centre tracks all of the clients served and licenses issued on a daily basis, as well as the amount of time taken to issue a license. These numbers are compiled by Smart Centre staff and reported to Doug Aitkenhead, who determines the average amount of time taken to issue two representative licenses (Road front usage and Signs).							
Responsible TAPR II Officer: Doug Aitkenhead, Component E & Dr. Hassan El Gogary Responsible USAID Officer: Ali Kamel											

<p>Data Limitation and Quality Assessment: The data here represent the Governorate of Alexandria only, and do not provide a national-level picture. However, it measures the success of a pilot activity which will likely be rolled out to selected business-oriented governorates.</p>	<p>Data Analysis/Dissemination Plan: Reporting to USAID</p>
<p>Indicator's Relevance to <u>Gender</u>: The indicator does not directly provide information by gender. However, it provides some inferences for females. The number of business licenses issued reflects the success achieved by the center to help SMEs and micro enterprises which are in fact dominated by women.</p>	<p>Other Organizations in Sector: WB, IMF and EU.</p>
<p>Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly relevant to poverty concerns.</p>	
<p>Additional Comments: The Alexandria Smart Services Business Centre (SSBC) is a pilot for the governorate of Alexandria. SSBC has been initiated in response to the request of the Governor of Alexandria and the demands of the local private sector. It aims to help SMEs and micro enterprises of the governorate of Alexandria to deal with the Governorate's business licensing, permits and inspection regime. It also aims to minimize reasons for the future growth of the informal sector in Alexandria. Depending on its success, similar centers will be rolled out to other governorates. At that time, an indicator which measures licenses issued for all such centers will give a fuller picture of the business environment improvements throughout the country.</p> <p>Note: Average number of days taken to complete licensing procedure through other public offices is 90 days.</p>	

I.R. 16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise Unit of Measurement): 1. Number of regulations (in ministries participating in the Regulatory Reform), 2. Number of reduced regulations (in participating ministries)											
Unit: number of regulations											
Results Data	04/05	05/06	06/07	07/08 (Baseline)	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Total number of regulations											
Targeted					30000	33000					
Actual				16884	29729						
Number of reduced regulations											
Targeted					2220	2400					
Actual				0	1480	1916*					
Indicator Description (Definition): 1. The total number of regulations in ministries participating in the Regulatory Reform. 2. The number of regulations reduced by the participating ministries during the Regulatory Reform process.											
Data Source: Primary Source: Component E Regulatory Reform activity. Secondary Source: n/a						Rationale/Critical Assumptions for Indicator: Egypt's low ranking in the Doing Business database highlighted the problems facing foreign and domestic investors in Egypt. The most critical problem is overregulation, and the Regulatory Reform, is designed to address this specific problem. A reduced number of regulations, and a revision of existing regulations, will reduce the administrative burden of doing business in Egypt.					
Schedule/Frequency of Data Collection: Data will be collected for each phase in each ministry, and aggregated to annual figures (based on TAPR II annual reporting).						Method/Approach of Collection/Calculation: The Regulatory Reform exercise currently involves thirteen ministries. Component E is currently doing an inventory of regulations in all of the participating ministries, which will provide the baseline figure for the overall number.					
Responsible TAPR II Officer: Alf Monaghan Component E Responsible USAID Officer: Ali Kamel						Data Analysis/Dissemination Plan: The RG units have included their own monitoring plan within their implementation schedule. This data will be an input to this indicator. - Reporting to USAID Other Organizations in Sector: WB, IMF and others					
Data Limitation and Quality Assessment: The data above do not adequately reflect the impact of the regulatory reform. This impact can be reasonably estimated and is reflected by other indices such as the World Bank Doing Business and the Global Competitiveness Reports.											
Indicator's Relevance to Gender: The indicator does not provide information by gender.											
Indicator's Relevance to Poverty: The indicator does not provide information directly relevant to poverty concerns.											

Additional Comments:

- It is possible that additional phases of the Regulatory Reform will proceed past the life of the TAPR II project.
- The best practice, international regulatory toolbox includes:
 1. Regulatory Reform: a means of rapidly reviewing a large number of old regulations and eliminating those that are no longer needed. It is clear, decisive as well as fast and aimed at the old stock.
 2. Regulatory Impact Analysis (RIA): a tool used to examine the costs and benefits of government decisions and to examine potential impacts arising from government action.
 3. Sun Setting Provision: a system calling for the automatic expiration of RIAs that accompany legislation, after a specified period, if not renewed by parliament.

* figure as of July 2010.

I.R. 16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of commercial registry centers modernized											
Results Data	Baseline Year: 04/05	05/06	06/07 (Baseline)	07/08	08/09	00/10	10/11	11/12	12/13	13/14	14/15
Targeted				21	21 ^D	32 ^D					
Actual			11 ^A	4 ^B	11 ^C	13 ^E					
Indicator Description (Definition): The number, out of a total of 84, of commercial registry centers which have undergone TAPR II-led modernization. Modernization includes training and IT upgrades, and the assessment of which centers have completed the process is made by Component E.											
Data Source: Primary Source: Commercial Registry Secondary Source: n/a						Rationale/Critical Assumptions for Indicator: A well-functioning system to register businesses is required to improve the investment climate in Egypt. Current registry centers suffer from outdated systems and skills. TAPR II through Component E provides training and IT support for business registries across Egypt. TAPR II conducted training in the areas of Change Management, Customer Services and IT Basic Courses for approximately 600 CR officials across Egypt. The activity aims to modernize commercial registry centers and enhance the registration capacity. TAPR II is developing a new IT-CRA Application with a unique database which will facilitate and accelerate the registration process (ongoing). There are 84 centers in total (some CR offices are established in the Chamber of Commerce and GAFI premises), which are all due to undergo this activity. CRA Website and Trade name Reservation Module is under testing					
Schedule/Frequency of Data Collection: Annual (TAPR II annual reporting; from October 1 (year t-1) – September 30 (year t)) Responsible TAPR II Officer: Alf Monaghan Responsible USAID Officer: Manal El Samadony						Method/Approach of Collection/Calculation: Data will be provided by Component E from their activity monitoring, on an annual basis. Component E tracks progress for their regular reporting requirements.					
Data Limitation and Quality Assessment: This is more of an output indicator than one measuring outcome. Component E advisors believe that certain capacity measures, such as volume of clients, is inappropriate.						Data Analysis/Dissemination Plan: Reporting to USAID Other Organizations in Sector: Ministry of Trade and Industry (MoTI); Ministry of State and Administrative Development (MSAD) and Ministry of Communication and Information Technology (MCIT) ^B					
Indicator's Relevance to Gender: The indicator does not provide information by gender.											

Indicator's Relevance to Poverty: The indicator does not provide information directly relevant to poverty concerns.

Additional Comments:

It may be advisable, as the activity progresses, to look into further impact measures.

A. 11 new offices were opened in the premises of the Chamber of Commerce and issued 22194 new Commercial Registries.

B. Help with the provision of needed infrastructure.

C. 11 CR offices were renovated and opened providing a one stop shop service

D. Revised figure

E. Trainees of CR offices this year are 36 persons from 13 CR offices

I.R. 16.2.5: IMPROVED EASE OF DOING BUSINESS

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of private sector developers involved in industrial parks operating under new market-driven PPP model / standard. Unit: number										
Results Data	Baseline Year: 04/05	2005	2006	2007 (Baseline)	2008	2009	2010	2011		
Targeted				2	4	4	NA			
Actual			4	5	5	NA	NA			
Indicator Description (Definition): The number of private sector developers involved in industrial parks, both newly created and revamped, which operated under a market-driven model rather than a government-imposed model.										
Data Source: Primary Source: Component E Secondary Source: n/a					Rationale/Critical Assumptions for Indicator: Industrial parks and zones are effective potential engines for growth, as they allow for a more competitive operating environment for business. Such zones have been successful in attracting FDI and enhancing the domestic private sector. Many countries in the region have developed such zones with high degrees of success -most notably in the Gulf. Egypt is falling behind in several indicators of private sector development, in comparison with its main regional competitors. One contributing factor is that Egypt's industrial parks were developed with heavy government intervention, rather than through market forces. By increasing the number of market-driven industrial zones, Egypt will become more attractive to both domestic and foreign investors. Component E has been working with the Industrial Development Agency to develop new guidelines and operational frameworks for these parks, and is involved in their development.					
Schedule/Frequency of Data Collection: Annual – Calendar year					Method/Approach of Collection/Calculation: Component E monitors this activity as part of its regular reporting requirements. Advisors will report the number of parks to the PMEP officer on an annual basis.					
Responsible TAPR II Officer: Alf Monaghan – Samar Fawzy Responsible USAID Officer: Rasha Abdel Hakim										
Data Limitation and Quality Assessment: While the number of private sector developers involved in industrial parks is a result in itself, this indicator does not measure the impact of the new zones. In future stages, potential indicators could measure the amount of revenue these businesses generate. A longer term measure is overall FDI and private sector share of GDP.					Data Analysis/Dissemination Plan: Reporting to USAID					
					Other Organizations in Sector: WB, IFC and others					
Indicator's Relevance to Gender: The indicator does not provide information by gender.										

Indicator's Relevance to Poverty: The indicator does not provide information directly relevant to poverty concerns.

Additional Comments:

OPERATIONAL PLAN INDICATOR

Performance Indicator (including precise <u>Unit of Measurement</u>): Number of municipalities receiving USG assistance with regulatory / administrative simplification – through TAPR II Unit: number											
Results Data	Baseline Year: 04/05	05/06	06/07 (Baseline)	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Targeted			1	1	2	3					
Actual			1	2*	2	3					
Indicator Description (Definition): Number of municipalities assisted with regulatory/ administrative simplification.											
Data Source: Primary Source: TAPR II Secondary Source: n/a						Rationale/Critical Assumptions for Indicator: Ease of doing business (including for example, registering businesses, obtaining licenses, permissions to engage in certain activities, etc.) contributes to economic growth. Regulatory and administrative requirements are not only at the state level, but at the local level as well. Hence, simplification of regulatory/administrative requirements at the municipal level will help spur economic growth.					
Schedule/Frequency of Data Collection: TAPR II year (October 1 (t-1) – September 30 (t))						Method/Approach of Collection/Calculation:					
Responsible TAPR II Team Leader: Alf Monaghan Responsible USAID Officer: Ali Kamel											
Data Limitation and Quality Assessment:						Data Analysis/Dissemination Plan: Reporting to USAID					
						Other Organizations in Sector: WB, IFC among others					
Indicator's Relevance to <u>Gender</u>: The indicator does not provide information by gender.											
Indicator's Relevance to <u>Poverty</u>: The indicator does not provide information directly relevant to poverty concerns.											
Additional Comments: There are five main activities under component E: 1. Alexandria Smart Service Business Center (SSBC), 2. Regulatory Guillotine, 3. The Industrial Parks and Zones, 4. Commercial Registry and 5. International competitiveness. Four activities contribute to this indicator. TAPR II through component E plans to apply these activities across 6 governorates by the end of 2009. These six business-oriented governorates represent most of the total business activity in Egypt.											

16.2.6: SKILL DEVELOPMENT WHICH MEETS THE NEEDS OF A COMPETITIVE ECONOMY

Performance Indicator (including precise Unit of Measurement): Number of degrees for legal and business education Unit: Number of degrees											
Results Data		2004	2005	2006 (Baseline)	2007	2008	2009	2010	2011	2012	2013
Targeted	Legal Education					64	83	^C			
	Business Education					62	137				
Actual	Legal Education				1	24 ^A	3	21 ^D			
	Business Education				2	41 ^B	1	212 ^E			
Indicator Description (Definition): Total number of degrees in the legal education (LLM degrees). Total number of degrees in the business education (MPAs and MBAs). Note targets include in-country and US degrees											
Data Source: Primary Source: Legal Education: University of Indiana School of Law—Indianapolis For Business Education: Arab Academy Graduate School of Business, RITI and AUC Secondary Source: N/A						Rationale/Critical Assumptions for Indicator: The indicator should reflect an increase in number of Egypt's trained and educated lawyers, economists and business leaders who are needed to shift the country into a fully private sector led, market-driven economy. The current depth of leadership and skills in business management, economic analysis, and commercial law is insufficient to meet Egypt's aggressive development goals. Expanding human capacity through skills development, training, and higher education is essential to Egypt's competitiveness and its integration in the global economy. The indicator is related to TAPR II Component F goal; to develop programs that meet the needs for widespread human capital development for generating sustainable economic growth and development in Egypt. TAPR II work with Alexandria and Cairo Universities Faculties of Law to develop a sustainable English language, internationally accredited LLM program. TAPR II also helps devise programs to help strengthen selected business programs at higher educational institutions and provide management education to selected Egyptian government agencies that are important for economic policy formation and implementation. These agencies and institutions include: MOF, MOI, MTI, GAFI, CBE, EBI, MOJ, and business facilitation units under the governorates.					
Schedule/Frequency of Data Collection: Annual (Calendar)						Method/Approach of Collection/Calculation: The component team lead will collect the data from the participating universities					
Responsible Team Leader: Andrew Lewis Responsible USAID Officer: Ali Kamel											
Data Limitation and Quality Assessment: n/a – a university						Data Analysis/Dissemination Plan: reporting to USAID					

degree is a discreet, objective measure	
	Other Organizations in Sector: none providing university degrees
Indicator's Relevance to Gender: The indicator does not provide information by gender.	
Indicator's Relevance to Poverty: The indicator does not provide information directly related to poverty concerns.	
<p>Additional Comments: Legal education: TAPR II worked with the Faculties of Law in Alexandria and Cairo Universities to build partnership of U.S. Law school and develop a sustainable English language, internationally accredited LLM program.</p> <p>Business Education Activities include</p> <ul style="list-style-type: none"> • TAPR II collaboration with the Arab Academy Graduate School of Business (AAGSB) including curriculum development, scholarships and outreach/networking among stakeholders to sustain continuous improvements in the school's program related to trade. • twinning between Alexandria Faculty of Commerce and a US Business School • Supporting a Business Education Forum to assist business faculty at a variety of institutions to write case studies, develop curriculum, improve teaching methods and share information and expertise <p>Economics Education: TAPR II develops a sector study on professional education that may explore possible ways for assisting the Faculty for Economic and Political Science in Cairo University and the Egyptian Banking Institute (EBI) in establishing improved postgraduate degree programs in Finance and Financial Economics.</p> <p>TAPR II specialists assisting client agencies (Component A through E) guide the selection of participants and determine curricula</p> <p>Professional Education (Component F) staff is responsible for promoting collaboration between client agencies and management education institutions, by designing customized programs.</p> <p>Professional education staff is also responsible for marshalling TAPR II resources to acquire the input identified, supervise the installation and use of inputs.</p> <p>^A24 participants who received legal education have graduated in 2008. 15 participants received LLM degrees and 9 received MLA degrees. ^B41 participants who received business education have graduated in 2008. 3 participants received Masters in Finance, 3 students received Masters of Arts in Economics, 19 received Masters of Public Administration and 9 received Masters of Business Administration.</p> <p>^C Not clear at the time of reporting. ^D 21 legal degrees; of which 14 degrees were in US – LLM programs and 7 were in-country LLM programs ^E 212 business degrees; of which 6 were US MBAs, 4 US MAs, 186 in-country MBAs, 12 in-country MAs and 4 in-country DBAs.</p>	

SUMMARY OF FINANCIAL INFORMATION

TOTAL BUDGET SUMMARY

Item	Line items from original Budget	Original Budget	Obligated Funding per Mod 13 3.1.2010	Invoiced through 1.14.2010 Invoice 114	Accruals	Total Budget	Remaining
Deloitte Expat Labor	1,4,	\$ 10,315,514	\$ 18,053,918	\$ 17,249,183	\$ 325,000	\$ 17,574,183	\$ 479,735
Deloitte Local Labor	3,6	\$ 849,945	\$ 572,733	\$ 569,862		\$ 569,862	\$ 2,871
Allowances	2,5,15	\$ 3,293,951	\$ 5,214,375	\$ 4,637,457	\$ 65,000	\$ 4,702,457	\$ 511,918
Travel	7,8,9,10	\$ 1,631,803	\$ 5,431,669	\$ 5,533,660	\$ 12,000	\$ 5,545,660	\$ (113,992)
Office ODC's and Local Support	11,17,19	\$ 2,464,098	\$ 2,178,813	\$ 1,575,348	\$ 348	\$ 1,575,695	\$ 603,118
Training	12	\$ 21,956,239	\$ 8,410,868	\$ 7,420,812	\$ 44	\$ 7,420,856	\$ 990,012
Procurement/Commodities	13	\$ 22,453,204	\$ 28,512,515	\$ 27,925,522		\$ 27,925,522	\$ 586,994
Grants	14	\$ 2,000,000	\$ 1,450,000	\$ 1,372,524		\$ 1,372,524	\$ 77,476
Fringe	16	\$ 2,587,333	\$ 4,055,969	\$ 3,628,321		\$ 3,628,321	\$ 427,648
Subcontractors	18	\$ 31,451,958	\$ 19,455,573	\$ 19,108,305	\$ 96,611	\$ 19,204,916	\$ 250,656
G&A and Overhead	20	\$ 19,663,968	\$ 31,596,860	\$ 30,700,682	\$ 40,630	\$ 30,741,312	\$ 855,548
Total Estimated Cost		\$ 118,668,013	\$ 124,933,293	\$ 119,721,678	\$ 539,632	\$ 120,261,310	\$ 4,671,983
Fixed Fee	21	\$ 6,056,522	\$ 5,681,018	\$ 5,442,595	\$ 100,094	\$ 5,542,689	\$ 138,329
Total Budget		\$ 124,724,535	\$ 130,614,311	\$ 125,164,273	\$ 639,726	\$ 125,803,998	\$ 4,810,312

Notes

Deloitte Labor: Illustrates cost of labor as associated with labor type with expatriate labor higher and local labor lower than the original budgeted. The reason for this being twofold; (1) key local professionals which would have been contracted through the Project were hired directly by our Project counterparts through the Implementation Letter and, (2) there was a specific demand from counterparts for expatriate labor with prior experience in the reform programs they were undertaking. As such, the heavy demand for expatriate labor ensured the cost exceeds the original budget. All expatriate labor was reviewed and approved by USAID.

Accrual Information:

- Expat Labor: \$325k true up on effective rates
- Allowances: \$65k for expatriate relocation costs
- Travel: \$12k for final airfare adjustments
- Office ODC's: \$348 for final Egypt DHL bill
- Training: \$44 for late training expense claim
- Subcontractors: \$96k for late invoice and relocation costs

BUDGET COMPARISON BY COMPONENT

	Original Budget	Obligated Funding per Mod 13 3.1.2010	Invoiced through 1.14.2010 Invoice 114	Accruals	Total Budget	Difference
Component A	\$ 37,064,377	\$ 27,435,619	\$ 27,799,319	\$ 53,963	\$ 27,853,282	\$ (417,663)
Component B	\$ 14,842,260	\$ 19,617,997	\$ 18,028,439	\$ 107,926	\$ 18,136,365	\$ 1,481,632
Component C	\$ 22,943,531	\$ 27,659,403	\$ 26,200,769	\$ 53,963	\$ 26,254,732	\$ 1,404,670
Component D	\$ 7,019,241	\$ 6,093,371	\$ 6,148,484	\$ 53,963	\$ 6,202,447	\$ (109,076)
Component E	\$ 9,885,459	\$ 17,349,419	\$ 16,314,998	\$ 53,963	\$ 16,368,961	\$ 980,457
Component F	\$ 9,844,261	\$ 6,916,213	\$ 5,970,156		\$ 5,970,156	\$ 946,057
Component G	\$ 17,068,883	\$ 19,861,272	\$ 19,259,897	\$ 215,853	\$ 19,475,750	\$ 385,522
Fixed Fee	\$ 6,056,522	\$ 5,681,018	\$ 5,442,212	\$ 100,094	\$ 5,542,306	\$ 138,712
Total all Components	\$ 124,724,535	\$ 130,614,311	\$ 125,164,274	\$ 639,726	\$ 125,804,000	\$ 4,810,311

LOE TRACKING SUMMARY/FIXED FEE CALCULATION

LOE Classification	Originally Budgeted Man	Originally budgeted LOE	LOE Invoiced through Invoice 114	Fixed Fee Calculation	
Expatriate LOE	1,875	35,138	42,782	% of Contract LOE Burned	91.52%
Local Professional LOE	2,150	40,291	26,248	Total Contract Fixed Fee	\$ 6,056,522
Total	4,025	75,429	69,030	Fixed Fee based off % of LOE Burned	\$ 5,542,689

TAPR II LOE BY PROJECT YEAR

Professional Labor	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Component A	1,129	2,032	1,958	671	587	6,377
Component B	1,067	2,275	3,669	1,045	971	9,027
Component C	1,743	3,129	1,726	812	531	7,941
Component D	232	724	813	286	294	2,349
Component E	563	1,953	2,320	1,202	927	6,965
Component F	426	231	285	179	-	1,120
Component G	2,203	2,449	2,502	1,327	522	9,003
Subtotal	7,362	12,792	13,274	5,521	3,833	42,782
Local Labor	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Component A	550	1,371	1,685	857	558	5,020
Component B	134	245	676	351	284	1,690
Component C	456	832	565	233	218	2,305
Component D	33	882	941	101	72	2,028
Component E	16	1,334	2,085	1,512	1,556	6,502
Component F	10	-	172	-	-	182
Component G	1,495	2,391	1,900	1,381	1,354	8,521
Subtotal	2,694	7,055	8,023	4,435	4,042	26,248
Total	10,056	19,847	21,297	9,956	7,874	69,030

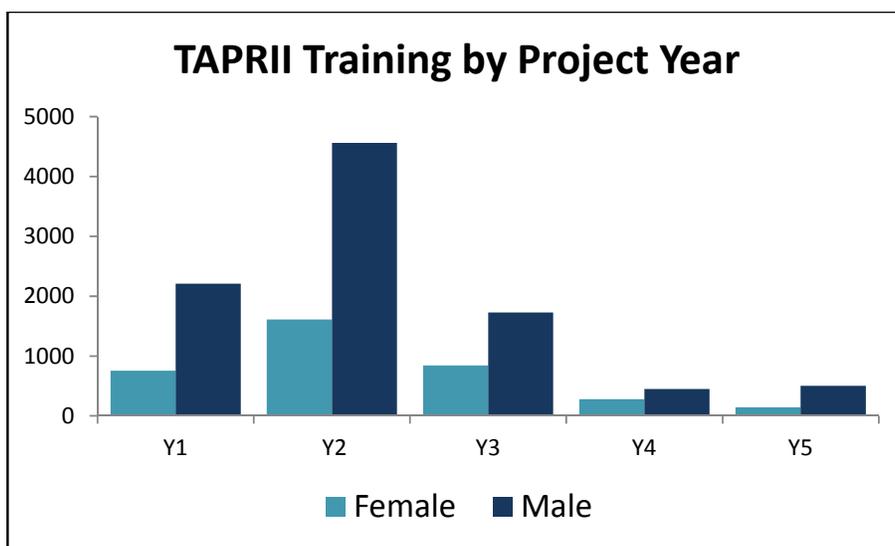
SUMMARY OF TRAINING PROGRAM

In addition to technical assistance, the TAPR II project also built the capacity of individuals and institutions that are necessary to support the implementation of those reforms to assure that policies, processes and procedures, once adopted, will be appropriately sustained and institutionalized. In support of this objective, TAPR II implemented a comprehensive training program which included study tours, locally provided short term technical and management training, legal and regulatory training, and formal academic degrees, both in Egypt and abroad.

The numbers below are for programs requested and completed during TAPR II project. They represent in-country and off-shore short term and long term programs. Additionally, per USAID's request they include participants who attended programs implemented by TAPR II consultants directly to counterparts. This training is reported to TAPR II but not implemented through the TAPR II training office. Please note that the number of participants does not necessarily reflect the number of trainees because trainees may be participants in multiple programs.

Figure 1. TAPR II Training Programs

Training Programs: 483	
Total Participants: 14,863	
Female: 4,083	Male: 10,943



Long Term Academic Training

TAPR II has provided financial and administrative assistance for 245 participants in long term academic degree programs. Participants were nominated by their counterpart institutions with TAPR II providing administrative support for the duration of the academic degree. In order to minimize costs and allow for broader participation in the degree program, more than 200 degrees were awarded by local institutions including the Arab Academy and the American University of Cairo.

Counterparts who have benefited from the academic program participants include the Ministry of Finance, Ministry of Trade and Industry, Ministry of Investment and the Central Bank of Egypt.

The TAPR II Customs initiative included three degree programs offered through the Arab Academy: MBA, MPA and MLA. This includes 48 persons in the MPA program, 12 in the MLA program, and the remainder of the 123 total in the MBA program. The MBA program consisted of 4 semesters over two years. There were a total of 16 courses. The core courses were: Management, Accounting and Financial Reporting, Economics, Applied Statistics, Marketing Management; Operations Management; Managerial Finance and HR Management. The Focus courses were: Contracting and Negotiations, International Marketing, Export Marketing Research, E-Business, International Environment and Regional Economic Agreements, Product Development Management, Supply Chain Management and Distribution, Export Procedures and Logistics. The fundamental goal of the program was to build management capacity in the middle management levels in the Egyptian Customs Authority. Basic qualifications when applying for the program included: a college graduation grade of at least "good", Successful TOEFL, five years as a full time employee with the ECA, under 45 years old before beginning courses, return of costs if the courses were not completed successfully, and a commitment to work for Customs for five years after completion of the program.

For The Egyptian Banking Institute (EBI), the Graduate School of Banking, Madison Wisconsin, (GSB) three-year program provided a comprehensive course of study at the University of Wisconsin for general banking and management especially compiled to meet the needs of bankers whose responsibilities and scope of activities are expanding. Designed as a hands-on learning and banking simulation experience, the program offers the most comprehensive educational plan that adds to participants' leadership and development skills. It helps them to gain a "big picture" of the entire banking organization and financial industry. Topics covered by the program include asset and liability management, strategic planning, marketing, soft skills, portfolio management, and human resources management. The program started in August 2007, with candidates selected from top EBI certificate students that met the program's strict criteria and had the most potential to benefit the Egyptian banking sector with their new skills. EBI's first group of participants, 5 from different Egyptian banks, were sent to the GSB and graduated in August 2009.

USAID and the GOE jointly participated in sending seven of the Ministry of Investment's actuarial staff to obtain their master's degree in actuarial science on a cost sharing basis. Given the scarcity of actuaries in Egypt and the long education process required to become a certified actuary, the 18 month program in the United Kingdom provided the best solution for balancing need and time.

Five Doctor of Juridical Science (SJD) and 21 Masters of Law (LLM) participants: This program was aimed at increasing the participants understanding of the American legal system and improving their abilities in the field of international law which should enhance their capacity to enroll effectively as an professors in the proposed S.J.D. degree program at the Faculty of Law, Cairo and Alexandria University. In addition, it will allow the participants to introduce novel areas of specialization in law which currently unavailable at the above faculty offered courses and to increase the add-value to the faculty as an institution by becoming S.J.D. degree holders.

TAPR II provided funding for MBAs and DBAs for personnel in the Trade Agreements Sector of the Ministry of Trade and Industry. Degree recipients were primarily from the Central Department for Bilateral and Multilateral Agreements, which assists in the negotiation and implementation of all trade agreements other than the WTO and EU agreements and IPR border enforcement; and the Central Department for International Trade Policies, or the trade remedies unit is it is called informally. A survey of MBA and DBA degreed employees

within TAS revealed recipients hold staff meetings, track individual performance, provide positive reinforcement to staff, have visions for the future, are better team-players, are better time managers, are more productive, are more mature and responsible, are more enthusiastic supporters and, indeed, initiators of institutional and managerial initiatives (e.g. work plan, performance appraisal, etc.) and are, overall, better assets to the Ministry.

Figure 2. TAPR II Long-Term Academic Programs

Program Number	Participants Number	Female	Male	Location
49	231	141	91	Cairo and Alexandria
7	7	5	2	UK
29	29	8	21	US A

Short Term Training

TAPR II has administered 393 programs and has maintained support to 14,618 participants.

Some of the key programs that TAPR II administered:

- A Public-Private Partnerships workshop on behalf of USAID in May 2008 in El Ain El Soukhna. USAID representatives, PPP representatives from Egypt and other countries attended the workshop to be provided with a set of principles, tools and an approaches to setup up and implement, with cooperating host governments, a sustainable and transformational program to develop basic infrastructure services through public-private partnerships.
- A major workshop for the Egyptian Consumer Protection Agency to increase the public, industry and business awareness of all aspects of consumer protection, were the Minister of Trade and Industry opened the event.
- The training of for the newly created economic courts through and counselors both prior to the operation of the courts and after the courts began functioning. In 2007 and 2008, TAPR II worked closely with the Ministry of Justice and the AOJS II program to provide training for judges who were serving on economic panels and likely to become economic court judges once the law was enacted. A program of eight three-day courses was developed. A total of 142 judges and 59 counselors received this training. In 2008, the project providing training to an additional group of 40 judges and thirty appeals court judges on a range of commercial topics identified by the MOJ. In 2010, TAPR II offered a second training program consisting of five two-day courses on commercial topics. Training was provided to all 209 judges of the economic court, including 81 counselors who hear appeals cases, 96 judges and presidents of court and 32 preparatory judges.
- In 2010, TAPR II provided three two-day training programs for 80 prosecutors who deal with economic cases on intellectual property. Prosecutors reported that the training had changed their understanding of the intellectual property law and indicated that they would change their approach to these cases.
- In support of the establishment of GAFI's Alternative Dispute Resolution Center, TAPR II trained 51 potential mediators in Cairo and Alexandria. The project provided each mediator with over 50 hours of basic, advanced and practicum training. Future

mediators included lawyers, professors, judges and businesspersons. In addition, a group of 10 persons had training on how to be a mediation trainer (train-the-trainer's course for mediators).

- In May 2010, a study tour to Ireland was organized for a group of Egyptian officials including the Industrial Development Authority Head, the Egyptian Regulatory Reform Initiative Executive Director and the advisor to the Ministry of Manpower as well as representatives from Alexandria Business Association and Entrepreneur Business Forum. The purpose of this mission was to look at the tools that Ireland used to achieve its leap of development and extract relevant lessons for Egypt.
- National Association for Insurance Commissioners Internships in the US. The purpose of these internships was to transfer applied regulatory know-how for practical application in the home market.
- The International Competition Network (ICN) Cartel Workshop: Egypt hosted the 10th Annual ICN Cartel Workshop 2009 hosted by the Egyptian Competition Authority (ECA). The International Competition Network ICN provides competition authorities with a specialized yet informal venue for maintaining regular contacts and addressing practical competition concerns. ICN is unique as it is the only international body devoted exclusively to competition law enforcement.

The TAPR II training department was responsible for the following activities:

- Research and recommend training programs, developing budgets for the requested training events, monitoring the provider performance, coordinating between USAID and the counterparts.
- Responsible for the management, delivery, implementation, and reporting of U.S., In-country, and 3rd country programs; both short and long term. Training information is reported to USAID utilizing the TraiNet-VCS, USAID's internet-based tool for gathering and reporting data on USAID exchanges, training and education, and for maintaining compliance with U.S. Government Visa requirements. Track in-country and off-shore training programs according to ADS 253 and Mission Order requirements.
- Process visa applications conforming to the US Government Visa Compliance System (TraiNet-VCS), participant language preparation, international travel arrangements and medical clearances, and other pre-departure logistical, administrative and documentation requirements for off-shore programs, either directly or through the USAID Blanket Purchase Agreement (BPA).
- Coordinated and compiled training needs assessments conducted by the TAPR II component leads. The component leads were responsible for determining the technical training requirements needed by the counterparts to strengthen and sustain the institutional reforms.
- Maintaining training records, statistics and budgets on the TPAR II project portal including total cost of training programs, number of participants, the financial approval documents on etc.
- The training department normally attended all the customized or tailored programs for quality assurance purposes in order to verify that TAPRII was getting the best value for USAID funds.

Several performance indicators for the USAID Mission Strategic Objectives 16 (SO 16) Operational Plan utilized training data:

- Number of financial sector supervisors trained with USG assistance (Comp B)
- Number of financial sector professionals trained on international standards this year with USG assistance (Comp. B.)
- Number of key personnel in fiscal policy and fiscal administration trained with USG assistance (Comp. C)
- Number of participants in trade and investment environment trainings (Comps A, D, E).
- Number of USG supported training events held that related to improving the trade and investment environment – (Comps A, D, E).
- Number of hours of training per participant provided on topics related to improving the trade and investment environment (Comps. A, D, E).

A breakdown of training funds by component is presented in the following table:

Figure 3. TAPR II Training Expenditures

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Component A	\$129,015	\$ 445,331	\$ 825,873	\$ 210,808	\$268,331	\$1,879,358
Component B	\$ 44,090	\$ 266,256	\$ 287,316	\$ 367,302	\$ (6,409)	\$ 958,554
Component C	\$ 4,809	\$ 330,816	\$ 243,423	\$ 139,420	\$ 65,972	\$ 784,441
Component D	\$ 9,529	\$ 357,456	\$ 297,892	\$ 39,494	\$ 70,394	\$ 774,765
Component E	\$ 15,582	\$ 228,745	\$ 343,847	\$ 187,445	\$241,208	\$1,016,828
Component F	\$ 1,955	\$ 538,741	\$1,078,139	\$ 310,004	\$ 15,288	\$1,944,126
Component G	\$ 10,264	\$ 1,360	\$ 11,318	\$ 39,629	\$ 107	\$ 62,678
Total	\$215,244	\$2,168,705	\$3,087,808	\$1,294,102	\$654,892	\$7,420,750

SUMMARY OF PROCUREMENT

Component G facilitated the procurement of all commodities and services in support of the TAPR II Project activities. This included the preparation and issuance of requests for proposals (RFPs), preparation source and origin waivers, evaluation of responses to RFPs, negotiations with vendors, and preparation of final commodities amounts and scopes of work to be included in the contract or purchase order documents. All procurements were conducted in compliance with FAR/AIDAR requirements.

The general steps implemented in the field office for procurements in excess of \$5000 include the following:

- Develop description of procurement and justify how it supports the objectives of the project and obtain USAID concurrence
- Source and or origin waiver if required
- Prepare the technical specifications for the RFP/RFQ document
- Complete and submit of Form IRM ADS-548 (for technology procurements in excess of \$100,000)
- Advertise the RFP/RFQ or complete of a sole source justification form
- Manage the communications with offerors such as the questions and responses for technical and procedural aspects of the RFP
- Conduct evaluations of submissions and produce an evaluation report
- Issue award and regret letters
- Prepare final commodities requirements and scope of work for PO/contract documents
- Produce a negotiation memo for submission to the USAID CO (procurements in excess of \$100,000)

The TAPR II budget (revised after modifying the contract and adding additional funds) contained a line item for counterpart procurement of \$28,512,515 TAPR II's implemented 49 procurements for its counterparts during the life of the project. The procurements are summarized by component in the following table:

Figure 4. TAPR II Procurements

Component	Procurement Activity	Goods/Services	Budgeted Cost	Actual Cost	Awardee	Status
A	Customs Information System	Goods	\$8,000,000	\$10,271,033	Raya USA/ICS	completed
A	CRU IT Equipment	Goods	\$134,345	\$ 134,345	IPS	completed
A	Light Pens	Goods	\$4,952	\$ 4,952	Comptronics	completed
A	WebPortalPPPCentralJun07	Services	\$3,694	\$ 3,694	local	completed
A	NetworkSoftwareMOAgricltre	Services	\$594	\$ 594	local	completed
A	HPCompaqMOAgriculture	Services	\$1,994	\$ 1,994	local	completed
A	Food Safety IT hardware	Goods	\$20,000	\$ 15,500	Comptronics	completed
A	MOTI / Customs Fiber Line	Goods	\$5,000	\$ 5,000	local	completed
B	DMFS Software Upgrade	Goods	\$168,000	\$ 109,038	UNCTAD	completed
B	RTGS Implementation Services and Hardware	Goods/Services	\$900,000	\$ 813,318	ePay.Com	completed
B	Document Management System	Goods	\$50,000	\$ 48,802	Sakhr	completed
B	EISA IT Infrastructure - Part II	Goods/Services	\$20,000	\$ 10,615	various	completed
B	EISA IT Infrastructure - Part I	Goods/Services	\$400,000	\$ 393,249	Comptronics	completed
B	RTGS Management Services add-on (E-Pay)	Services	\$200,000	\$ 497,220	ePay	completed
B	EISA Laptops	Goods	\$16,000	\$ 16,670	Comptronics	completed
B	Pension Fund Call Center Networks installation	Goods/Services	\$100,000	\$ 83,000	FAME	completed
B	Pension Fund Call Center / IT hardware-software	Goods/Services	\$100,000	\$ 99,788	Comptronics	completed
B	CBE Accounting Services	Services	\$250,000		PWC	completed
C	Integrated Tax Management Administration System	Goods/Services	\$6,000,000	\$ 10,026,068	Raya USA/Bull	completed
C	2 x Printers	Goods	\$1,000	\$ 1,830	local	completed
C	2 x Servers, 2 x Laptop Computers	Goods	\$19,000	\$ 21,861	Comptronics	completed
C	1 x Servers and 2 x Laptop Computers	Goods	\$12,000	\$ 12,000	Comptronics	completed
C	Website Services	Services	\$50,000	\$ 3,500	ECC	completed
C	DigitalMapTaxAuthrty2nd Pyt	Goods	\$20,498	\$ 20,498	local	completed
C	2LaptopHPCompaqMOFMar07	Goods	\$3,005	\$ 3,005	QIS	completed
C	LCDRAMHPSalesTaxOffice	Goods	\$973	\$ 973	local	completed
D	ECA statistical analysis software	Goods	\$6,000	\$ 6,050	local	completed
D	CPA IT Equip. (servers, desktops, network)	Goods/Services	\$121,963	\$ 121,963	Comptronics & local	completed
D	Outsourcing CPA Call Center Service	Services	\$65,770	\$ 65,770	Excced	completed
D	Call center hardware and software	Goods/Services	\$25,000	\$ 22,218	local	completed
D	CPA Queuing system	Goods/Services		\$ 3,946	local	completed
D	Economic Courts Conference Room Equipment	Goods		\$ 1,671	local	completed
E	SSBC Applications IT Hardware	Goods	\$131,000	\$ 92,020	ICS	completed
E	SSBC Applications IT Software	Services	\$105,000	\$ 83,000	Silverkey	completed
E	SSBC Applications IT Software Phase II	Services	\$70,000	\$ 74,000	Silverkey	completed
E	SSBC Server Room	Goods/Services	\$5,000	\$ 5,000	local	completed
E	Commercial Registry-IT Equipment	Goods	\$50,000	\$ 50,643	Comptronics & local	completed
E	misc IT and office Equipment for SSBC	Goods/Services		\$ 20,451	local	completed
E	CRA IT Equipment and Software	Goods	\$350,000	\$ 313,994	Comptronics	completed
E	Commercial Registry IT Application	Goods/Services	\$350,000	\$ 300,000	Sakhr	completed
E	Commercial Registry Anti Virus and Back Up software	Goods		\$ 36,060	Comptronics	completed
E	ERRADA software Applicaton	Goods/Services	\$100,000	\$ 100,000	Scott Jacobs	completed
E	ERRADA hardware	Goods/Services	\$300,000	\$ 281,388	Comptronics & local	completed
E	ERRADA Network termination	Services	\$1,000	\$ 1,000	local	completed
F	Legal Databases	Goods	\$150,000	\$ 60,000	Yankee Books	completed
F	Library IT Equipment	Goods	\$200,000	\$ 181,800	Comptronics	completed
F	U.S. Graduate Law School Twinning - Law AV	Goods/Services		\$ 248,511	Phillipe	completed
F	U.S. Graduate Law School Twinning - Law renovation	Goods/Services	\$800,000	\$ 361,489	AAEC	completed
			Actual Total	\$ 25,029,523		

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