



<b>Project Name:</b> Business Development Support Services Project (BDSSP)		<b>Country:</b> Egypt
<b>Project Location Within Country:</b> Cairo, Minya in Upper Egypt; and Alexandria in Lower Egypt and selected other governorates		<b>Professional Staff Provided:</b> <b>No. of Staff:</b> 1 <b>No. of Person</b> 6 <b>Months:</b>
<b>Name of Client:</b> Association of Canadian Community Colleges (ACCC) Contact: Nejat Gorica, Vice-President Tel. 613-746-2222		
<b>Start Date:</b> July 2004	<b>Completion Date:</b> June 2005	
<b>Name of Associated Firm(s), if any:</b> Emerging Markets Group (Canada) Limited, Environmental Quality International (EQI) and Entrust Development and Management Consultants		<b>No. of Person-Months of professional staff provided by Associated Firm(s):</b> 210
<b>Name of Senior Staff:</b> Hussein Amery, Performance/Capacity Development Specialist		
<b><u>Detailed Narrative Description of Project:</u></b> The \$18 million <i>Business Development Services Support Project</i> (BDSSP) builds on CIDA's 10 year involvement in the SME sector in Egypt. Noting that the vast majority of GOE and donor funding has helped to create a range of credit programs specifically targeted to SMEs, CIDA has developed four niches within SME sector in Egypt which will continue under the new Project: 1) testing and developing of innovative non-financial services for SMEs; 2) testing and developing new approaches to improving the enabling environment for SMEs at the Governorate level; 3) supporting existing and new BDS Providers who work with SME start-ups as well as existing firms; and 4) supporting BDS Providers that take a business-like approach to service delivery (sustainability through cost recovery). For CIDA SME programming in Egypt, the term SMEs encompasses small enterprises employing 5-14 workers and medium enterprises employing 15-49 workers, but not micro enterprises with 4 workers or less.  <b><u>Project Goal:</u></b> To foster better employment opportunities through support to small and medium enterprise development" with an emphasis on the country's marginalized groups, in particular women and youth.  <b><u>Project Purpose:</u></b> To enhance the SME sector in selected Governorates by supporting existing and/or new business development service providers and other related local institutions.  The project is expected to result in a more dynamic SME sector that contributes to equitable and environmentally sustainable economic growth, job creation, and improved incomes for men, women and youth including those from marginalized groups; and an enhanced gender-sensitive, SME regulatory environment.  The BDSS project is closely aligned with CIDA's overall strategies and commitments and its Egypt Program goal: "to support Egypt in its efforts to reduce poverty of the country's marginalized groups, in particular women and youth". The focus on SMEs as a vehicle for job creation and poverty reduction strongly supports the priorities within CIDA, and in particular, its commitment to the Millennium Development Goals and to the Key Agency Results.  The development of stronger BDS Providers is the core aspect of the project. Improving the supply of services, their effectiveness, and range is important for providing access to a broader		

range of SMEs. A group of BDS capacity facilitators will assist in building the capacity of the BDS Providers and developing new business development products and services. The second group of BDS Facilitators is the BDS enabling environment facilitators, which will focus on expanding the demand for services by SMEs and on the enabling environment in general for SMEs. The design of the project includes some key approaches: proactively develop integrated sustainable SME support in two governorates of focus; provide responsive support for specific needs in other governorates; and include CIDA's earlier successful SME support institutions as potential BDS facilitators and providers and the introduction of cross-cutting themes of gender equality, alleviating issues relating to children at work and protection of the environment.

The Project started with integrated programs in two Governorates: Minya in Upper Egypt; and Alexandria in the Lower Egypt. Project mechanisms are designed to allow for rapid expansion of Governorates in Upper Egypt should the absorptive capacity of Minya not be as great as anticipated. Similarly, provision will be made to allow for a change in Governorates in the Delta should the potential for poverty reduction through SME development in Alexandria not be as great as originally anticipated. Funding has also been allocated for providing specific BDS support within other Governorates (without having an office in such governorates).

The project is managed by the Association of Canadian Community Colleges (ACCC) in conjunction with Emerging Markets Group, Canada. ACCC's mandate as the lead executing agency of this Project will change from implementing and managing at the beginning of the Project, to providing advisory and supporting services, as and when the Egyptian capability is available to take over the project implementation management responsibility.

**Description of Actual Services Provided:**

IDEA provided the services of the Performance Specialist to the Project. The Performance Specialist supported the project team during the Inception Phase and led the development of the Project Implementation Plan, as well as supporting the development of the Project Annual Workplan. The Performance Specialists established the terminology, logic of use for the operationalization of the Results Based Management System. This included training Canadian and Egyptian personnel and ensuring that expected results at the outputs and outcomes level were properly tracked and measured using performance indicators established during workshops delivered in the field.

IDEA ensured the RBM Logical Framework Analysis (LFA) was appropriate at all times; it developed and maintained the Performance Measurement Framework which detailed the strategy to plan, collect, use, and disseminate the performance information. In addition, IDEA provided technical and managerial expertise to the Project Management in order to implement the Project based on participatory methods for activity planning and implementation and provided expert advice to Egyptian organizations (BDS facilitators and/or other Government entities) involved in the implementation of the Project.

**Funding Agency:** Canadian International Development Agency

**Firm:** Integrated Development Enterprise Associates (IDEA)