

# INFORMATION & COMMUNICATION TECHNOLOGY (ICT) PROJECT – MID-TERM EVALUATION

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*Submitted to:*

**USAID/Egypt**  
**Office of Economic Growth EG/FIT**



*Under:*

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## LIST OF ACRONYMS

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AICTRN	Arab Information and Communications Technology Regulators Network
ASBA	Assiut Businessmen’s Association
BASU	Association for SME Development (Mansoura)
BTA	Basic Telecommunications Agreement
CLDP	Commercial Law Development Program
CMA	Capital Market Authority
CMM	Capability Maturity Model
CoE	Center of Excellence
CRA	Commercial Registry Authority
DA	Development Associates, Inc.
DoC	Department of Commerce
DOT	Digital Opportunity Trust
DT2	Development Training Program 2
EDI	Electronic Data Interchange
EGO	Egypt Gateway Online
EITESAL	Egyptian Information Technology, Electronics, and Software Alliance
ENPO	Egyptian National Postal Organization
GD	General Dynamics Government Systems Corporation
GoE	Government of Egypt
GTA	General Tax Authority
IP	Institutional Partner
IP3	Institute for Public Private Partnerships
IR	Intermediate Result
IRM	Information Resource Management
ITA	Information Technology Agreement
ITIDA	Information Technology Industry Development Authority
ITR	International Telecommunications Regulation
ITU	International Telecommunications Union
LOP	Life of Project
MCIT	Ministry of Communication and Information Technologies
MoF	Ministry of Finance
MoI	Ministry of Investments
MSAD	Ministry of State for Administrative Development
NGO	Non-Governmental Organization
NTRA	National Telecommunications Regulatory Authority
NVTC	Northern Virginia Technology Council
OST	Overseas Study Tour
PASA	Participating Agency Service Agreement
PKI	Public Key Infrastructure
ROI	Return on Investment
RP	Results Package
SECC	Software Engineering Competence Center
SMEs	Small and Medium Enterprises
SO	Strategic Objective

TA	Technical Assistance
Telecom	Telecommunications
TLO	Trade Liaison Office
TRA	Telecommunications Regulatory Authority (within MCIT, predecessor to NTRA)
USAID	United States Agency for International Development
Webinar	Web based seminars and conferences
WTO	World Trade Organization

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## EVALUATION TEAM

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### **Larry Marchese, *Team Leader, Sr. Program and Policy Analyst/ICT Promotion and Awareness***

Mr. Marchese is a seasoned international marketing & business executive, project manager, and strategic marketing consultant with 20+ years experience in IT and telecommunications, software, and consulting industries in the Americas, Europe, Middle East, Asia and Africa. His USAID expertise includes serving as Chief of Party (COP) and Deputy COP for technical assistance & enterprise development projects in Egypt and Southern Africa. From 1980-1995, he held various senior management positions with Westinghouse Corporation including building & managing a \$20M software & information systems start-up business. He also managed technical services projects valued \$5M to \$100M worldwide for Westinghouse. As Principal Consultant for GTE Internetworking (Genuity), he provided strategic business & market planning services to wireless, Internet, voice & data service providers, and e-commerce players worldwide. More recently, as Founder of Global Market Associates LLC, Mr. Marchese has assisted broadband & telecom clients with international marketing, business development & strategic growth ventures. His clients include Verizon International, Philips Electronics, C-COR.net, Telecordia (Bellcore) and venture capital funded wireless content and technology solutions providers.

### **Magdi Ishak, *Sr. Program and Policy Analyst/Marketing and Business Development***

Mr. Ishak is a senior executive with 30 years of experience in engineering, marketing, professional services and program management in the IT industry. He spent 27 years in Digital Equipment / Compaq Computer Corporation in several capacities which included Product Line Management of up to \$500 M business, hardware evaluation, application software development, training, worldwide marketing of hardware services, business development and managing large-scale, multimillion-dollar projects from inception to closeout. His international background includes services to major corporations in the US, Europe and Egypt including Telecom Egypt. He is the recipient of several awards for outstanding performance, customer satisfaction and teamwork from industry leaders and customers including GTE, Primus Telecommunications, Dow Jones Digital equipment and Compaq. Mr. Ishak holds a Bachelor Degree in Electrical Engineering from Cairo University in Egypt, Master's Degree in Management from Northeastern University in Boston, Master Certificate in Project Management from George Washington University in Washington, DC and Project Management Professional (PMP) certification from the PMP Institute in the USA

### **Frances Chetwynd, *Sr. Program and Policy Analyst/Telecommunications Regulation***

Ms. Chetwynd is an attorney with over 20 years experience in telecommunications policy and regulation. She has in depth experience with common regulatory structures for most ICT-related services, including landline telephone service (and universal service principles), cellular telephone (including licensing), business radio, ISPs, e-government and e-commerce, broadcast, cable and satellite technologies, privacy, copyright, and intellectual property issues. She has drafted legislative proposals to conform ICT legislative structure to a changing technical environment, developed proposed regulations, represented business groups and trade associations seeking to improve the business environment for ICT, worked with the regulatory

structure for licensing cell phone providers, including auctions, and has extensive experience with competitive issues in ICT services (antitrust, natural monopoly, scarce resource theory, unfair competition) and interplay between regulation and competition. In the last several years, she has completed a variety of assignments for USAID implementing partners.

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## EXECUTIVE SUMMARY

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The Information and Communication Technology Project (ICT Project) is a \$28 million, 4 year project with an optional fifth year that is intended to improve Egyptian business competitiveness and access to global markets through increased adoption of ICT technology in the public and private sectors. The project has 3 primary objectives: to improve the legal and regulatory environment for ICT; to increase e-government and e-business; and to expand the use of ICT throughout Egypt, particularly focusing on SMEs in areas outside Alexandria and Cairo. The third objective is supported by a grant component.

The ICT Project underwent a comprehensive reorganization in early 2003. This reorganization was completed, and a new management team was in place, by mid 2003. The DA team focused its evaluation primarily on the approximately 18 month period since June 2003. During this period, the GD ICT project team has moved forward vigorously to carry out the contractual mandate, building on lessons learned in the first year of the project and filling gaps that had emerged prior to the reorganization.

The ICT Project outputs support project objectives, and do so quite effectively. Particularly noteworthy are the progress that has been made towards providing a legal and regulatory framework for e-commerce; technical and management expertise provided to define, develop and roll-out e-pilot projects; and the grant programs to SMEs in Assiut and Mansoura. The grant programs are designed to facilitate the use of ICT by SMEs outside the Cairo and Alexandria commercial centers, are poised for roll-out, and promise to significantly expand awareness and use of ICT by SMEs in the targeted areas.

Some project outputs have been less effective. For instance, the ICT project has provided policy advice to NTRA, designed to assist NTRA in becoming an effective and mature regulatory agency. This policy advice has been largely ignored by NTRA. Another example – e-government pilot projects, though now on course, got off to a slow start.

The DA Team does not recommend any major changes in project direction or structure for the latter part of the project. The Team concludes that the ICT project was well designed, appropriate and realistic when initiated and remains so today. The Team does recommend that USAID “cross-fertilize” ICT throughout the USAID portfolio by promoting use of ICT for cost savings and increased efficiency in all major activities. Further, the Team recommends increased emphasis on team building to improve the ICT Project’s working relationship with its primary counterpart, MCIT.

In summary, the DA Team believes that the ICT project has made notable progress towards achievement of project objectives in most areas, and that taken as a whole, the project is achieving what it should be achieving.

Conclusions and recommendations for each task in the evaluation team’s scope of work are set out below.

## SUMMARY OF KEY CONCLUSIONS AND RECOMMENDATIONS

### TASK 1: VALIDATE ORIGINAL PROGRAM RESULTS EXPECTATIONS

The RP set out program expectations that were valid, moving in a direction consistent with the USAID strategic plan and incorporating an appropriate vision of the role of ICT in Egypt's future. USAID vision and strategy incorporated into the GD contract are consistent with project results expectations and are still valid and appropriate at contract mid point.

**Recommendation:** The DA Team does not recommend fundamental changes in general direction or overall strategy for future ICT Project implementation.

### TASK 2: DETERMINE WHETHER, AND TO WHAT EXTENT, OUTPUTS SUPPORT OBJECTIVES AS DEFINED IN THE GD SCOPE OF WORK

The DA Team reviewed project outputs against project objectives and concluded that outputs are well designed to support objectives. Project output tables, organized by objective, support this conclusion. See Appendices 2-1 through 2-4.

The DA Team also made a qualitative review of project outputs (using the tasks and focus areas as set out in the GD Scope of Work as the framework for this review) to determine the extent to which project outputs support project objectives. The Team concluded that for the most part project outputs have effectively supported project objectives. Results of this review are summarized in Table 2-2.

### TASK 3: REVIEW MAJOR DELIVERABLES FOR INSTITUTIONAL PARTNERS FOR QUALITY, TIMELINESS AND THOROUGHNESS

Preliminary studies (four studies of key legal and regulatory issues) provided by GD were of good quality, thorough and timely delivered in February 2003.

**Recommendation:** See Task 4 below for discussion of these preliminary studies in the broader context of policy advice recommendations provided to NTRA.

The DA Team concludes the Year 2 and Year 3 Workplans were of acceptable quality and timely. The Year 2 Workplan contained a basic M&E plan which was later developed into an acceptable plan.

**Recommendation:** GD should undertake Year 4 Workplan development mindful of the recommendations under Task 8 regarding improving its IP working relationships.

The DA Team concludes that ICT e-pilot projects directly support Objective #2 (Increase e-government and e-business in Egypt). E-pilot project technical quality and management, as expressed by GD IPs, was excellent. All e-pilots aimed at encouraging electronic and financial services, improving or creating cost effectiveness, and access to services particularly for the private sector.

**Recommendation:** USAID and GD should proceed with e-pilot project implementation mindful of the Task 8 recommendations regarding improved IP working relations.

**TASK 4: ASSESS PROJECT'S INPUT AND TIMELY PROVISION OF QUALITY POLICY ADVICE AND DRAFT LEGISLATION TO NTRA**

The ICT Project has provided high quality policy advice to NTRA, including Policy Guidelines, suggested rules and regulations, and training. Training has also been provided by CLDP. Cost of providing this advice has been substantial. NTRA has not made full use of the policy advice provided it.

**Recommendation:** USAID should closely monitor NTRA reaction to GD proposed changes to improve their working relationship. If NTRA chooses not to utilize policy advice and TA offered by GD, USAID should stop providing it. USAID should continue to support policy advice and training provided to NTRA by CLDP.

**TASK 5: EVALUATE TECHNICAL AND MANAGEMENT TRAINING COURSES AND WORKSHOPS**

The DA Team concludes the ICT training program is well positioned to proceed. The DA Team interviewed training participants and reviewed evaluations. With few exceptions, participants valued the training received.

**Recommendations:** Except for IT security Track -II program, GD should proceed with remaining 33 training sessions and workshops scheduled between October 2004 and June 2005. Explore the possibility of conducting training at 3rd country training venues. Streamline the budget process to allow GD time for proper planning. Ensure that GD includes technical observers at training events. Ensure beforehand that IP participants attend and complete training sessions. Consider IP cost sharing to accomplish this, followed by reimbursement upon satisfactory course completion.

**TASK 6: EVALUATE IMPACT OF USAID FUNDED PUBLIC AWARENESS INITIATIVES**

ICT public awareness initiatives have had a valuable impact on improving understanding and use of ICT tools for business and education. SME owners in Mansoura and Assiut are 100% satisfied with the "ICT for SME" pilot programs, and value ICT equipment and training they received.

**Recommendations:** GD should continue its current two-pronged approach of promoting ICT awareness and utilization to ICT and non-ICT SMEs. Going forward, GD, USAID, MCIT and NTRA should partner to host and conduct high-level public forums, conferences, and "road shows" to communicate a shared vision and roadmap for Egypt's ICT future. USAID and GD should fund expanded implementation of the YMCA-Assiut grant (UA-03-0032) funding IT skills training by NetCorps-Egypt interns, and the BASU (04-0001A) and ASBA (04-0001C) grants supporting "ICT for SMEs" activities in Assiut and Mansoura areas.

## **TASK 7: ASSESS CRITERIA FOR SELECTING AND FUNDING OF GRANTS AND THEIR VALUE IN PROMOTING THE USE OF ICT**

The DA Team concludes that GD criteria for selecting and funding grant awards are appropriate; grant selection and funding criteria conform strictly to USAID contractual and procurement guidelines, and were developed with USAID guidance and approval. Further, GD has developed and implemented a rigorous, multi-step grant application process requiring USAID and MCIT buy-in and sign-off on grant awards. The DA Team concludes the GD grants management team has made great progress and performed responsibly since June 2003.

**Recommendation:** GD and USAID should develop and implement a “Fast Track” grant process for low-value grants designed to expedite application, evaluation and award within 10-15 working days. Recommended target candidates for “Fast Track” grants are non-ICT SMEs that have completed the BASU, ASBA or NetCorps pilot phases.

The grants to EITESAL (to launch an effective Egyptian IT association), to the YMCA-Assiut (funding IT skills training provided by NetCorps-Egypt interns), and to BASU and ASBA (launching “ICT for SMEs” pilot project phases in Assiut and Mansoura) have been successfully implemented.

**Recommendation:** USAID and GD should fund full implementation of the YMCA-Assiut grant, the BASU and ASBA grants, and continue its support of EITESAL. Further, EITESAL should develop a strategic partnership with SECC to ensure that EITESAL members engaged in software development are trained in and apply SECC software quality standards.

## **TASK 8: IDENTIFY AREAS IN THE EGYPTIAN PUBLIC AND PRIVATE SECTORS REQUIRING FURTHER TECHNICAL ASSISTANCE**

The DA Team concludes development of the SME sector is the appropriate focus area for the ICT Program. Going forward, the DA Team concludes the “ICT for SMEs” Program will have significant impact on promoting SME efficiency and ICT utilization when fully implemented.

The DA Team concludes that e-pilot projects are an essential element in Egypt’s national ICT strategy. The DA Team found generalized concern among certain MCIT & MSAD personnel regarding the number of e-pilot projects, their selection, and potential risks that e-pilot funding could be dispersed too thinly. The DA Team finds the mid-point evaluation provides an excellent opportunity for GD, USAID and MCIT to resolve e-pilot concerns, set future e-pilot strategic direction, and improve working relationships.

**Recommendations:** GD and USAID should seek every opportunity going forward to redefine and improve their working relationship with MCIT, NTRA & MSAD. The DA Team recommends USAID & GD invite MCIT, NTRA & MSAD senior managers to participate in professionally facilitated strategic planning workshops aimed at developing a strategic roadmap for years 4 and 5 of the ICT Program. Workshops would include developing shared strategic vision, goals, objectives and action plans which ensure ICT e-pilot funding and ROI are maximized.

The DA Team concludes that USAID and GD should leverage ICT Project success to cross-fertilize the USAID/Egypt portfolio and possibly, the regional USAID portfolio.

***Recommendation:*** The DA Team recommends that USAID “celebrate” the success of the ICT Program by embedding ICT technology, strategies and lessons learned in its projects in Egypt. Cross-fertilization need not take place face-to-face. Using web-based conferencing (Webinars) technology would enable ICT personnel to reach USAID project personnel virtually all over Egypt, or the Middle East. A formal approach to cross-fertilization could involve leveraging the ICT Program as a Center of Excellence (CoE) to promote and provide ICT workshops, seminars, and best practices within the USAID/Egypt portfolio.

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# INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) PROJECT MID-TERM EVALUATION

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## BACKGROUND

This is a mid-term evaluation of the Information and Communication Technology Project (ICT Project) No. 263-0282. The project has three related components, all of which are included in this evaluation:

1. The principal component is contract No. 263-C-00-02-0020-00 with General Dynamics Government Systems Corporation (GD) (the GD Contract). This is a four year contract awarded in February 2002, with an optional 5<sup>th</sup> year. The contract was initially valued at approximately \$28.2 million, which includes \$4.3 million designated for the optional 5<sup>th</sup> year.
2. A training component managed by USAID under a contract with DT2 valued at approximately \$2.7 million.
3. Policy work with the Department of Commerce Contract Law Development Program (CLDP) under a PASA between USAID and the Department of Commerce, valued at approximately \$0.8 million.

## PURPOSE

The intent of the ICT Project is to improve Egyptian business competitiveness through increased technology adoption in both the public and private sectors.<sup>1</sup> This contributes directly to USAID SO 16, Environment for Trade and Investment Strengthened, and current Intermediate Results IR 16.1, Financial Sector Modernized and IR 16.2, Trade and Investment Facilitated.<sup>2</sup>

The Scope of Work for this Evaluation sets out a fourfold purpose:

- ▶ To evaluate performance under the GD Contract versus contract tasks;
- ▶ To identify areas in the GD Contract that are no longer relevant or essential given the changes that have taken place since the project was designed;
- ▶ To provide recommendations or ideas for new tasks that should be undertaken by the contractors, not envisioned in the GD Contract but deemed relevant by USAID, the Ministry of Communication and Information Technologies (MCIT), the National Telecommunications Regulatory Authority (NTRA) or the private sector; and

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<sup>1</sup> GD Contract at page 6

<sup>2</sup> When the GD Contract was awarded, the IRs were stated slightly differently: to strengthen the environment for trade and investment in Egypt through improving the policy framework for trade and investment (IR 16.1); increasing private sector competitiveness (IR 16.2); and enhancing opportunities for business growth (IR 16.3).

- ▶ To identify needs or sector requirements not included in the original project.

In evaluating GD performance, the DA Team focused its review on the period since June 2003. At that time, GD put in place major changes in personnel and implementation approach, responding to USAID concerns set out in the USAID show cause letter in February 2003.

## **OBJECTIVE**

Within the above strategic framework, and following discussions with USAID on November 29, 2004, the DA Team set its principal objective as determining whether the ICT Project is achieving what it ought to be achieving.

## **METHODOLOGY**

The DA Team reviewed extensive documentation from USAID, GD, CLDP, Institutional Partners (IPs) (both public and private sector), Development Training Program 2 (DT2) and Institute for Public Private Partnerships (IP3) in order to obtain a comprehensive understanding of the present status of the ICT program, including past history. Documents reviewed included annual work plans, quarterly reports, weekly status reports, policy advice, commodity procurement plans and GD performance monitoring & evaluation materials. A list of documents reviewed is set out in Annex 1.

The DA Team conducted extensive interviews with USAID, GD, IPs, and direct ICT project beneficiaries in Cairo, Assiut and Mansoura. A list of persons interviewed is set out in Annex 2. In order to obtain the frankest possible input, the DA Team sought and obtained USAID agreement for interviewing GD personnel with no USAID personnel present. There was one exception: USAID representatives attended project overview presentations given by the GD team members at the start of the Cairo fieldwork. Similarly, the DA Team conducted one-on-one interviews with IPs including Government of Egypt (GoE) IPs, private sector firms, SMEs, and Non-Governmental Organization (NGO) participants, without USAID or GD participation.

Direct one-on-one interviews with ICT project IPs and beneficiaries were conducted to assess and validate the impact, quality, timeliness and value of GD deliverables and results. In Cairo, Assiut and Mansoura the DA Team interviewed non-ICT and ICT SME owners and managers, GD strategic partners, ICT equipment and services vendors, Small and Medium Enterprises (SMEs), Technical Assistance (TA) providers and trainers. In every instance, the DA Team guaranteed all interview participants that it would ensure the safety and confidentiality of information they provided.

## **1.0 TASK 1: VALIDATE ORIGINAL PROGRAM RESULTS EXPECTATIONS**

### **1.1 DESCRIPTION OF TASK**

Task 1 asked the Team to look back to the beginning of the project and validate the importance of the original program results expectations. Those expectations were set out in an agreement with the GoE, the September 2000 Results Package (RP), and specifically, in Annex 1 to the

RP.<sup>3</sup> In order to validate the results expectations, the DA Team asked whether the RP set out expected results that were appropriate, meaningful and realistic at that time. In making this determination, we looked separately at the two RP “focus areas” defined in Annex 1: (1) improving the ICT legal and regulatory framework and (2) expanding the adoption and delivery of ICTs within Egypt. Task 1 also asked the Team to suggest focused changes in program results expectations due to current realities. See Recommendations below.

## **1.2 FINDINGS AND CONCLUSIONS**

### ***1.2.1 Focus Area 1 – Improved Legal and Regulatory Framework***

The RP aimed for improvement in the legal and regulatory area through lower trade barriers, a liberalized telecommunications (telecom) sector, and an environment hospitable to e-commerce. Specific program results expectations set out in Sections I – V of RP Annex 1 included:

- ▶ Proposed rules and procedures to implement the new telecom law (which had not yet been adopted). For instance, this would include assistance to MCIT and TRA<sup>4</sup> in drafting rules and procedures on licensing, tariff setting, interconnection, universal service access and dispute resolution);
- ▶ Assessments of the impact of complying with the WTO Basic Telecom Agreement (BTA) and the Information Technology Agreement (ITA), as a means of introducing international standards to Egypt’s telecom sector.
- ▶ Assistance in drafting e-commerce laws (electronic signature, validity of electronic information, encryption, security, computer related crimes, privacy, consumer protection, etc.) and associated training.
- ▶ Strengthened Government of Egypt (GoE) ICT-implementing institutions, such as MCIT, TRA, ITIDA, SECC.
- ▶ Topic-specific training as an integral component within the above activities.

For the following reasons, the DA Team believes the RP set out appropriate, meaningful and realistic expectations for Focus Area 1:

**The RP was Appropriate.** USAID’s Strategic Plan for 2000-2009, new when the RP was drafted, stated as its primary goal “A globally competitive economy is benefiting Egyptians equitably,” with a sub-goal of creating private sector jobs.<sup>5</sup> The ICT program fell under SO 16, Environment for Trade and Investment Strengthened, with IRs that included an improved policy framework for trade and investment, increased private sector competitiveness, and enhanced opportunities for business growth. At the same time, USAID anticipated substantial reductions in assistance. Clearly, the time was ripe to shift away from the commodity-based telecom

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<sup>3</sup> Information and Communications Technology Results Package, Annex 1: Amplified Description (28 September 2000)

<sup>4</sup> In 2000, when the RP was signed, the TRA was a unit within the MCIT. It was established as a separate unit (NTRA) in February 2003 in compliance with the new Telecom Law (Law 10/2003).

<sup>5</sup>USAID/Egypt, *Advancing the Partnership: USAID/Egypt Strategic Plan, FY 2000-2009* (Cairo, Dec. 1999)

infrastructure project (which had invested \$700M in Egyptian telecom infrastructure). The new strategy addressed USAID's newly defined goals of assisting the GoE in creating a legal and regulatory structure appropriate to the needs of an expanding, modern telecom and ICT sector. The RP was designed to carry out this strategy.

**The RP was realistic.** Although the RP set out ambitious goals, there were reasons to believe that the GoE was prepared to move forward in this area. In 2000, when the RP was drafted, President Mubarak had announced a National Policy for Technology Renaissance and the MCIT had prepared a National Communications and Information Technology Plan with the objective of using ICT as a catalyst for social and economic development.<sup>6</sup> The RP apparently was congruent with these GoE objectives, as expressed at the time.

**The RP was Meaningful.** Several national examples – Morocco, Ireland, Brazil – show that a legal and regulatory structure that meets international standards in setting up a free and competitive market for telecom and ICT can result in extraordinary growth in the ICT sector, with multiplier effects throughout the economy. The RP set out appropriate steps towards the vision of a modern legal and regulatory structure for ICT.

**Conclusion:** Original Program Results Expectations for the legal and regulatory focus area in the RP were valid within the context of USAID objectives and the GoE's announced ICT policy objectives at that time.

### ***1.2.2 Focus Area 2 – Expanded Adoption and Delivery of ICT within Egypt***

The RP aimed to increase the adoption of ICT-related services and products by increasing the competitiveness of Egyptian businesses and the efficiency of the GoE. Specific program results expectations set out in Section 1 – V of RP Annex 1 included:

- ▶ Providing TA to ICT and non-ICT firms focusing on effective transfer and application of ICT in business operations with special focus on businesses in remote areas including Upper Egypt, to help reduce the digital gap between Cairo/Alexandria and the rest of Egypt.
- ▶ Undertaking a special awareness/education campaign including workshops and seminars targeting businesspersons to improve understanding of the potential value in adopting ICT-related applications.
- ▶ Establishing linkages with US firms to shorten technology adoption cycle time by direct and indirect technology transfer.
- ▶ Undertaking pilot projects that create demand for ICT and build awareness through success stories within the GoE and the private sector.
- ▶ Supporting creation of private sector telecenters to improve access to ICT, and provide ICT tools to individuals and businesses in Egypt's small towns and villages. Conduct a feasibility study to determine if telecenters are a viable, sustainable business SME model.

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<sup>6</sup> MCIT, *National Plan for Telecommunication and Information* (Cairo, 2000)

- ▶ Providing technical assistance to support the establishment of an e-commerce environment.
- ▶ Assessing the venture capital market in Egypt as it affects ICT businesses.
- ▶ Providing TA to strengthen ICT-related business associations with special focus given to reaching beyond Egypt in supporting their members' business expansion activities.
- ▶ Providing technical assistance to support the establishment of a viable e-commerce environment.
- ▶ Providing grants to NGOs to advance adoption and delivery of ICT within Egypt through development of new technologies.
- ▶ Providing topic specific training as an integral component with the above activities.

For the following reasons, the DA Team believes that the RP set out appropriate, meaningful and realistic expectations for Focus Area 2:

**The RP was Appropriate.** The results expectations for Focus Area 2, like those for Focus Area 1, were consistent with the USAID Strategic Plan for 2000-2009 and with USAID's SOs and IRs. The ICT program falls under SO 16, Environment for Trade and Investment Strengthened, with IRs that include increasing private sector competitiveness, and enhancing opportunities for business growth. Clearly, USAID and GoE emphasis on, and their earlier investment of \$700M in ICT infrastructure development, established the foundation on which the ICT program could build private sector competitiveness and enhance the growth of Egyptian business.

**The RP was Realistic.** RP goals for expanded adoption and delivery of ICT in Egypt were ambitious. However, these goals were and remain realistic, achievable and measurable based on GD ICT program results to date. Further, lessons learned in other emerging economies confirm Focus Area 2 results expectations are realistic. Central to these lessons learned is that users will adopt ICT technology if service offerings (voice, wireless, internet access) are affordable, and network operation and maintenance adequate.

**The RP was Meaningful.** RP goals clearly address the necessity to build on GoE telecom infrastructure investments by taking vital next steps to increase private sector competitiveness, enhance the availability and acceptance of ICT throughout Egypt, and accelerate the growth of Egyptian businesses, especially in the ICT sector.

**Conclusion:** Original Program Results Expectations for the ICT Adoption and Expansion Focus Area in the RP were valid (appropriate, realistic and meaningful) within the context of USAID objectives and the GoE's announced ICT policy objectives at that time.

### **1.3 RECOMMENDATIONS**

1. The RP set out program results expectations that were valid at that time, consistent with the USAID Strategic Plan, and incorporated an appropriate vision of the role of ICT in

Egypt's future. At the mid-point of the GD Contract, the vision and strategy incorporated into the Contract are consistent with these results expectations and are still both valid and appropriate. For the latter part of the GD Contract, the DA Team does not recommend changes in general direction or overall strategy.

2. However, the DA Team proposes some fine tuning in future implementation. Future implementation of the GD Contract should incorporate more team building with GoE counterpart entities and greater IP stakeholder involvement in project planning. Further, USAID should seek broader ICT participation within the USAID portfolio through cross-fertilization with other USAID sectors. These recommendations are discussed in more detail under Task 8 below.

## **2.0 TASK 2: DETERMINE WHETHER, AND TO WHAT EXTENT, OUTPUTS SUPPORT OBJECTIVES AS DEFINED IN GD SCOPE OF WORK.**

### **2.1 DESCRIPTION OF TASK**

Task 2 incorporated two subtasks. First, it asked the Team to determine *how* project outputs have supported project objectives. The second part of Task 2 is more qualitative, asking the Team to analyze *how well* project outputs have supported project objectives<sup>7</sup>, to review constraints that may have prevented full realization of the objectives, and to provide alternative approaches for dealing with any constraints. The DA Team's approach to Task 2 is mapped out in Table 2-1.

### **2.2 HOW HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?**

We have addressed this subtask by providing detailed Output Tables, showing lists of project outputs that support each of the four Objectives, including present status of each such output. See Appendix Tables 2-1 through 2-4.<sup>8</sup>

These Tables show that project outputs *have been appropriately keyed to, and have supported, project objectives.*

### **2.3 HOW WELL HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?**

The qualitative assessment of the project outputs is set out below by objective and focus area and is summarized in Table 2-2.

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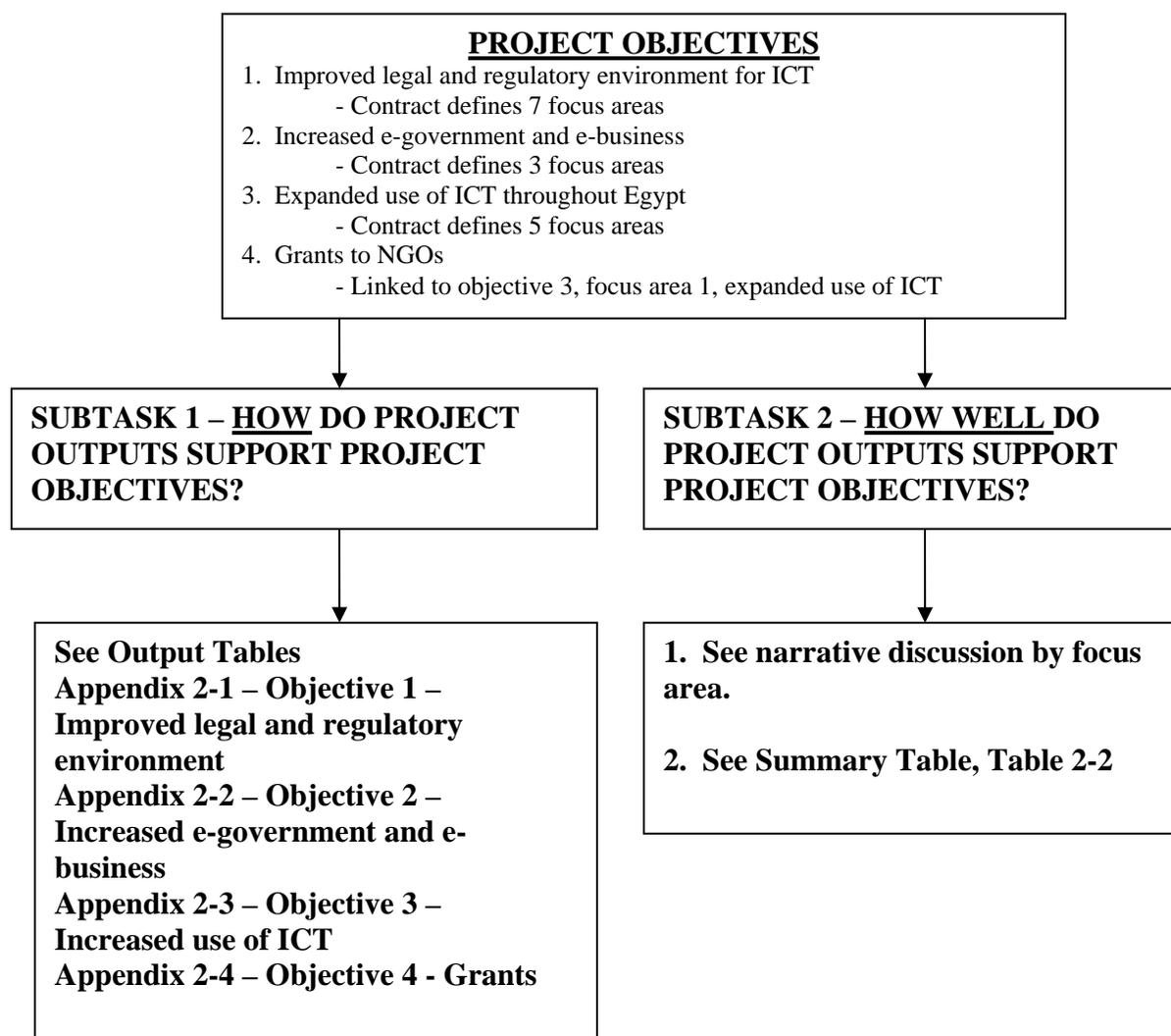
<sup>7</sup> The SOW names two key objectives: Improved Legal and Regulatory Environment for the ICT sector, and Expanded Adoption and Delivery of ICT within Egypt. GD Contract at 7, Section C.3, Statement of Work. The second objective is later referenced as three separate objectives: Increased E-Government and E-Business; Expanded Usage of ICT throughout Egypt; and Grants to US and Egyptian NGOs.

<sup>8</sup> Appendix numbers are keyed to the Task numbers. I.e., Appendix 2-1 refers to Task 2, Appendix 3-1 refers to Task 3, etc. There are no appendices for Tasks 1, 6, 7 and 8.

## 2.4 OBJECTIVE 1: IMPROVED LEGAL AND REGULATORY ENVIRONMENT FOR ICT: HOW WELL HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?

The GD contract anticipated results (outputs) that would support Objective 1 in seven focus areas. Each focus area is discussed below.

**TABLE 2-1: HOW AND HOW WELL DO PROJECT OUTPUTS SUPPORT ICT PROJECT OBJECTIVES?**



### **2.4.1 Focus Area 1: Strengthen MCIT**

The GD Contract anticipated that GD would assist MCIT (a relatively new ministry when the contract was developed and signed) in developing a strategic plan, management structure, staff training, internal policies and executive directives. In addition, the Contract anticipated that GD would conduct a Training Needs Assessment under which (with assistance from DT2) GD would supply local training, OSTs and on the job training to promote the goal of forming a model ministry. The expectation was that all TA would be demand driven.

### **Findings and Conclusions**

MCIT has become an effective Ministry with good leadership, a clear sense of mission, and an ability to get things done. For instance, reform of telecommunications law was accomplished in 2003 by the Ministry, with input from an internal working group presenting a range of points of view.<sup>9</sup> More recently, the Ministry successfully put forward legislation to establish the Information Technology Industry Development Authority (ITIDA), giving it corporate personality, a partially independent budget, and authority over e-signature certification.<sup>10</sup> In both cases, GD provided TA and TA-related training to assist MCIT in production of significant new legislation.

In terms of USAID objectives, the strength and independence of MCIT is a positive factor, contributing in a sustainable way to an improved environment for trade and investment in the ICT sector. On demand TA and training from GD have helped MCIT achieve and maintain this status.

In addition, GD has provided significant legal and regulatory products to MCIT in the form of TA and training, especially in connection with MCIT's e-business initiative, e-government pilot projects, Telecommunications Policy Unit (TPU), development of the Software Engineering Competence Center (SECC), and establishment of ITIDA. A more complete list of outputs is set out in Appendix 2-1.

However, MCIT did not seek out the institution-building and process oriented advice that was contemplated in the GD Contract. Consequently, the close working relationship between MCIT and GD that was anticipated in the contract has not come about. In fact, there have been significant restraints in the USAID/GD/MCIT relationship. There seem to be several reasons for this:

*Poor communications* between USAID and MCIT during project development and among USAID, GD and MCIT in the first year of the project. For instance, MCIT was apparently unaware of the severity of the problems that led to USAID issuing a show cause letter in February 2003, and Ministry representatives stated that the Ministry was not adequately briefed on the reasons for the letter or the steps taken to resolve it.

*Policy disagreements.* Like many Egyptian government entities, MCIT engages in quasi-commercial ventures that potentially compete with the private sector. For instance, MCIT seeks

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<sup>9</sup> Telecommunications Act, Law No. 10/2003

<sup>10</sup> Law No. 15/2044 on E-Signature and Establishment of the Information Technology Industry Development Authority (ITIDA).

to engage in venture capital funding through TDF, and to introduce telecenters or other government sponsored internet access that is not self-supporting. The ICT Project does not support activities that actually or potentially compete with the private sector.

*Timeliness and responsiveness.* There have been instances in which the lead time for particular agreed-upon TA has been too long due to internal delays at GD. In addition, GD has not always been responsive to requests for particular TA, for TA provided by an MCIT-identified expert, or for new procurements. Some of MCIT's dissatisfaction with regard to responsiveness is due to a failure to understand USAID rules and procedures.

### ***Recommendations on Dealing with Constraints***

1. The constraints listed above have not substantially undermined the ability of the ICT Project to reach critical goals and support USAID objectives. Nonetheless, an improved working relationship between GD and MCIT, and to a lesser extent between USAID and MCIT, would release time and energy that could be spent on working towards project goals.
2. *Team-building* - GD and USAID should seek every opportunity going forward to redefine and improve their working relationship with MCIT during ICT Project Years 4 and 5. We have included a more detailed recommendation on this point in Task 8.
3. *Timeliness* - GD maintains that the problem with timeliness has been addressed, and all practical, possible steps have been taken to resolve it.<sup>11</sup> GD must make a continuing effort on this front.
4. *Responsiveness* – MCIT should be fully engaged as a participant in preparation of the Year 4 Workplan. We have included a more detailed recommendation on this point in Task 3.

### ***2.4.2 Focus Area 2: Strengthen NTRA as an Independent Regulator***

The GD Contract directs GD to provide demand-based TA to establish NTRA's role as an independent regulator. The Contract anticipates that GD will provide assistance with internal procedures (transparency, consistency, public relations) and substantive policy in areas such as spectrum management, frequency monitoring, interconnection, numbering plan, tariff issues, universal service, electronic dispute resolution and licensing. In addition, the Contract directs assistance with design and implementation of a web site and provision of ICT hardware, software and services where they directly support other activities.

### ***Findings and Conclusions***

GD has fulfilled those contract requirements that are within its control. However, progress towards the ultimate objective of establishing NTRA's role as an effective and independent

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<sup>11</sup> For instance, GD has had an unreasonably long contracting process for STTAs. The process has now been shortened by development of a new standard contract that requires much less review by the GD contracting office. This process appears to be working well, but at the time of this report it has been in effect for a relatively short time. GD must continue to work diligently to assure that the delays that have plagued the project in the past do not recur.

regulator has been disappointing because NTRA has not implemented the policy advice that GD has provided. Reasons for this are discussed under Task 4 below.

**TABLE 2-2: HOW WELL DO PROJECT OUTPUTS SUPPORT PROJECT OBJECTIVES? (SUMMARY OF NARRATIVE DISCUSSION OF TASK 2, SUBTASK 2)**

**OBJECTIVE 1 – IMPROVED LEGAL AND REGULATORY ENVIRONMENT FOR ICT**

Focus Area	Focus Area Short Description	Summary of Narrative Discussion
1	Strengthen MCIT	MCIT is an effective ministry. The ICT project has contributed to this result. Improvement in working relationship is needed.
2	Strengthen NTRA as an independent regulator	Contractual obligations of ICT project have been fulfilled to the extent they are under GD control. NTRA is not yet an effective, independent regulator. Further discussed under Task 4.
3	E-transaction related laws and regulations	There has been significant progress towards a legal and regulatory environment hospitable to e-commerce, with effective and productive cooperation between the ICT Project and the MCIT.
4	Establishment of ITIDA	Legislation passed; ICT Project TA and training contributed to result
5	E-commerce training	On hold pending completion of legal framework. Time may be ripe to implement this provision, and to start to prepare a core group of Egyptian professionals capable of providing training and expertise on electronic commerce.
6	Internet based dispute resolution	On hold.
7	WTO BTA and ITA economic analyses	On hold. Rationale for these studies may have disappeared since Egypt is on course to fully comply with BTA and ITA obligations.

**OBJECTIVE 2 – INCREASED E-GOVERNMENT AND E-BUSINESS**

Focus Area	Focus Area Short Description	Summary of Narrative Discussion
1&2	ICT E-government Pilot Projects	Progress of pilots has been slow, but quality of active pilots is high. Pilots are contributing to increased e-government and e-business. Replication of pilots will be critical for full benefit. Full discussion under Task 3.
3	Impediments to E-commerce	No further research recommended.

**OBJECTIVE 3 – EXPANDED USAGE OF ICT THROUGHOUT EGYPT (INCLUDES OBJECTIVE 4, GRANTS TO NGOS)**

Focus Area	Focus Area Short Description	Summary of Narrative Discussion
1	Increase ICT for SMEs	Grant-funded projects in Assiut and Mansoura were well planned and well executed. Full discussion under Task 7.
2	Bridge access to funding gap for ICT SMEs	Financing readiness assessments conducted for 15-20 ICT SMEs. Further work with 5 SMEs planned for 2005.
3	IT Business Association	Establishment of Egyptian Information Technology, Electronics, and Software Alliance (EITESAL) through merger of leading ICT business associations is an important achievement. Grants have supported EITESAL development, but further work is needed to make EITESAL an effective voice for ICT business sector.
4	TA to Software Engineering Industry	Technical training for CMM certification has enhanced the capability of participant software companies to enter the global market for software development
5	Trade Liaison Office	If implemented and managed as a private sector project, TLO could become an important component agent for increasing access of Egyptian ICT businesses to the global market.

## ***Recommendation***

GD has initiated changes that may improve NTRA's acceptance of policy advice. If improvements do not occur, policy advice to NTRA should be discontinued. This recommendation does not apply to other aspects of assistance to NTRA (e.g., assistance with the NTRA website, training under CLDP auspices). Policy advice to NTRA is further discussed under Task 4 below.

### ***2.4.3 Focus Area 3: Draft E-transaction Related Laws and Regulations***

The Contract anticipated demand driven technical assistance to support the drafting and passage of e-commerce laws, regulations and procedures, assuring necessary conformity in related laws, and assistance in enforcement.<sup>12</sup>

## ***Findings and Conclusions***

The ICT project has provided continuing expert advice to the MCIT Information Society Development Office, the primary focus of e-commerce activity. In conjunction with the CLDP, GD is providing technical assistance and training on development of a legal and regulatory framework for e-commerce in Egypt. Successful completion of a framework that meets international standards and provides security for electronic transactions will make it possible for Egypt to participate more fully in the global economy.

Recent organizational changes in the Ministry have confirmed its interest in and commitment to this area. The Information Society Development Office has been consolidated into the ITIDA, and newly-issued Executive Directives appoint the chief of the Information Society Development Office as Deputy Director of ITIDA.

TA in this area has been a textbook example of productive cooperation between a USAID implementer and a host country ministry. MCIT designated this area as a priority from the beginning of the ICT Project, and USAID endorsed this through provisions in the GD Contract and tasks in subsequent workplans. During the period under review, there has been close and energetic interaction between the Ministry and the ICT Project. Factors for success have been:

- ▶ A clear objective (to improve the environment for e-commerce in Egypt by providing an appropriate legislative framework);
- ▶ Demand driven TA, training and OSTs, provided through experts with support from all stakeholders;
- ▶ Competent leadership through the Information Society Development Office;
- ▶ Buy-in from stakeholders in GoE, especially MCIT. Ability of MCIT to bring other stakeholders on board, e.g. Ministry of the Interior, Central Bank of Egypt, Egyptian National Postal Organization (ENPO).

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<sup>12</sup> GD Contract at 9

- ▶ MCIT's ability to move legislation to passage (for instance, ITIDA and e-signature legislation passed in April 2004), and its commitment to early completion of executive directives.

The ICT Project's support for e-commerce has been effective and productive, providing significant TA and training, including advice on key points in the legislation and executive directives. Progress in this regard has been steady and momentum continues. Anticipated next steps are legislation on electronic transactions and cyber crime. Workplans for the ICT Project and CLDP propose future TA and training to support continued progress towards completion of this set of legal and regulatory reforms.

MCIT officials were unanimous in stating that the assistance provided in this area had been valuable and of high quality. The only negative comments made to the DA Team regarding this area of assistance were made by MCIT officials who felt that GD reports did not fully acknowledge the Ministry's key role in "making it happen" in the e-signature area. The Team believes that these comments are largely unwarranted, and may be related to poor communication. Recommendations for improving the working relationship with MCIT are discussed more fully under Task 8 below.

### ***Recommendations on Overcoming Constraints***

No serious constraints observed in this area.

#### ***2.3.4 Focus Area 4: Information Technology Industry Development Authority (ITIDA)***

The Contract anticipated that MCIT would establish an authority within the Ministry to promote e-business and software development. The proposed authority was expected to incorporate the SECC, a unit to encourage software export and offshore development, and the Information Society Development Office discussed under Focus Area 3 above. The Contract directed GD to assess MCIT's plans and, based on the assessment, assist in implementing them.<sup>13</sup>

### **Findings and Conclusions**

During the period under review, MCIT has moved forward with implementing the plan to establish ITIDA and the ICT Project has provided on-demand support. MCIT had a clear concept of what it intended to accomplish, prepared appropriate legislation and saw it through to passage, seeking input from the ICT project on specific issues as they arose. The ultimate result is fully consistent with the objective of Focus Area 4 – ITIDA is in existence, consolidation of SECC and the e-commerce function is in process, and the ICT Project has been and is continuing to provide on-demand TA and other support.

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<sup>13</sup> GD Contract at pages 9-10

## Recommendations on Constraints

No serious constraints were observed in this area. However, this is a critical time period in formation of ITIDA, as the Ministry has just appointed the new leaders and finalized Executive Directives. This area should be reviewed after the situation has stabilized.

### 2.4.5 Focus Areas 5, 6 and 7

The GD Contract proposed additional legal and regulatory focus areas that have been intentionally placed on hold and have been deliberately excluded from workplans so far. Focus Area 5, in particular, may be appropriate for implementation in the near future as the legal framework for e-commerce moves closer to reality. These additional focus areas are:

- ▶ **Focus Area 5:** Provide training for GoE ICT institutions, judiciary and legal professionals in e-business transactions, e-business litigation and other ICT related proceedings. GD Contract at page 10. Although some training relevant to this focus area has occurred, training related to e-business transactions should take place after the legal framework is close to completion. USAID and GD should pay attention to the need to establish an indigenous training capacity in this area. The time may be ripe to include TOTs in future workplans, with the objective of establishing a self-sustaining cadre of training professionals who are capable and informed about e-business transactions.
- ▶ **Focus Area 6:** Provide TA to support an internet-based mechanism for dispute resolution. The Contract directed GD to provide TA to support the Cairo Regional Center for International Commercial Arbitration to develop an internet-based mechanism for dispute resolution and a system for video conferencing.<sup>14</sup>
- ▶ **Focus Area 7:** Economic Analyses of Impact of WTO BTA and ITA.<sup>15</sup> Economic analyses could have assisted Egypt in deciding whether to move forward with its WTO commitments. But Egypt is intending to comply with these commitments, which will come fully into force at the end of 2005. The rationale for these economic analyses, to the extent it was linked to Egypt's decisions on compliance, may therefore no longer apply.

## 2.5 OBJECTIVE 2: INCREASED E-GOVERNMENT AND E-BUSINESS: HOW WELL HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?

The GD contract anticipated results (outputs) that would support Objective 2 in three focus areas. These focus areas have been redefined and modified as work proceeded. Focus Area 1 directed GD to support the MCIT e-government initiative while Focus Area 2 directed GD to assess potential pilot projects in both private and public sectors to demonstrate effective use of ICT. Project activities in these two focus areas have converged in the implementation of pilot projects to enhance G2B and other processes through the use of ICT, and in assistance to ENPO. Focus Areas 1 and 2 are discussed together below.

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<sup>14</sup> GD Contract at pages 10-11.

<sup>15</sup> GD Contract at page 11.

In Focus Area 3, the GD Contract directed GD to assess impediments to the growth of e-business and suggest potential solutions, and to identify and support initiatives to establish or strengthen the e-business environment.

### ***2.5.1 Focus Areas 1 & 2: Support MCIT E-government Initiative through Support for ICT Pilot Projects***

#### **Findings and Conclusions**

**Findings.** In Year 1 of the contract, GD identified 7 potential pilot projects; namely: e-payment model, e-procurement for MCIT, new community business information center, national database for products standards and quality, commercial registry, EDI system for Post Office and national foreign trade knowledge bank.

There was little progress on these pilot projects in Year 1, and when the ICT Project was reorganized in 2003, GD developed a more systematic pilot identification and selection process. This process resulted in the current inventory of e-pilots which includes 10 pilots.

**Conclusions.** The pilot projects are contributing to the objective of increasing e-government and e-business both as demonstration projects in their own right and also because successful projects will be poised for replication and spread. Spread effects are particularly significant in the ENPO projects discussed below.

#### **Recommendation**

The DA Team recommends that GD proceed with all the pilots as planned.<sup>16</sup> The pilot programs are further discussed under Task 3, Category 3.

#### **Findings and Conclusions – ENPO**

**Findings.** Two projects are in the plan of the ICT program in support of ENPO: ITSP (IT Strategic Plan) and PKI<sup>17</sup> pilot. The first was completed and the second is in progress.

**Conclusion.** The PKI project complements e-signature and e-certification work at the MCIT, now within ITIDA. Further, the PKI project will provide a platform for increased e-business.

ENPO, though very satisfied with the results of the ICT Project so far, expressed a serious concern about the length of time of the bidding process; it took over 1 1/2 years after scope was developed. ENPO sees a high degree of bureaucracy in the USAID. This concern was alleviated by an explanation of the legal obligations of USAID and the need for accountability.

ENPO expressed the organization's urgent need for the following:

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<sup>16</sup> This excludes the CRA pilot which has already been dropped.

<sup>17</sup> Public Key Infrastructure (PKI) is the combination of software, encryption technologies, and services that enables enterprises to protect the security of their communications and business transactions on the Internet.

- Management training for upper and middle management staff.
- IT and computer skills training for his entire organization
- HR development
- Consulting on organizational development

ENPO is very willing to share the cost of satisfying these needs.

### **Recommendation - ENPO**

Since ENPO seems to be one of the most progressive and cooperative government agencies, it is highly recommended to explore plans to satisfy their IT and organizational needs within the scope of the ICT program or in a future project. In ENPO, there exists a real need, a cooperative partner and a participant willing to cost share. With proper planning and execution, and through the use of IT, ENPO could become the model for modernizing important government agencies that play a critical role in the lives of citizens and businesses alike.

### **2.5.2 Focus Area 3: Impediments to E-business**

#### **Findings and Conclusions**

In December 2003, GD produced a report titled "Impediments to E-Commerce in Egypt". Sections II, III and IV of this report addressed, both in general and specific terms, the impediments to e-commerce in Egypt. Section V suggested several initiatives to establish or strengthen the e-business environment.

The report did not provide new information. Initiatives presented on expanding use of ICT in Egypt were rudimentary. Also, the report did not address a major issue that impedes e-business in Egypt – the regulatory aspect.

#### **Recommendation for Focus Area 3**

No more research is needed. There is a myriad of articles and research papers about the subject of “Impediments to E- Commerce” on the net. A sample of three such publications is included in the table below. In different degrees and foci the publications address impediments to e-commerce in Egypt as well as in other developing countries and include recommendations on how to proceed forward. If further work on impediments to e-commerce is to be included in future ICT workplans (or in future projects), recommendations from sources such as these could be a primary source for innovative ideas on ways to strengthen the e-business environment.

<b>Title of Publication</b>	<b>Published by</b>	<b>URL</b>
Promoting Effective Participation in Electronic Commerce: The cases of Egypt, Jordan, Lebanon and The United Arab Emirates	United Nations, NY	<a href="http://www.escwa.org.lb/information/publications/division/docs/ed-01-2-e.pdf">http://www.escwa.org.lb/information/publications/division/docs/ed-01-2-e.pdf</a>
Current Technological Impediments to B2C Electronic Commerce (includes a bibliography of 296 relevant trade press articles)	Association for Information Systems (AIS)	<a href="http://cais.isworld.org/articles/1-16/article.htm">http://cais.isworld.org/articles/1-16/article.htm</a>
Overcoming Deterrents and Impediments to Electronic Commerce in Light of Globalization: The Case of Egypt	INET	<a href="http://www.isoc.org/inet99/proceedings/1g/1g_3.htm">http://www.isoc.org/inet99/proceedings/1g/1g_3.htm</a>

## **2.6 OBJECTIVE 3 – EXPANDED USAGE OF ICT THROUGHOUT EGYPT: HOW WELL HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?**

Like Objective 2 above, Objective 3 has undergone some modification and redefinition over the first three Workplans. Focus areas currently supporting this objective are shown below.

### ***2.6.1 Focus Area 1 – Increase ICT Awareness and Utilization***

Grant funded projects to increase public awareness of ICT technology have been very successful in Assiut and Mansoura. In addition to public awareness, the ICT project has carried out grant funded activities through local business associations to increase awareness and utilization of ICT by SMEs. Public awareness events and grant funded activities have been well planned and well executed. These projects, now poised for replication, promise to result in increased use and awareness of ICT in areas outside of the metropolitan centers of Cairo and Alexandria. These programs are more fully discussed under Task 7 below.

### ***2.6.2 Focus Area 2 – Bridge the Access to Funding Gap for ICT SMEs***

The objective of this activity is to assess the current readiness of a sample selection of ICT SMEs for venture capital financing. GD has assisted fifteen to twenty ICT SMEs in conducting financing readiness assessments. Further work with five SMEs is planned for 2005.

### ***2.6.3 Focus Area 3 – Support IT Business Association Capacity Building***

GD provided TA to facilitate the establishment of the Egyptian Information Technology, Electronics, and Software Alliance (EITESAL), which was achieved through merger of two leading ICT business associations. This merger was an important achievement. GD has also supported EITESAL through training and assistance designed to make it an effective voice for the ICT industry. It is not yet clear whether EITESAL will develop into an effective, self-sustaining trade association. EITESAL is further discussed under Tasks 5 and 7 below.

### ***2.6.4 Focus Area 4 – Provide Technical Assistance to the Software Engineering Industry***

#### **Findings**

Technical assistance is provided to the software engineering industry through engineering improvement, various kinds of mentoring, consulting services, gap analysis and assessments. The focus of this assistance is the SECC. This TA has been constrained by the high cost of assessment studies, and delays in arriving at an appropriate cost-sharing model.

**Training.** To date GD provided 21 training courses to ICT software firms in support of Objective 3 above. The courses were attended by 344 participants for 176 training days. In 2005, GD is planning to offer 7 training courses and workshops to an estimated 227 participants in ICT firms, totaling over 1,000 participant-days. An important component of this training is CMM certification.<sup>18</sup> Training is discussed in more detail under Task 5 below.

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<sup>18</sup> The Capability Maturity Model for Software (also known as the CMM and SW-CMM) has been a model used by many organizations to identify best practices useful in helping them increase the maturity of their software development processes.

## ***Conclusions and Recommendations***

While all the training offered contributes to project goals, the CMM program contributes directly to enabling Egyptian firms to have greater participation in the global market, and should be continued

### ***2.6.5 Focus Area 5 – Promote the Egyptian Trade Liaison Office (TLO)***

#### **Background**

According to the Y3 Workplan,<sup>19</sup> and following discussions among MCIT, USAID and the ICT Program, the TLO was established in June 2003 to satisfy the need for a physical outpost in the US to serve as a focal point for information on both the US and Egyptian IT sectors. The TLO mission as stated in the work plan is “to foster partnership and promote trade between the Egyptian ICT sector and US ICT businesses and service providers”.

The DA assessment team focused on:

- reviewing the stated objectives in light of the current business environment in the US and Egypt,
- reviewing progress against stated goals, and
- recommendations on how to proceed in the future.

#### ***Findings***

- ▶ The TLO concept is a sound one. The DA Team believes that if the TLO is implemented and managed as a private sector initiative, it could become a potentially important component in achieving the ICT program mission of "producing sustainable, positive impact on the country of Egypt via increased and improved ICT awareness and utilization".
- ▶ Planned activities and their timetable, though appropriate in content, were aggressive. As such, some of them have not been accomplished. Specifically:
  - Only one of two planned partnership building events took place
  - The TLO website developed to increase public awareness is in need of public awareness itself. Its content is "static" and is viewed as being of little value.
  - The TLO event for Arab expats and Egyptian companies, scheduled in April, the networking trip to Asia, scheduled in May, the marketing and business plan workshop scheduled in October and the Trade Egypt Mission scheduled in Sharm El Sheikh in October, all did not happen.
  - The TLO brochure, scheduled for January, was not done.

There are serious reservations on the part of MCIT about GD's performance in relation to planned TLO activities. Following are some examples reported by MCIT:

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<sup>19</sup> Y3 Workplan page 31.

On Egypt trade mission to the US:

- The target behind the mission was unclear (is it a networking mission or targeting matchmaking and partnerships).
- Many awareness and networking activities should have been done before the mission in order to pave the way for the Egyptian companies.
- Superficial preparations for the one-on-one meetings.
- MCIT should have been more involved in determining the selection criteria for the Egyptian companies participating in the mission.
- GD allowed for an Egyptian company – that does not fit under the set selection criteria – to join the mission without informing MCIT or the other participating companies.
- MCIT had some comments on the TLO website but didn't get any feedback from GD.
- The TLO PR brochure was not created as planned.
- MCIT maintains that GD reporting on the TLO lacked accuracy, as GD mentioned that the ICT Program and the MCIT began preparing for the second TLO targeted networking trip to the US to be held in January 2005, which did not happen.

### **Recommendations**

1. Develop detailed plans for years 4 (and 5, if applicable) to accomplish the missed activities outlined above and other activities aimed at meeting the stated objectives, keeping in mind the ultimate goal of handing over the management of the TLO to a pre-qualified Egyptian IT association (or coalition of associations) upon the completion of the IT program.
2. Promotion of Egyptian businesses through the TLO will benefit for-profit, private sector organizations. Funding therefore should be borne in full, or at least shared in great part, by those organizations.
3. Promotion of the TLO, like other areas of the ICT project, would benefit from improved communications and teamwork between MCIT and GD. This recommendation is discussed in more detail under Task 8.

### **2.7 OBJECTIVE 4 – GRANTS TO US AND EGYPTIAN NGOS: HOW WELL HAVE PROJECT OUTPUTS SUPPORTED PROJECT OBJECTIVES?**

Grants have been an effective tool to support expanded use of ICT through outreach programs in Assiut and Mansoura, as discussed under Objective 3 above, and through support of EITESAL. Grants are more fully discussed under Task 7.

### **3.0 TASK 3: REVIEW MAJOR DELIVERABLES FOR INSTITUTIONAL PARTNERS FOR QUALITY, TIMELINESS AND THOROUGHNESS**

#### **3.1 DESCRIPTION OF TASK**

Task 3 asks the Team to review major deliverables for institutional partners and lists three categories of deliverables: preliminary studies, annual work plans and pilot projects. The Task asks the team to review these deliverables for quality, timeliness and thoroughness. These are discussed sequentially below.

#### **3.2 CATEGORY 1: PRELIMINARY STUDIES ON HIGH PRIORITY REGULATORY ISSUES**

##### ***3.2.1 Findings and Conclusions***

A significant deliverable in Year 1 was a series of studies on high priority regulatory issues, intended to lay the groundwork for future work to strengthen the NTRA.

The obligation to produce these studies arose from the GD Contract. Under the heading Improved Legal and Regulatory Framework, the GD Contract directed GD to provide policy guidelines for NTRA in critical areas of telecommunication regulation and designated four high priority focus areas: tariffing, interconnection, universal service and competition regulation.<sup>20</sup> In GD's First Annual Workplan (Version 3), these priorities are mapped to studies to be delivered by February 28, 2003.

The studies were transmitted on February 26, 2003, and are of high quality, presenting state of the art policy advice on telecom regulation. The studies are further discussed under Task 4 below, along with additional Policy Guideline papers that were delivered the following year.

**Timeliness.** The preliminary studies were delivered in a timely fashion.

##### ***3.2.2 Recommendations***

There are no recommendations related to Category 1 deliverables under Task 3.

#### **3.3 CATEGORY 2: ANNUAL WORKPLANS**

The DA Team was asked to review two annual Workplans for the ICT Project, the Workplan for Year 2 (July 03 – June 04) (Y2 Workplan) and the Workplan for Year 3 (July 04 to June 05) (Y3 Workplan) for quality, timeliness and thoroughness.

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<sup>20</sup> See GD Contract at 8.

### **3.3.1 Findings**

*Criterion 1: A quality workplan clearly links contract objectives with outputs and results.* It defines contract deliverables, accurately forecasts what it is possible to accomplish during the course of the coming year, and where indicated sets out benchmarks and milestones.

The Y2 Workplan as originally approved had a sketchy M&E plan that did not adequately link contractual outputs with realistic results. This shortcoming was later addressed in a fully developed and acceptable M&E plan.

The Y3 Workplan met this criterion. Tasks are mapped to output and results, results are mapped to contract objectives, and progress is monitored against results. In most areas, GD is on target to meet milestones and benchmarks. There are delays in TLO implementation and in training.

*Criterion 2: A quality workplan should be developed through a participatory process.* The development process should be calendared and should include ample provision for USAID and IP counterpart consultation. Building the workplan should be an opportunity to clarify and consolidate plans for the coming year, to build confidence and ownership within the GD team and with the GoE counterpart, and to inform, educate and build buy-in from stakeholders. This process was followed with respect to the Y3 Workplan, though later changes in counterpart personnel may have impeded MCIT's continuing buy-in.

Development of the Y4 Workplan is scheduled to begin in February 2005.

### **3.3.2 Conclusions**

The Y3 Workplan was of acceptable quality.

The Y2 Workplan, finalized in July 2003 (after the beginning of the project year, due to the reorganization), was of acceptable quality under the circumstances and was refined over the course of the year.

Preparation of the Y4 Workplan is scheduled to begin in timely fashion.

### **3.3.3 Recommendation**

MCIT should be fully engaged as a participant in preparation of the Y4 Workplan, in the context of the recommendation on team building in Task 8.

## **3.4 CATEGORY 3: PILOT PROJECTS**

### **3.4.1 Findings**

Ten e-pilots are currently in the pipeline in different stages.<sup>21</sup>

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<sup>21</sup> Please see Appendix 2-2 (Output Table, Objective 2) for a summary list of pilots and planned steps for each and Appendix 3-1 (Status of E-pilots), for current status.

1. The e-pilot program got off to a slow start in Year 1. GD reviewed status in 2003 and came up with new criteria to make the process go more smoothly.
2. The new selection and identification criteria are well identified, disciplined and conducive to yielding good results.
3. The selection process has nine well defined steps starting from initial buy-in through implementation.
4. The decision making process includes all stakeholders; namely: MCIT, USAID and the private sector such as Microsoft, Oracle and IBM.
5. Two pilots have been completed; namely the Egypt Trade Portal and General Tax Authority (GTA) E-tax. The Egypt Trade Portal was completed in Q4, 2003 and a contract for implementation has been signed by Egypt Gateway Online (EGO). The E-tax pilot was launched at the GTA in October, 2003. There has been a delay in hardware procurement, but no impact on the roll-out is expected.
6. The Y3 Workplan anticipated a new and supplementary approach on pilot projects. The new approach (discussed at pages 18-19 of the Workplan) has two prongs. Under the first, GD planned to make alliances with private sector companies that already work with MCIT to move three new pilot projects swiftly to completion. Under the second, GD planned to cast a wider net in looking for suitable pilot projects. Specifically, GD planned to look for ICT e-government projects with ministries in other countries that had been successful and showed promise of replicability, and to look for ways to develop such projects in Egypt, using a competitive bidding process that would seek bids from Microsoft, Oracle and IBM. It is not clear if adequate progress was made on these two prongs.

### **3.4.2 Conclusions**

- ▶ All pilots are aimed at encouraging electronic and financial services and improving or creating cost effectiveness and access to services, particularly those provided to the private sector.
- ▶ This suite of e-pilot programs directly supports Objective #2 (Increase e-government and e- business in Egypt) under the ICT program mission of "Producing a sustainable positive impact on the country of Egypt via increased and improved ICT awareness and utilization".
- ▶ The quality of the pilots, as expressed by the affected organizations, was excellent.

### **3.4.3 Recommendations**

1. The Team recommends that GD proceed with all the pilots as planned. (The exception is the CRA E-services Portal, which has already been dropped.)
2. Follow up on status of finding # 6 above and implement accordingly.

### ***3.4.4 Commercial Registry Authority (CRA) E-services Portal***

It is instructive to look at the history of the proposed CRA e-services portal, even though that project has now been dropped from future workplans. The project illustrates the importance of careful selection criteria for e-government projects. Although this project was strongly supported by MCIT, several factors made it virtually impossible to make adequate progress towards implementation. These factors included:

- ▶ CRA staff does not work in a suitable environment to host this project in ALL offices. The CRA main office at Fustat does not have telecommunication and data lines. This office will not be able to get these lines before the end of 3Q2005 at the best case per our knowledge. Also the staff lacks enough and experienced technical staff to own, operate and manage this project.
- ▶ CRA staff payroll (as government employees) is extremely low. CRA staff is not encouraged to make this project happen because incentives are NOT proposed or discussed.
- ▶ Coordination between GD and CRA management team has been difficult. Although CRA has a new chairman since October 2004 there has been no progress to move this project forward.
- ▶ Current CRA data is outdated and not accurate. It would need a lot of work to validate it.
- ▶ Current CRA hardware and software are outdated and have many problems. The hardware has been out of maintenance contract with the vendor for the last two years.
- ▶ Management lacks commitment to enforce the use of computer by CRA staff as the main tool for the CRA services.
- ▶ The total cost of this pilot including data validation is around \$1 million according to the last proposal received by GD.
- ▶ Executing all the CRA services electronically requires both commitment from CRA to accept the official document electronically and activating E-signature law executive regulations.

These factors led to dropping the CRA project from the e-pilot portfolio, even though theoretically the project had considerable merit. There is a strong potential for the CRA database to be integrated with other databases, such as:

- General Investment for Authority and Free Zones (GAFI)
- Capital Market Authority (CMA)
- Department of Money Companies as part of GAFI
- Egyptian Chamber of Commerce

Ultimately, it will be necessary for the GoE to develop a project of this kind. However, at the present the time is not ripe to proceed, and the decision to drop this e-pilot was fully justified.

## **4.0 TASK 4: ASSESS PROJECT'S INPUT AND TIMELY PROVISION OF QUALITY POLICY ADVICE AND DRAFT LEGISLATION TO NTRA**

### **4.1 DESCRIPTION OF TASK**

Task 4 asks the Team to assess the ICT Project's "input and timely provision of quality policy advice and draft legislation to the [NTRA] and in helping meet other objectives."<sup>22</sup> The primary objective of advice and assistance to the NTRA is to assist it in becoming an effective regulator.

### **4.2 FINDINGS**

*Is NTRA An Effective Regulator?* In the telecom context, an effective regulator is independent, impartial, transparent and predictable. Regulatory authority is exercised through regulations, which cover each important area of regulatory responsibility. The public, and especially those affected by proposed regulations, have an opportunity to comment on regulations before they are finalized. Once regulations are finalized, the regulator makes timely and predictable decisions based on the regulations. Most decisions are appealable.

NTRA meets some of these criteria. Laws are published. Policies and regulations are posted on the NTRA website. A dispute resolution mechanism has been adopted that permits expedited hearing and decision and provides for appeal to the State Council. But NTRA fails to meet other criteria. It does not have a predictable and open process for adopting regulations. It does not have regulations covering many significant areas of regulatory authority, and decisions are not made in a timely and predictable way.

*What Policy Advice Has GD Provided to NTRA?* The ICT Project has provided significant policy advice and draft legislation to NTRA during the period under review:

- ▶ **Policy Guidelines.** The ICT Project has prepared a series of 12 Policy Guidelines covering 11 high priority topics where rules and regulations are needed: tariffing of telecom services; interconnection policy; competition regulation; numbering policy; licensing; rules of procedure; consumer protection; consumer dispute resolution; spectrum management; and quality of service. Policy Guidelines on universal service have also been prepared; these are relevant for both MCIT and NTRA. The Policy Guidelines are shown in Table 4-1.
- ▶ **Draft Legislation.** Several of the Policy Guidelines include suggested or model rules and procedures as the next step in implementing policy. This constitutes the draft legislation provided to NTRA during the period under review. The process by which the Policy Guidelines are moved forward to become formally adopted regulations is set out in Appendix 4-1, Sample NTRA Policy Development Schedule.
- ▶ **Training.** The ICT Project has provided training to NTRA personnel that included policy advice. For instance, the ICT Project provided NTRA and MCIT personnel with

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<sup>22</sup> Evaluation SOW at page 4.

three high level, in-depth training sessions on regulatory policy.<sup>23</sup> CLDP has also provided training on policy matters to NTRA. For instance, CLDP has provided training on spectrum management and has coordinated OSTs that allowed NTRA officials to meet with officials of the US Federal Communications Commission and to forge a working relationship with this US regulatory agency.

- ▶ **Other Policy Advice.** In addition, the ICT Project has also provided policy advice through less formal channels, such as memoranda, face to face meetings, consultations and advice to NTRA personnel responsible for policy development.
- ▶ **Policy Advice Has Been High Quality, Creative Work.** The DA Team reviewed the Policy Guidelines for quality and thoroughness and reached the following conclusions:
- ▶ **Policy Guidelines.** The papers in the Policy Guideline series (those delivered in February 2003 and those delivered later) are of uniformly high quality and thorough in their treatment of the subject. Advice on both policy and procedures is in line with international best practices and with the WTO BTA Reference Paper on Regulatory Principles, which Egypt has accepted. The regulatory concepts developed in the Policy Guidelines are similar to those set out by other international agencies with a policy interest in telecommunications regulation.
- ▶ **Suggested Rules.** Those Policy Guidelines that contain suggested rules or regulations are closely tailored to the Egyptian context and represent substantial creative work to adapt best practices to fit with the existing Egyptian regulatory environment.
- ▶ **Training.** Policy advice provided through training has also been of high quality. The principal channel for this advice has been the three workshops noted above. Review of the training materials shows that they are thorough, well presented, consistent with best practices, and appropriate in terms of adult learning styles. Review of evaluations confirms that the workshops were generally rated highly by participants.
- ▶ **Other Policy Advice.** It is difficult to assess the quality of less formal policy advice (through face to face meetings, informal consultations, etc.) It is worth noting that the most recent such consultation, providing support for Egypt's role as chair of the ITU Working Group on international telecom regulation, was well received by NTRA.
- ▶ **Timeliness.** While timeliness has been an issue in preparation of the policy papers, particularly as regards the process for authorizing and scheduling expert STTAs, GD asserts that it has taken all possible steps to address these issues, and believes these steps are substantially reducing timeliness problems.

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<sup>23</sup> Regulation and Privatization Issues in Telecommunications (Dec. 2002); Core Functions of a Telecom Regulatory Agency (Oct 2003); Telecom policy: Development and Regulatory Process (Unit 1); Economic Policy (Unit 2); and Technical Policy and Processes (Unit 3) (Dec. 2003/Jan. 2004).

**Table 4-1 Policy Guidelines Prepared for NTRA**

<b>Topic and Title</b>	<b>Author</b>	<b>Date</b>	<b>Model Rules?</b>
Guidelines for the Tariffing of Telecommunications Services	Amy Zirkle	February 2003	Yes (sample tariff)
Policy Considerations and Guidelines Concerning Universal Service in the Telecommunications Industry	Martin G. Taschdjian	February 2003	No (Awaiting policy decision from MCIT.)
Guidelines on Interconnection Policy in the Telecommunications Industry	Martin G. Taschdjian	February 2003	No. (Additional guidance provided separately)
Guidelines on the Role of Competition Regulation in a Telecommunications Market	Laura B. Sherman	February 2003	No. (Additional guidance provided separately)
Guidelines on Numbering Policy and Administration: Discussion Draft	John Williams	March 2004	Yes
Guidelines for Developing a Licensing Framework: Discussion Draft	Beverly Andrews	April 2004	See associated Rules
Telecommunications Licensing Regulations: Discussion Draft	Beverly Andrews	March 2004	Rules to accompany guidelines
Rules of Procedure and Commentary for the NTRA of Egypt: Discussion Draft	Mary Clark Webster	January 2004	Yes
Guidelines on Consumer Dispute Resolution Mechanisms: Model Procedures for Consumer Complaint Resolution: Discussion Draft	Kevin Hartmann	April 2004	Yes
Spectrum Management Guidelines: Discussion Draft	Charles Rush	April 2004	No, but accompanied by presentations on principles and policies of spectrum use and management
Quality of Service Measurement, Standards and Consequences: Discussion Draft	John Williams	April 2004	Yes
Guidelines on Consumer Protection Policies: Model Rules on Consumer Solicitation and on Protection of Consumer Rights: Discussion Draft	Kevin Hartmann	April 2004	Yes

***Does the ICT Project's Policy Advice to NTRA Help Meet Project Objectives?*** In order to become an effective regulator, NTRA must put in place rules and regulations that meet international standards. The Policy Guidelines address areas in which such rules and regulations are required, and should be the first step in a process of technical assistance leading to NTRA's adoption of such provisions. The process should move from development of the policy guidelines to review and revision, publication, hearing, adoption and implementation. The rulemaking process should be transparent and predictable. The rules, when adopted, should assure regulated telecom businesses that decisions will be predictable and timely. NTRA has not used the policy guidelines to move through this rulemaking process. For example:

- ▶ Perhaps the most fundamental of the Policy Guidelines provides NTRA with suggested rules and procedures for managing the regulatory process. Adopting a procedures manual for this purpose is a key step towards providing timeliness, predictability and transparency in regulatory decision making. This, in turn, is key to facilitating investment in the telecom sector. There has been no progress on the rules and procedures since May 2004.
- ▶ NTRA has not made use of TA provided by GD, even while expressing satisfaction with the quality of most short-term consultants who have provided policy advice. Specifically, NTRA officials stated that the policy guidance provided by GD has been “material that we could have found ourselves on the Internet.” The DA Team’s review of the policy guidance provided by GD, as represented by the policy guidelines, does not support this statement.

***Is NTRA Making Progress Towards Becoming An Effective Regulator?*** On the positive side of the ledger are the following factors:

- ▶ NTRA has made some use of the Policy Guidelines. In some instances, the Policy Guidelines have been used as the basis for a short statement of regulatory principles that is available on the website. In addition, within the last month, the NTRA posted three documents on its website that draw on the Guidelines. These are a Consumer Bill of Rights, and policy statements on competition and interconnection.
- ▶ GD believes that there are officials at the middle management level at NTRA who understand the need for an effective regulatory agency and whose technical expertise is enhanced by the TA that GD delivers. The DA Team was not given an opportunity to meet with mid-level officials working on the technical or policy levels. Hence it is difficult to judge whether the ICT Project’s policy advice may be having a positive impact in building up the expertise and capacities of officials below the policy level.
- ▶ NTRA has been receptive to policy advice and training provided by CLDP, and CLDP reports that it has developed good working relationships with senior level officials at NTRA.
- ▶ GD has offered to change the way in which policy advice is delivered, and this may result in a more receptive posture at NTRA. NTRA has indicated a willingness to work with a newly-designated on-site policy adviser. GD has identified an individual who has provided STTA on several occasions, who is acceptable to NTRA, and who is willing to take this assignment. As of this writing, these arrangements have not been finalized.
- ▶ The Executive President of NTRA serves for a two year term that began in April 2003 and will be complete in April 2005. It is possible, but by no means certain, that a change in leadership may occur.

### 4.3 CONCLUSIONS

- ▶ The ICT Project has made a heavy investment in providing policy advice to NTRA. Because the area of telecom regulation is a complex and somewhat esoteric area, GD has developed policy advice through a series of visits by well-qualified short-term US-based experts, which is a relatively expensive way to provide TA.
- ▶ This heavy investment has had a relatively low return, because the policy advice has not been used in the way intended, i.e., it has not been used as a basis for developing clear regulatory policy in areas where NTRA has regulatory responsibility. This lack of return has not been due to lack of effort on GD's part, or to lack of quality in the advice rendered.
- ▶ GD has offered changes in the way policy advice is delivered. NTRA may accept these changes, and may begin to make more effective use of the policy advice and related technical assistance that GD is offering.

### 4.4 RECOMMENDATION

USAID should closely monitor NTRA's reaction to the changes that GD has proposed. If it becomes evident that NTRA is still unwilling to make use of policy advice offered by GD, USAID should stop providing policy advice and related TA to NTRA.

## 5.0 TASK 5: EVALUATE TECHNICAL AND MANAGEMENT TRAINING COURSES AND WORKSHOPS

### 5.1 DESCRIPTION OF TASK

Task 5 asks the DA Team to evaluate the technical and management training courses and workshops that were, and will be, provided to different IP's in terms of the areas covered and the impact of the training on the trainees' performance on the job. It also asks the Team to interview senior and middle management staff of the IP's to determine their level of satisfaction with the contractor's performance in terms of responsiveness, quality of work, timeliness and ability to achieve the objective of the project.

### 5.2 FINDINGS

**Number and types of training sessions:** To date (December 2004), the ICT Program conducted 46 training programs, of which 14 have been Overseas Study Tours, with the remainder being conducted in-country. 747 participants attended the programs which lasted a total of 346 training days. These programs were conducted for the benefit of professionals from the MCIT, NTRA, SECC, Egypt's ICT Business Associations, and Egyptian private-sector ICT companies, among others. In addition, the ICT Program provided four English-language training courses via the English Language Teaching and Training (ELTT) Project. Appendix 5-1 below includes a list of these programs. In addition, the ICT Program conducted three policy workshops primarily for NTRA and MCIT personnel which are discussed above under Task 4.

Despite this good track record of implementing training programs, the ICT Program fell short against the original number of planned sessions according to the annual Work Plans primarily due to budget revisions during the implementation period (typically a fiscal year) which required corresponding reviews of the planned deliverables. Revised deliverables were included in subsequent workplans.

**Training material:** An audit of the training material of technical courses showed that the contents have been carefully selected and are well suited for the intended audience.

**Quality of training:** With the exception of one session, an audit of the evaluation forms submitted by the students of technical courses indicated a very high level of satisfaction in terms of content, methodology and delivery.

**Problems and Challenges:** The training program met a number of problems and challenges. Certain problems and challenges were beyond the control of the GD's training team and did have a negative effect on the perceived team performance and value of the training provided. For example:

- ▶ **Long lead time in planning training events:** it took up to 4 months for a tailored US program
- ▶ **Frequent budget revisions,** resulting in reduction of the planned activities created a credibility problem with potential providers of training.
- ▶ **Participants' attendance:** late arrivals at the training sessions, leaving before the completion of the sessions and being replaced in the middle of multi-day sessions resulted in participants not getting the full benefit of the training, besides disturbing the group dynamics and the natural flow of the course material.
- ▶ **Rigid implementation guidelines:** the large amount of paperwork required, obtaining training materials well in advance of program start dates and early nomination requests caused strain on smooth implementation.
- ▶ **Transition from DT2 to START:** It is reported that for more than a year – from the summer of 2003 until September 2004 – the Program spent considerable time and resources in re-evaluating and revising its training plan as DT2 readjusted budget projections. This took place during a time when DT2 was twice set to be phased out, only to be extended twice. The manner in which this transition took place caused a great deal of confusion and frustration to the involved parties. For example, it is reported that during this transition, DT2 training personnel hired by the ICT Program to enhance its existing staff in anticipation of assuming its new more-encompassing responsibilities, left the ICT team. Their departure was partially due to the uncertain, frustrating circumstances created by the transition period.
- ▶ **IT Security Track-I Program:** This program was implemented without enforcing certain existing requirements which are applied to all programs, ultimately resulting in students walking out of the program and in having to repeat one of the three courses of the program.

### **5.3 CONCLUSIONS**

With the phasing out of DT2, and the clear delineation of training responsibility between GD (for in-country training), START (for off shore training), and the resources acquired by GD, the training program is well positioned to proceed.

The training program is viewed quite favorably by all participants we interviewed, with a couple of isolated exceptions, which in our opinion, are not well founded.

### **5.4 RECOMMENDATIONS**

- ▶ With the exception of IT security Track-II program, proceed with the remaining 33 training sessions and workshops (Appendix 5-2 below) scheduled between October 2004 and June 2005.
- ▶ Explore the possibility of conducting training at 3rd country training venues (i.e., Europe or Gulf countries).
- ▶ Streamline the budget process to allow GD time for proper planning of approved programs and maintain credibility with service providers.
- ▶ GD must follow their own rules in providing training programs in all cases; specifically the inclusion of technical observers; there should be no exception.
- ▶ All IP's must ensure beforehand that their intended participants attend the assigned sessions for their entire durations without interruption. Consider initial cost-share as a means to accomplish this, followed by reimbursement upon satisfactory attendance and testing requirements.
- ▶ Help create a local business community / association / forum for the private sector IP's to build on training, share their progress and successful experiences in running their individual businesses.

## **6.0 TASK 6: EVALUATE IMPACT OF USAID FUNDED PUBLIC AWARENESS INITIATIVES**

### **6.1 DESCRIPTION OF TASK**

Task 6 asks the DA Team to assess the impact of ICT Program public awareness initiatives for improving understanding of using ICT as a tool for business and education; to document cases where IT equipment was procured and used as result of public awareness and training events, and determine if this equipment was valuable to program beneficiaries; and, if appropriate, make recommendations for enhancing these activities.

The DA Team assessed GD performance per the task guidelines above by visiting Assiut and Mansoura to evaluate public awareness events sponsored by the Association for SME Development (BASU) in Mansoura and the Assiut Businessmen's Association (ASBA). As GD "ICT for SMEs" grant recipients, BASU and ASBA are local public awareness implementation

partners in their cities. In Assiut and Mansoura, the DA Team interviewed 17 of 57 SME owners who directly benefited from the “ICT for SMEs” Program to document case studies of the value of procured IT equipment in their businesses. We also verified GD data of the total number of community participants attending “ICT for SMEs” Program public awareness events. DA Team findings and conclusions are set out below.

## **6.2 FINDINGS AND CONCLUSIONS**

Key public awareness related findings and conclusions follow:

- ▶ GD considers public awareness (marketing) an integral part of the entire ICT Program and critical to the success of “ICT for SMEs” Program activities aimed at building capacity of Egyptian SMEs by promoting the value and utilization of ICT technology. GD targeted the cities of Mansoura and Assiut by conducting 8 public awareness events and soliciting proposals from local business associations to implement “ICT for SMEs” projects in these cities.

Direct impact of these public awareness events, based on verified pilot data provided by GD, include:

- ▶ Attracted more than 500 community participants in Assiut & Mansoura;
- ▶ Awarded grants to BASU (04-0001A) valued LE 308,200 and ASBA (04-0001C) valued LE 242,000 funding “ICT for SME” pilot phases to increase ICT awareness and utilization. BASU and ASBA grant performance and funds disbursement milestones include implementing public awareness events, conducting ICT assessments, selecting SME beneficiaries, and managing ICT cost-sharing programs;
- ▶ Assessed over 120 SMEs and found roughly 90 SMEs eligible for cost-sharing program participation; and,
- ▶ Engaged 45 SMEs in USAID ICT cost-sharing program; these firms are using ICT to build enterprise capacity and increase their competitiveness.
- ▶ DA Team members attended BASU and ASBA public events marking completion of “ICT for SMEs” pilot projects in those cities. The events attracted strong SME turnout, were professionally managed and hosted, received local news coverage, and stimulated interest in follow-on “ICT for SMEs” program activities.
- ▶ GD is expanding the “ICT for SMEs” Program vertically and horizontally in Upper, Middle and Lower Egypt. GD public awareness personnel recently visited 4 Governorates in Upper Egypt (Aswan, Quena, Sohag, Menia), and 4 in Middle and Lower Egypt (Damietta, Gharbia, Monofia, and Fayoum). GD conducted 5 awareness events to achieve the following objectives in these regions:
  - Promote the “ICT for SMEs” Programs to government officials, associations, and SMEs;
  - Identify and evaluate potential IPs;

- Assess level of ICT awareness and utilization among SMEs;
  - Identify potential SME clusters for the “ICT for Clusters” pilot projects.
- ▶ GD has conducted 3 awareness events in support of its “ICT for Clusters” pilot projects in Damietta, Aswan and 10<sup>th</sup> of Ramadan. These events have identified potential SME clusters in the furniture and marble industries.
- ▶ GD sponsored the public launch of the GTA E-tax Pilot Project. More than 80 companies received the E-tax software application and license during the launch event. Many more companies have expressed interest in joining the pilot project. GD provided software installation and training to E-tax participating companies. E-tax electronic submissions of add/deduct tax forms are expected to begin in early 2005.
- ▶ GD in-house produced publications are another important ICT Program awareness tool. Key GD awareness publications include Egypt ICT in the News, a daily digest of ICT news from Egypt and the region; and Eye on Egypt containing in-depth articles on ICT technology and issues.
- ▶ The DA Team concludes that GD ICT Program public awareness initiatives have a valuable impact on improving understanding and use of ICT as a tool for business and education.

### **6.2.1 Documented ICT Case Studies**

Implementation of the pilot phases of the “ICT for SMEs” program in Assiut and Mansoura were completed in early December 2004. DA Team members traveled to these cities with USAID and GD personnel to observe and evaluate public awareness events marking pilot project completion. As GD grants recipients, BASU and ASBA are local public awareness implementation partners in their cities. DA Team members interviewed 17 of 57 direct SME beneficiaries to determine their satisfaction with the program, and document case studies of how SME owners benefited from procured ICT equipment. Team findings and conclusions from these site visits and interview follow.

- ▶ **In Mansoura**, DA interviewed SME owners of a plastic products manufacturing company, an optician that retails and wholesales eyeglasses and frames, and the chairman of an engineering company that assembles, sells, installs and maintains elevators and hydraulic equipment. Each of the companies participated in the BASU cost-sharing and ICT training programs. Team interviews revealed the following:
- ICT equipment procurement grants totaled LE16.000 for each SME, of which SME owners shared at least 25% of the total grant. Procured ICT equipment included the following:
    - Desktop computers and printer;
    - LAN server installation and connection;
    - Internet access;
    - Business software including general ledger, sales and inventory applications developed by local service providers as “custom applications”;
    - Software training for 2-3 people; and,

- Hardware (1-year) and software (2-years) warranties.
- ▶ SME owners stated that BASU marketing and outreach (phone call, direct mail) attracted them to the “ICT for SMEs” Program.
- ▶ SME owners are 100% satisfied with the “ICT for SMEs” Program, and value ICT equipment and training they received. SME owner comments include, “BASU is doing a great job...they’re very honest!” “BASU is working on my behalf, better than if I were doing it.” “Internet access makes a big difference...it brings me market data and information I can use in my business.”
- ▶ SME satisfaction with local service providers is mixed, particularly concerning customer support of “custom” software applications. Certain SME owners stated that service providers were “slow or unresponsive to my requests and needs.” However, one satisfied owner had expanded his service partner’s SOW to include web site development and hosting.
- ▶ 100% of SME owners interviewed requested USAID/GD to extend the “ICT for SMEs” Program to full implementation including on-going business consulting services and equipment procurement grants.
- ▶ **In Assiut**, DA Team interviews focused on ASBA members and SME owners participating in the NetCorps-Egypt Program. Our objective was to document the value of business management skills training NetCorps-Egypt interns provided SME owners.
  - There were 23 NetCorps-Egypt interns. Each trained personnel from two SMEs in “ICT for Better Business” courses. A total of 57 SMEs participated in training courses aimed at educating SME owners in using ICT tools and technology to increase and improve efficiency in their business.
  - SME owners reported that NetCorps-Egypt training enabled them to better understand and manage the cost-structure, inventory and sales management functions of their business.
  - NetCorps-Egypt interns, working jointly with SME owners, developed a number of accounting, inventory, and sales management software applications using Excel. The Team reviewed a number of these Excel applications and found them well designed, intuitive, and having direct, practical value for managing day-to-day SME business operations.
  - The Team documented one SME case study in Assiut that merits special mention –the El Malak Pharmacy web site [www. Elmalak Rx.com](http://www.ElmalakRx.com). The SME owner and pharmacist had begun developing the web site before entering the NetCorps-Egypt pilot program, but after receiving “ICT for Better Business” training he upgraded the site to include web-based marketing and sales concepts he’d learned. The DA Team visited the El Malak site on-line to “test drive” it. The site, in English & Arabic, is well designed, intuitive, includes interactive database-driven

functions, but does not permit site visitors to purchase online. Contact numbers are provided to enable site visitors to place phone orders.

- ASBA member SMEs and direct beneficiaries of the pilot phases of the NetCorps-Egypt program revealed their strong satisfaction and desire that GD extend the program. DA Team findings were validated by an independent evaluation of NetCorps-Egypt pilot phase results in Assiut conducted December 2004 by DOT Canada project staff. Slides 7-1.1 and 7-1.2 in the next section show overall satisfaction of SME training (100%) and computer grant (92%) beneficiaries.

## **6.3 RECOMMENDATIONS**

Key public awareness recommendations follow:

1. GD should continue its current two-pronged approach of promoting ICT awareness and utilization to ICT and non-ICT SMEs. First, through Egyptian associations, NGOs, and other implementation partners providing “insider presence” and local credibility to the ICT Program. Second, through sponsored public events including pilot program launches, news conferences, public forums, roundtables, conferences, and in-house publications.
2. Going forward, GD, USAID, MCIT and NTRA should partner to host and conduct high-level public forums and conferences that enable them to communicate a shared vision and roadmap for Egypt’s ICT future. At very least, these public events will force all parties to develop, negotiate and agree on Egypt’s strategic ICT vision and direction. At best, working in a participative group might nurture a sense of trust and shared ownership in Egypt’s future that is sorely lacking now among the parties. If GD, USAID, MCIT and NTRA succeed in crafting an ICT strategic vision and roadmap it would provide the content for “road show” presentations in Cairo and Alexandria, and overseas to attract foreign ICT investors.
3. As noted under Task 7 below, USAID and GD should fund expanded implementation of the YMCA-Assiut grant (UA-03-0032) funding IT skills training provided by Digital Opportunity Training (DOT) of Canada for NetCorps-Egypt interns to promote ICT adoption and utilization by SME in rural areas outside of Cairo and Alexandria. Further, expanded implementation of the BASU (04-0001A) and ASBA (04-0001C) grants should be funded supporting “ICT for SMEs” activities in Assiut and Mansoura to increase ICT awareness and utilization by SMEs in these areas.

## **7.0 TASK 7: ASSESS CRITERIA FOR SELECTING AND FUNDING OF GRANTS AND THEIR VALUE IN PROMOTING THE USE OF ICT**

### **7.1 DESCRIPTION OF TASK**

Task 7 asked the DA Team to assess the criteria for selecting and funding grants, the value of grants in promoting ICT utilization and, if appropriate, suggest new directions and selection criteria as appropriate. The DA Team took a deeper, more rigorous approach to performing Task

7 by evaluating GD performance against additional specifications in the GD Contract. More rigorous GD performance specifications included:

- ▶ Giving priority to grant proposals that enhance ICT adoption in rural areas, Egyptian small towns and villages;
- ▶ Establishing grant criteria and evaluating proposed grant awards with USAID guidance and approval; and,
- ▶ Providing grant management including monitoring and evaluation of grant funded projects.

The DA Team assessed GD grant criteria and the performance specifications above; its findings and conclusions are found below. Further, the DA Team validated its findings and conclusions by selectively reviewing grant proposal documentation, and interviewing grant IPs and direct beneficiaries. Grant document reviews and interviews focused on:

- ▶ EITESAL grant (UA-04-0006) valued at LE 1,758,799 to encourage development of a private sector ICT industry association;
- ▶ YMCA (Assiut) grant (UA-03-0032) valued at LE 2,466,409 to train interns to work with SMEs to promote ICT use and adoption in their businesses.
- ▶ BASU (04-0001A) grant valued at LE 308,200 and ASBA (04-0001C) grant valued at LE 242,000 funding “ICT for SMEs” pilot phases to increase ICT awareness and utilization in Assiut and Mansoura.

## 7.2 FINDINGS AND CONCLUSIONS

Key grant related findings and conclusions follow:

- ▶ The GD contract allocated \$4,000,000 dollars for grants. In Year1, under the initial GD project team, roughly \$10,000 in grants was awarded. Since June 2003, the current GD project team has made great progress in developing and channeling grant funds. Table 7-1 summarizes GD grant team performance to November 2004.

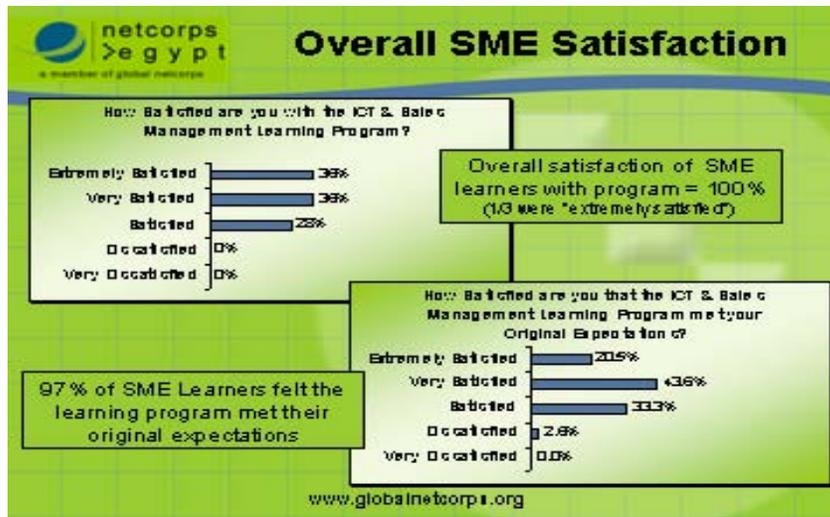
<b>Table 7-1: GD Grant Award Performance to 11/04</b>	
• Total grants awarded thru 11/2002	• \$1.0 million
• Total value grants in pipeline	• \$1.2 million
• Total applications received 2003/2004	• 65

Source: GD Grants Presentation, 11/04/2004

- ▶ GD criteria for selecting and funding grant awards are appropriate and valuable in directly promoting Egyptian ICT awareness and utilization. GD grant criteria follow:
  - Egyptian and U.S. NGOs and universities eligible to apply;

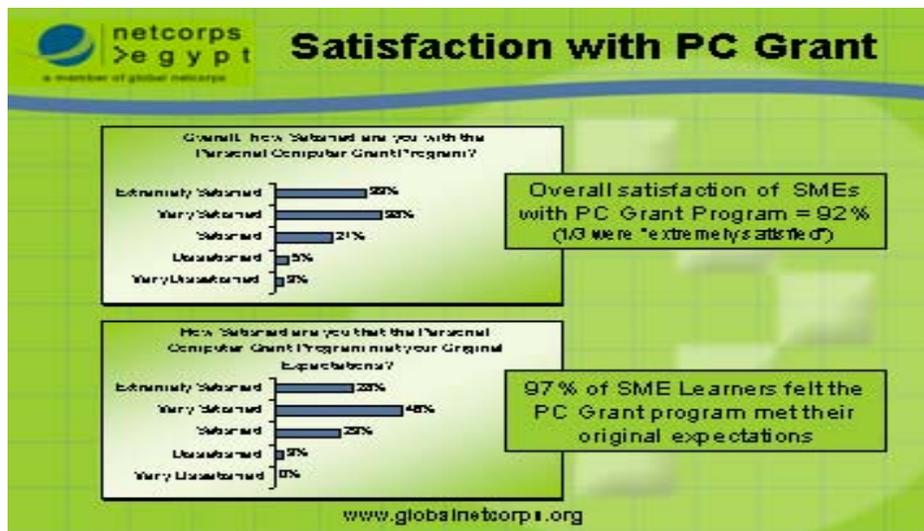
- Acceptable grants fit ICT program goals, objectives and focus areas;
  - Priority given to applications targeting rural and non-urban areas;
  - Grant applicants fund (cost-share) at least 25% of total proposed program cost;
  - Commodity procurements do not exceed 30% of total proposed program cost.
- ▶ Grant selection and funding criteria conform strictly to USAID contracting and procurement guidelines, and were developed with USAID guidance and approval. Further, review of GD grant documents reveals that grant criteria are a “flow down” to grant recipients of contractual terms and conditions applied by USAID and the US Government to its prime contractors.
- ▶ EITESAL grant (UA-04-0006) to fund set-up of an Egyptian IT association to represent private sector IT, electronics and software development firms directly supports and promotes ICT utilization and technology adoption. The recent merger of Egypt’s top two IT business associations to form EITESAL potentially creates part of the critical mass Egypt needs to grow and deepen its ICT business base. DA Team interviews with EITESAL officers and member firms revealed their satisfaction with the GD grant process, and with the TA provided by GD in developing the EITESAL strategic business plan. However, interviews with EITESAL and SECC personnel revealed these two organizations are not currently partnering to ensure that EITESAL member software development companies utilize SECC software standards.
- ▶ YMCA-Assiut grant (UA-03-0032) funding IT skills training provided by DOT of Canada for 23 NetCorps-Egypt interns has been successful in promoting ICT adoption and utilization in rural areas outside the Cairo and Alexandria urban areas. NetCorps-Egypt interns have trained an estimated 57 SME owners and employees from 37 SMEs in Assiut. DA Team interviews with YMCA and DOT officials, 23 NetCorps-Egypt interns, and direct SME beneficiaries of the pilot phase of the NetCorps-Egypt program revealed their strong satisfaction and desire that GD extend the program.
- ▶ DA Team findings were validated by an independent evaluation of NetCorps-Egypt pilot phase results in Assiut, conducted in December 2004 by DOT Canada project staff. Slides 7-1.1 and 7-1.2 reveal overall satisfaction of SME training (100%) and computer grant (92%) beneficiaries.
- ▶ The DA Team found the YMCA-Assiut grant program achieved admirable social results that, although not ICT related, merit special mention. According to 23 NetCorps-Egypt graduating interns interviewed by the Team, the program:
- Raised, and sometimes created, a level of self confidence in the interns to accomplish tasks they never believed they could do, such as interviewing SME owners and managers, interacting with them at a professional level, making good presentations, and teaching.
  - Eased the religious tension, which is known to exist in Assiut, between Christian and Moslem interns through working together on their joint assignments.
  - Made it possible for male and female interns to work side-by-side without the stigma of improper behavior.

**Slide 7.1.1: Overall SME Satisfaction with Training**



Source: NetCorps-Egypt SME & Intern Results- Assiut Pilot, 12/04

**Slide 7.1.2: 92% SME Satisfaction with PC Grants Program**



Source: NetCorps-Egypt SME & Intern Results- Assiut Pilot, 12/04

- ▶ BASU (04-0001A) and ASBA (04-0001C) grants launching “ICT for SMEs” pilot project phases in Assiut and Mansoura have been successful in increasing ICT awareness and utilization by SMEs in these areas. DA Team interviews with SME beneficiaries revealed strong satisfaction with the program, and confirmed that program cost-sharing (minimum 25%) and commodity procurement (maximum 30%) criteria apparently were enforced by BASU and ASBA. Further, SME beneficiaries expressed the strong desire that the program be extended and expanded.
- ▶ GD has developed and implemented stringent grant monitoring and evaluation (M&E) processes, procedures and requirements approved by USAID. GD performs continuous

M&E of awarded grants through monthly technical and financial reporting requirements, regular site visits and meetings. Further, GD staff members are directly involved in assisting BASU, ASBA and their beneficiaries in solving grant implementation problems, and complying with grant reporting requirements.

- ▶ GD has developed and implemented a rigorous, multi-step grant application process requiring USAID and MCIT buy-in and sign-off on grant awards. Apparently GD makes no exception to its application process regardless of grant value. Low-value grants receive the same scrutiny as high-value grants. Various MCIT officials and grant beneficiaries interviewed by DA commented on delays awarding and disbursing grant funds.
- ▶ Table 7-2 shows GD performance under the grant component of the ICT Program from program inception through November 2004. DA concludes that grants performance under the current GD ICT Program team meets USAID results expectations, and going forward GD will build on its success.

**Table 7-2: GD Grants Deliverables thru 11/2004**

<b>Work Plan Task and Year</b>	<b>Completed To Date</b>	<b>Going Forward</b>
<b>Grants Process Development/Grants Manual</b> (Years 1, 2, & 3)	<b>Completed</b> ICT Program Grants Beneficiary Handbook.	Update ICT Program Grants Beneficiary Handbook on a periodic basis.
<b>Outreach to NGOs and Universities</b> (Years 1, 2, & 3)	<b>Provided</b> orientation on the Grants Program to NGOs and universities in Governorates outside the Greater Cairo area and Alexandria (i.e., Mansoura, Assiut, Fayoum, Qena, Menya, Sohag, Dommieta, Aswan).	Continue the orientations to NGOs and universities outside the Greater Cairo area and Alexandria. Locations will be determined in concert with the MBD Team.
<b>Encourage Unsolicited Grant Proposals</b> (Years 1, 2, & 3)	<b>Received</b> more than 60 grants applications during the past two years.	Continue encouraging universities and NGOs to submit grants applications.
<b>Award Unsolicited Grants that Affect Non-urban Areas</b> (Year 1, 2, & 3)	<b>Awarded</b> 1 grant to a university and 6 grants to NGOs.	Award at least 2 grants to universities and at least 5 to NGOs.
<b>Issue RFAs</b> (Years 1, 2, & 3)	<b>Issued</b> the ICT for SMEs RFA.	Issue at least 2 more RFAs during the Third Work Plan Year for the ICT for SMEs expansion work and the SME clusters activity.
<b>Award Solicited Grants that Affect Non-urban Areas via RFAs</b> (Years 1, 2, & 3)	<b>Awarded</b> the ICT for SMEs grant to 2 NGOs in Mansoura and Assiut.	Award at least 4 more ICT for SMEs and 1-2 SME clusters' grants during the current Work Plan Year.
<b>Award \$4 Million Worth of Grants</b> (Years 1, 2, & 3)	<b>Awarded</b> \$1 million and have worked to create a pipeline of \$1.2 million in current potential grants concepts.	Award remaining \$3 million.
<b>Grant Administration/ Audit, Monitor, &amp; Evaluate Grants</b>	<b>Monitored</b> awarded grants through monthly reporting	Continue monitoring and evaluation (technical and

Work Plan Task and Year	Completed To Date	Going Forward
Activities (Year 1, 2, & 3)	(technical and financial), ongoing site visits and meetings. <b>Engaged</b> ICT Program team members in the evaluation of current programs.	financial) the awarded grants with support from other team members.

Source: GD ICT Program Overview from Project Inception to 11/2004.

The DA Team concludes based on its findings that GD criteria for selecting and funding grants are appropriate, and their value has direct impact in promoting ICT utilization in Egypt. Further, we conclude the GD grants management team has made great progress and performed responsibly since June 2003.

### 7.3 RECOMMENDATIONS

Key grant related recommendations follow:

1. USAID and GD should fund expanded implementation of the YMCA-Assiut grant (UA-03-0032) funding IT skills training provided by DOT of Canada for Net Corps-Egypt interns to promote ICT adoption and utilization by SME in rural areas outside of Cairo and Alexandria.
2. USAID and GD should fund expanded implementation of the BASU (04-0001A) and ASBA (04-0001C) grants supporting “ICT for SMEs” activities in Assiut and Mansoura to increase ICT awareness and utilization by SMEs in these areas.
3. USAID and GD should continue support of EITESAL, as it directly supports and promotes ICT utilization and technology adoption. Further, EITESAL should develop a strategic partnership with SECC to ensure that EITESAL members engaged in software development are trained in and apply SECC software quality standards.
4. GD, in collaboration with USAID and MCIT, should develop and implement a “Fast Track” grant process for low-value grants that satisfy existing GD grant criteria. The “Fast Track” grants application process should be designed to expedite grant application, evaluation and award within 10-15 working days. Recommended target candidates for “fast Track” grants are non-ICT SMEs that have completed the BASU, ASBA or NetCorps pilot phases, and demonstrate commitment to deepening the use of ICT technology and tools in their businesses. The DA Team recommends that “Fast Track” grants be used by SMEs to procure off-the-shelf business software including accounting, purchasing, inventory control, and sales management applications.
5. USAID should extend the grant program by designating funds to the ICT program budget for the 5<sup>th</sup> option year. Currently, no grant funds are allocated for the 5<sup>th</sup> option year.

## **8.0 TASK 8: IDENTIFY AREAS IN THE EGYPTIAN PUBLIC AND PRIVATE SECTORS REQUIRING FURTHER TECHNICAL ASSISTANCE**

### **8.1 TASK DESCRIPTION**

Task 8 asked the DA Team to identify areas in the Egyptian private and public sectors that might require further technical assistance, and make recommendations to USAID and MCIT regarding these areas. This is a very broadly defined task, and the Team views it as an opportunity to think expansively about the future direction and focus of the ICT Program.

### **8.2 FINDINGS AND CONCLUSIONS**

Key DA Team findings and conclusions follow:

- ▶ ICT tools and technology can be applied to virtually any private and public sector organization and activity. Task 8 asks what sectors of the Egyptian economy require additional ICT TA. That's easy. All sectors require ICT TA. The problem is that neither USAID nor the GOE have the resources to embed ICT in every sector of the economy. Limited resources drive hard decisions --- identifying trade-offs and mitigating risks become essential ingredients for achieving results.
- ▶ The SME sector is the largest sector in the Egyptian national economy. The DA Team believes development of the SME sector is the appropriate focus area for the ICT Program. Further, the Team finds the pilot phases of "ICT for SMEs" Program have been successfully implemented and well managed by GD. The Team concludes the "ICT for SMEs" Program will have significant impact on promoting SME efficiency and ICT utilization when fully implemented.
- ▶ The GD contract calls for funding 16 e-pilot projects during LOP. As of late December 2004, the status of GD e-pilot performance was as follows:
  - Two e-pilot projects (Egypt Trade Portal, GTA e-Tax) were complete;
  - Eight e-pilot projects were in various stages of implementation;
  - Three e-pilot projects (E-ticketing, Egyptian Investor Portal, and Primary Dealer) were in development and have yet to reach the RFP stage.
  - One e-pilot project (CRA E-services Portal) had been dropped.
- ▶ The DA Team noted generalized concern on the part of certain MCIT personnel regarding the number of e-pilot projects, their selection, and potential risk that e-pilot projects may address too many e-Commerce requirements. In other words, e-pilot efforts & investment may be dispersed too thinly. Certain MSAD personnel also expressed similar e-pilot concerns. The Team views MCIT & MSAD concerns, and their associated risk, as valid and appropriate. Despite these concerns, the Team found that technically informed MCIT & MSAD personnel were very satisfied with GD e-pilot technical expertise and project management. Further, MCIT and MSAD interviewees noted that e-pilot implementation progress had improved markedly during 2004.

- ▶ The DA Team concludes that e-pilot projects are an essential element in the national ICT strategy of Egypt. As noted above, the DA Team found generalized concern among certain MCIT & MSAD personnel regarding the number of e-pilot projects, their selection, and potential risks. Left unresolved, there is a risk that USAID e-pilot funding could be dispersed too broadly to achieve USAID and GOE e-government goals and objectives.
- ▶ The DA Team finds the mid-point evaluation provides an excellent opportunity for GD, USAID and MCIT to set future strategic direction of e-pilot projects, and improve working relationships.
- ▶ The DA Team understands that USAID/Egypt has programmed an ICT element in its project portfolio. However, despite the success of the ICT Program, the DA Team finds little evidence of cross-fertilization between the ICT Program and other USAID/Egypt projects.

## 8.3 RECOMMENDATIONS

### 8.3.1 *Focus on Results & Team Building*

- ▶ GD and USAID should seek every opportunity going forward to redefine and improve their working relationship with MCIT, NTRA & MSAD. DA recommends USAID & GD invite MCIT, NTRA & MSAD senior managers to participate in professionally facilitated strategic planning workshops aimed at developing a strategic roadmap for years 4 and 5 of the ICT Program. Desired goals of the workshops would include developing shared strategic vision, goals, objectives and action plans which ensure ICT e-pilot project funding and ROI are maximized. Further, the combined USAID, GD, MCIT, MSAD & NTRA team should decide how best to reallocate remaining e-pilot funds given existing GoE ICT strategy.

### 8.3.1 *Cross –Fertilize the USAID Portfolio*

- ▶ The DA Team recommends that USAID “celebrate” the success of the ICT Program by embedding ICT technology, strategies and lessons learned in its projects in Egypt and, if possible, regionally. Three excellent reasons for promoting ICT cross-fertilization follow:
  - **Replicating an ICT solution** or best practice across the USAID portfolio is cost-effective, smart, easy to do, and generates strong return on investment (ROI);
  - **Productivity gains** are possible using email, cell phones, PDAs, and the Internet. However, lack of ICT knowledge often prevents gains from being realized.
  - **Don’t expect an agronomist to be a computer geek.** Most people really aren’t computer savvy, but give them a low-cost, non-threatening way to solve ICT problems or increase productivity and they will embrace it.
- ▶ Cross-fertilization can take many forms. In its simplest form, USAID could arrange for ICT Program experts to meet informally with their counterparts in other USAID projects to exchange ideas, provide guidance, and discuss problems. Low-cost, informal methods for sharing ICT Program technology and best practices also include:

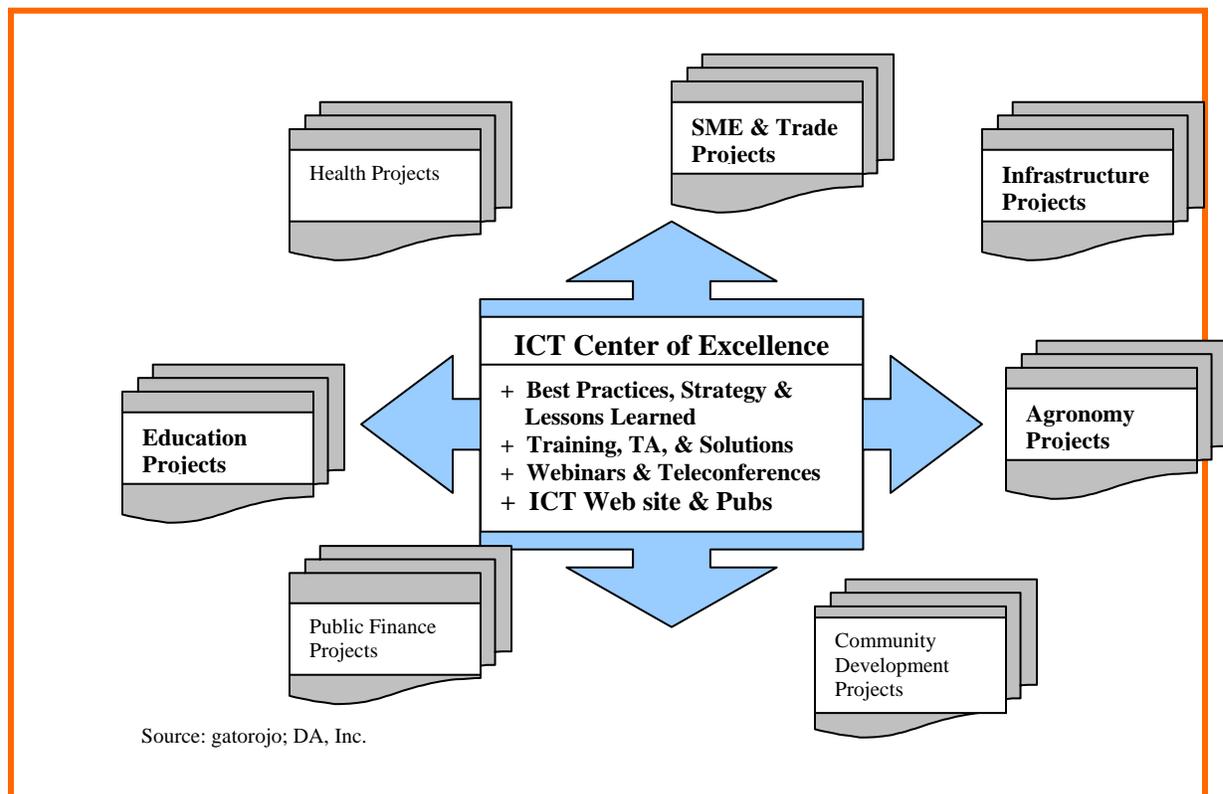
- Promoting the revamped ICT Program web site;
- Distributing ICT Program “success stories” and solutions on CD;
- Distributing ICT Program in-house publications; and,
- ICT topic specific monthly or quarterly conference calls.

### ICT Center of Excellence (CoE)

A formal approach to cross-fertilization could involve USAID and GD leveraging the ICT Program as a Center of Excellence (CoE) to promote and provide ICT workshops, seminars, and best practices within the USAID project portfolio. Information exchange need not take place face-to-face. Using web-based conferencing and seminar (Webinars) technology would enable ICT personnel to reach USAID project personnel virtually all over Egypt, or the Middle East. This approach assumes that GD has, or acquires, web-based conferencing technology. Virtual meetings save time, travel cost, and allow many participants to benefit from structured training events.

As a first step, the CoE approach would require USAID and GD to develop and agree on CoE vision, mission, goals and objectives, and plan of action. The COE approach would involve taking all the informal actions discussed above, plus providing structured TA, workshops and Webinars. The ICT CoE concept is shown below. The CoE approach must be taken with great care to avoid diverting the ICT Program from its mission – achieving ICT Program strategic objectives.

ICT Center of Excellence drives USAID cross-fertilization



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## APPENDICES

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**APPENDIX 2-1:**  
**PROJECT OUTPUT TABLE, OBJECTIVE 1: IMPROVED LEGAL AND REGULATORY ENVIRONMENT FOR ICT**

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**MCIT**

<b>Work Plan Task and Year</b>	<b>Completed To Date</b>	<b>Going Forward</b>
<b>Revise MCIT Draft on E-Government Security Standards (Year 1)</b>	<b>Completed</b> revision of Standards on E-Government Security in Q2 2002.	
<b>Revise MCIT Draft on E-Government Interoperability Standards (Year 1)</b>	<b>Completed</b> revision of Standards on E-Government Interoperability in Q3 2002.	
<b>Revise MCIT Draft on E-Government Document Classification Standards (Year 1)</b>	<b>Completed</b> revision of Standards on E-Government Document Classification in Q3 2002.	
<b>Revise MCIT Draft on E-Government Infrastructure and Networking Standards (Year 1)</b>	<b>Completed</b> revision of Standards on E-Government Infrastructure and Networking in Q3 2002.	
<b>Draft Standards for MCIT on PKI (Year 1)</b>	<b>Completed</b> Standards on PKI in Q3 2002.	
<b>Draft Standards for MCIT on E-Payment (Year 1)</b>	Standards on E-Payment efforts placed <b>on hold</b> .	
<b>Revise 5-Year MCIT E-Government Document Based on Results and Discoveries of First Year of Original Plan (Year 1)</b>	5-Year MCIT E-Government Plan efforts placed <b>on hold</b> .	
<b>Draft E-business Strategic Plan (Year 1)</b>		

Work Plan Task and Year	Completed To Date	Going Forward
<p><b>Assist MCIT in Drafting E-commerce Legislation</b> (Years 1, 2, &amp; 3)</p>	<p><b>Providing</b> ongoing expert advice to MCIT working group on electronic signature policies and laws/international best practices. This advice is being provided in conjunction with Commercial Law Development Program (CLDP), US Dept of Commerce.</p>	<p>Continuing technical assistance in developing executive regulations for e-signature/ITIDA law; preparation of internal ITIDA procedures for regulation of e-signature service providers; and preparation of licensing requirements for e-signature service providers.</p>
<p><b>Development of Universal Service Policy</b> (Year 1, 2, &amp; 3)</p>	<p><b>Developed and delivered</b> the following:</p> <ul style="list-style-type: none"> <li>• Guidelines on Universal Service and Interconnection in February 2003</li> <li>• Report on Options for Delivery of Universal Service/Access in Egypt</li> </ul>	
<p><b>Institutional Capacity-building through Staff Training</b> (Year 1 &amp; 2)</p>	<p><b>Delivered</b> the following training programs:</p> <ul style="list-style-type: none"> <li>• Regulatory and Privatization Issues in Telecommunications Industry in December 2002</li> <li>• Core Regulatory Functions in October 2003</li> <li>• Key Issues in Telecommunications Regulation</li> </ul>	<p>Planning additional telecommunications policy training courses.</p> <p>Training of ITIDA staff to be initiated</p>

Work Plan Task and Year	Completed To Date	Going Forward
	in January 2004	Q1 2005.
<p><b>Support to MCIT on Development of Legislation and Executive Orders (Year 2)</b></p>	<p><b>Provided</b> expert advice to MCIT Working Group on e-signature policies and laws/international best practices, in conjunction with the Commercial Law Development Program (CLDP), US Department of Commerce. This effort led to the preparation and enactment of draft ITIDA Law.</p> <p><b>Provided</b> Workshop on e-signature policies and issues, in conjunction with CLDP.</p> <p><b>Provided</b> Overseas Study Tour to Ireland on e-commerce policy and on licensing of electronic signature service providers, in conjunction with CLDP.</p>	<p>This effort will continue throughout Year 3.</p>
<p><b>Policy Guidelines on Key Telecommunications Regulatory Issues (Year 2)</b></p>	<p><b>Delivered</b> the following policy guidelines:</p> <ul style="list-style-type: none"> <li>• Guidelines on Procedures Manual for Regulatory Rulemaking</li> <li>• Numbering</li> <li>• Licensing</li> <li>• Consumer Protection</li> <li>• Consumer Dispute Resolution</li> <li>• Quality of Service Standards</li> <li>• Spectrum Management</li> </ul>	
<p><b>Support to MCIT on the Broadband Initiative (Year 2)</b></p>	<p><b>Providing ongoing</b> technical assistance on technological options for delivery of broadband services and market implications of broadband</p>	

Work Plan Task and Year	Completed To Date	Going Forward
	pricing policies.	
<b>Support on WTO Negotiations on Telecom Services</b> (Year 3)	<b>Delivered</b> Report on Design of WTO Compliance Unit within MCIT.	Develop and deliver Evaluation of Requests for Improvements in GoE Offer on Telecom Services.
<b>Technical Assistance on Implementation of Full Liberalization</b> (Year 3)		Technical assistance to be scheduled.
<b>Technical Assistance on Management of Technology Development Fund</b> (Year 3)	Technical assistance on management of technology development fund <b>deferred</b> .	
<b>Technical assistance on Regulatory Issues for AICTRN</b> (Year 3)		Policy workshop to be held in conjunction with AICTRN Annual Meeting in March 2005.
<b>Technical Assistance on Issues Related to ITU/ITR</b> (Year 3)	<b>Provided</b> assistance in the preparation for and the conducting of the ITU Working Group meeting on ITR in June 2004. Egypt was Chair of this meeting.	Provide assistance in the preparation for and the conducting of the ITU Working Group meeting on ITR in December 2004. Egypt is Chair of this meeting.

Work Plan Task and Year	Completed To Date	Going Forward
<p><b>Facilitate Consultations between MCIT and Selected Trading Partners (Year 3)</b></p>		<p>Conduct Overseas Study Tour to Ireland on telecom policy in Q1 2005.</p>
<p><b>Technical Assistance to ITIDA on Implementing E-Signature Law (Year 3)</b></p>		<p>Provide continuing technical assistance in developing executive regulations for e-signature/ITIDA law; preparation of internal ITIDA procedures for regulation of e-signature service providers; and preparation of licensing requirements for e-signature service providers.</p>

**NTRA**

Work Plan Task and Year	Completed To Date	Going Forward
<b>Policy Guidelines on Key Telecommunications Regulatory Issues</b> (Years 1 & 2)	<b>Developed and delivered</b> the following policy guidelines: <ul style="list-style-type: none"> <li>• Interconnection</li> <li>• Competition Regulation</li> <li>• Tariffing</li> <li>• Universal Service</li> <li>• Guidelines on Procedures Manual for Regulatory Rulemaking</li> <li>• Numbering</li> <li>• Licensing</li> <li>• Consumer Protection</li> <li>• Consumer Dispute Resolution</li> <li>• Quality of Service Standards</li> <li>• Spectrum Management</li> </ul>	
<b>Institutional Capacity-building through Staff Training</b> (Years 1 & 2)	<b>Delivered</b> the following training programs: <ul style="list-style-type: none"> <li>• Regulatory and Privatization Issues in Telecommunications Industry in December 2002</li> <li>• Core Regulatory Functions in October 2003</li> <li>• Key Issues in Telecommunications Regulation in January 2004</li> </ul>	
<b>Technology Assistance for NTRA Website</b> (Yr2)	<b>Completed</b> the new NTRA website in Q2 2004.	

Work Plan Task and Year	Completed To Date	Going Forward
<p><b>Technology Assistance for NTRA Systems Automation</b> (Years 2 &amp; 3)</p>	<p><b>Completed</b> the IT Master Project Plan for NTRA Systems Automation in Q4 2003. Procurement for and implementation of the plan is divided into four parts.</p> <ol style="list-style-type: none"> <li>1. <b>Completed</b> in Q3 2004 the NTRA IT Master Plan Phase-1 Implementation of the IT Infrastructure and Services (25% of the total plan)</li> <li>2. NTRA IT Master Plan Phase-2 Procurement and Implementation of the IT Infrastructure and Services (25% of the total plan) is <b>in progress</b> (i.e., procurement has begun)</li> <li>3. NTRA IT Master Plan Phase-2-Automation Procurement and Implementation of the Automation (20% of the total plan) is <b>in progress</b>.</li> <li>4. Technology Assistance in IT Systems Analysis and Design including Evaluating, Monitoring and Managing the Implementation is <b>ongoing</b>.</li> </ol>	
<p><b>Technical Assistance on Competition Regulation Policy</b> (Year 3)</p>	<p><b>Prepared and delivered</b> Market Power Definition report.</p>	
<p><b>Implementation of Key Policies and Procedures</b> (Year 3)</p>	<p><b>Providing ongoing</b> technical assistance on:</p> <ul style="list-style-type: none"> <li>• Rulemaking Procedures</li> <li>• Interconnection Regulations</li> <li>• Universal Service Subsidization Mechanisms</li> <li>• Licensing Regulations</li> <li>• Consumer Protection Regulations</li> </ul>	<p>Continuing technical assistance until project end.</p>

Work Plan Task and Year	Completed To Date	Going Forward
<b>Strengthen Institutional Capacity through Policy and Technical Training</b> (Year 3)	Further policy training <b>deferred</b> .	
<b>Development of Costing Methodology and Cost Model</b> (Year 3)	<b>Initiated</b> contracting process to engage short-term advisors for costing methodology and model efforts.	
<b>Technical Assistance of Spectrum Management and Frequency Monitoring</b> (Year 3)	<b>Initiated</b> contracting process to engage short-term advisors for spectrum management and implementation plans efforts.	
<b>Development of Electronic Dispute Resolution Mechanism</b> (Year 3)	Development of electronic dispute resolution mechanism <b>deferred</b> .	
<b>Technical Assistance on Numbering Administration</b> (Year 3)	<b>Initiated</b> contracting process to engage short-term advisors for numbering allocation and implementation plans efforts.	
<b>Technical assistance on Regulatory Issues for AICTRN</b> (Year 3)		Policy workshop to be held in conjunction with AICTRN Annual Meeting in March 2005.
<b>Technical Assistance on Issues Related to ITU/ITR</b> (Year 3)	<b>Provided</b> assistance in the preparation for and the conducting of the ITU Working Group meeting on ITR in June 2004. Egypt was Chair of this meeting.	Provide assistance in the preparation for and the conducting of the ITU Working Group meeting on ITR in December 2004. Egypt is Chair of this meeting.

<b>Work Plan Task and Year</b>	<b>Completed To Date</b>	<b>Going Forward</b>
<b>Facilitate Consultations between NTRA and Selected Trading Partners (Year 3)</b>	<b>Facilitated</b> the joint consultative agreement between the NTRA and AGCOM (Italian telecom regulator). The agreement has been approved by both parties.  <b>Currently planning</b> for Overseas Study Tour to Rome.	Plan and conduct Overseas Study Tours for consultations with regulators. France, Germany, UK, Sweden, Denmark, and Ireland under consideration.

### Training in support of Objective 1, Improved Legal and Regulatory Environment for ICT

The ICT Program has conducted a total of 33 technical training programs in support of Objective 1 (Improved Legal and Regulatory Environment for ICT) from its inception through November 2004. Of these programs, 10 have been Overseas Study Tours (indicated in **bold** below), with the remainder being conducted in-country. These programs comprise a total estimated 3,681 participant-days of formal technical training conducted for the benefit of professionals from the MCIT, NTRA, SECC, and other eligible entities. In addition, the ICT Program provided four English-language training courses, totaling an estimated 2,320 participant-days, via the ELTT Project under DT2, and is also providing on the job training and mentoring, further described in annual work plans.

Course Title	Partner Organization	Dates	Participant-Days
<b>MENA Regional Telecommunications Regulatory Workshop</b>	<b>NTRA</b>	<b>Apr 02</b>	<b>49</b>
<b>Executive Management Seminar Team Software Process</b>	<b>SECC, Private Software Companies</b>	<b>Aug 02</b>	<b>4</b>
Site Coordinator Workshop (Introduction to CMM)	MCIT, SECC, Private ICT Firms	Sep 02	49
Network Security Training	MCIT	Sep-Oct 02	100
<b>Performance Assessment of Telecom Quality of Services</b>	<b>NTRA</b>	<b>Oct 02</b>	<b>4</b>
<b>Managing Software Projects with Metrics</b>	<b>MCIT, SECC</b>	<b>Oct 02</b>	<b>5</b>
End-User Computer Courses	MCIT, NTRA, ENPO, ICT BAs	Oct 02-Jan 03	150
Regulatory and Privatization Issues in Telecommunications	MCIT, NTRA, Private ICT Firms	Dec 02	290
Consulting Skills Workshop	MCIT, SECC, Private ICT Firms	Dec 02	120
<b>SEPG 2003 Conference</b>	<b>SECC, Private Software Companies</b>	<b>Feb 03</b>	<b>3</b>
Software Estimation Workshop	SECC, Private Software Companies	Jun 03	75
Managing Software Metrics	SECC, Private Software Companies	Jun 03	75
MS Windows 2000	MCIT, NTRA, ENPO, ICT BAs	Sep 03	75
Internet Skills	MCIT, NTRA, ENPO, ICT BAs	Sep 03	20
MS Word 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Sep-Oct 03	225
MS Access 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Sep-Oct 03	180
Core Functions of a Telecommunications Regulatory Authority	NTRA	Oct 03	450
MS Excel 2000 (Expert)	MCIT, NTRA, ENPO, ICT BAs	Oct 03	60
MS PowerPoint 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Oct 03	350

Course Title	Partner Organization	Dates	Participant-Days
MCSE (MS Certified Systems Engineer)	NTRA	Oct 03-Feb 04	125
MCSDBA (MS Certified Database Administrator)	NTRA	Oct 03-Feb 04	15
MCSA (MS Certified Systems Administrator)	NTRA	Oct 03-Feb 04	140
MCSD (MS Certified Systems Developer)	NTRA	Nov 03-Feb 04	75
Mastering Process Improvement	SECC	Dec 03	100
Telecommunications Policy Development and Regulation	NTRA, MCIT, State Council, Private ICT Firms	Dec 03-Jan 04	480
<b>SEPG 2004 Conference</b>	<b>SECC, Private Software Companies</b>	<b>Mar 04</b>	<b>15</b>
<b>Arab Telecom Regulators Network (ATRN) Annual Meeting</b>	<b>NTRA</b>	<b>Mar 04</b>	<b>10</b>
<b>World Information Technology Services Alliance's (WITSA) World Congress on Information Technology (WCIT)</b>	<b>ICT BAs, MCIT</b>	<b>May 04</b>	<b>20</b>
Software Sizing and Estimation	SECC, Private Software Companies	May 04	96
<b>E-Commerce/E-Government Study Tour</b>	<b>MCIT, ENPO, MoI, CBE</b>	<b>Jun 04</b>	<b>40</b>
CMMI Workshop	SECC, Private Software Companies	Jul 04	160
Introduction to CMMI – Staged	SECC, Private Software Companies	Sep 04	51
IT Security Track I	MCIT, NTRA	Sep-Oct 04	70
<b>Total Participant-Days of Training as at 11/04 = 3,681</b>			

## Procurement in Support of Objective 1, Improved Legal and Regulatory Environment

### ICT Program Procurement Plan for 2002-05 (updated October 2004)

Item No	Item Description	Work Plan Task Related	Procurement Type	Implement (Est Month)	Amount (Est USD)
<b>National Telecommunication Regulatory Authority (NTRA)</b>					
1	NTRA Infrastructure (IT Hardware/System Software Phase-1)	4.6 TA for NTRA Automation	IT Hardware and Software	Oct 03	\$200,000
2	NTRA Infrastructure (IT Hardware/System Software Phase-2)	4.6 TA for NTRA Automation	IT Hardware and Software	Apr 04	\$200,000
3	NTRA Automation (Automation Phase-1)	4.6 TA for NTRA Automation	IT Hardware, Software, Services	Jan 04	\$150,000
4	NTRA Automation (Automation Phase-2)	4.6 TA for NTRA Automation	IT Hardware, Software, Services	Sep 04	\$200,000
5	TRA Department Applications (Document Management System)	4.6 TA for NTRA Automation	IT Hardware, Software, Services	Jan 04	\$150,000
6	NTRA Department Applications (GIS)	4.6 TA for NTRA Automation	IT Hardware, Software, Services	Jan 05	\$100,000
7	Frequency Spectrum Management (SM SW)	4.4 TA on Spectrum Mgmt	IT Hardware, Software, Services	Apr 04	\$1,000,000
8	Frequency Spectrum Management (Transportable Antenna)	4.4 TA on Spectrum Mgmt	Telecommunication Equipment	Oct 04	\$1,000,000
9	Frequency Spectrum Management (Test Lab)	4.4 TA on Spectrum Mgmt	Telecommunication Equipment	Jan 05	\$250,000
10	Frequency Spectrum Management (GIS for MW Links)	4.4 TA on Spectrum Mgmt	IT Hardware, Software, Services	Jan 05	\$250,000
<b>Total for NTRA</b>					<b>\$3,500,000</b>
<b>Software Engineering Competence Center (SECC)</b>					
1	<b>Software Quality Measurement</b>	5.3 Training for SECC	Training Events	Nov 04	\$20,000

Item No	Item Description	Work Plan Task Related	Procurement Type	Implement (Est Month)	Amount (Est USD)
2	<b>Software Development Life Cycle Models</b>	5.3 Training for SECC	Training Events	Sep 04	\$20,000
3	<b>Software Development Methodologies</b>	5.3 Training for SECC	Training Events	Nov 05	\$10,000
4	<b>Software Development Best Practices Programs</b>				
	- TSP/PSP Program	5.3 Training for SECC	Training + Subscription Fees	Year 04-05	\$50,000
	- SCAMPI Appraisals Transition Partner Program	5.3 Training for SECC	Training + Subscription Fees	Year 04-05	\$50,000
	- IEEE CSDP Program	5.3 Training for SECC	Training + Subscription Fees	Year 04-05	\$20,000
5	<b>Software Tests</b>				
	- NIST-like Program	5.3 Training for SECC	Training + Subscription Fees	Sep 05	\$10,000
	- Other Standard Program	5.3 Training for SECC	Training + Subscription Fees	Feb 06	\$10,000
6	<b>E-Commerce, Outsourcing, and Security</b>				
	- NIST Program	5.3 Training for SECC	Training + Subscription Fees	Oct 05	\$20,000
	- SEI eSCM Program	5.3 Training for SECC	Training + Subscription Fees	May 05	\$30,000
	- SEI OCTAVE Program	5.3 Training for SECC	Training + Subscription Fees	Nov 04	\$20,000
7	Previous Procurement	5.3 + 5.4	Consultation Services + Training	Oct 02+Jun 03	\$88,000
	<b>Total for SECC Support</b>				<b>\$348,000</b>
	<b>Grand Total for 2002-05</b>				<b>\$7,918,000</b>

**APPENDIX 2-2:  
INCREASED E-GOVERNMENT AND E-BUSINESS  
(E-PILOTS)**

Work Plan Task and Year	Completed To Date	Going Forward
<p><b>Analysis of Potential Pilot Projects (Year 1)</b></p>	<p><b>Identified</b> the following initial potential pilot project concepts:</p> <ul style="list-style-type: none"> <li>• E-payment model pilot</li> <li>• E-procurement for MCIT</li> <li>• New community business information center</li> <li>• National database for product standards and quality</li> <li>• Commercial Registry</li> <li>• EDI System for Post Office</li> <li>• National Foreign Trade Knowledge Bank</li> </ul> <p><b>Analyzed</b> the pilot concepts against developed selection criteria.</p>	
<p><b>Existing Pilot Projects (Year 2)</b></p>	<p><b>Commercial Registry Authority (CRA)/Trade Information Center (TIC) E-Services Portal Pilot:</b></p> <p>Following analysis of the phases and setting a potential implementation timeline, the effort was placed <b>on hold</b> in agreement with Dr. Ahmed Darwish until CRA management changes are completed and other management and reorganization changes are put in place.</p>	

Work Plan Task and Year	Completed To Date	Going Forward
	<p><b>Egypt Trade Portal Pilot:</b>  <b>Completed</b> in Q4 2003 and a contract for implementation was signed with Egypt Gateway Online (EGO) in early 2004. The project provides a trade portal of needed information for foreign and domestic exporters regarding all aspects of shipping from Egypt, including partnering resources, links to effective marketing approaches and critical design standards, customs regulations, competitors, likely markets, minimum marketing requirements, shippers, and other resources.</p>	<p><b>Egypt Trade Portal Pilot:</b>            Data updates will continue until March 2005.</p>
<p><b>Development of a Pilot Identification and Selection Process for Future Pilots (Years 1, 2 &amp; 3)</b></p>	<p><b>Completed</b> the development of the Pilot Identification and Selection Process for Future Pilots in September 2003.</p> <p><b>Revised</b> the ICT Program approach to selecting potential pilots in 2004 in order to shorten the lengthy evaluation process and leverage synergies With existing e-government/e-business players.</p>	<p>The ICT Program approach will be revisited from time to time.</p>
<p>Selection of Future Pilots (Years 2 &amp; 3)</p>	<p><b>General Tax Authority E-Tax Pilot:</b>  <b>Launched</b> the General Tax Authority (GTA) E-Tax Pilot on October 11. Development is complete on all required software components and installation is <b>in progress</b> at the GTA and at the companies.</p> <p><b>E-Tenders Pilot:</b>  <b>Completed</b> the RFP document in late September and issued it in mid-October. <b>Developed</b> and will submit a request to USAID-Washington's Information Resource Management (IRM) office for an approval to proceed</p>	<p><b>General Tax Authority E-Tax Pilot:</b>            Thirty companies began inputting tax transaction data for electronic submission of the required tax forms in January.</p> <p><b>E-Tenders Pilot:</b>            Procurement is expected to take approximately six weeks, with an award to the successful offer by end-2004. Approval from IRM has been running approximately</p>

Work Plan Task and Year	Completed To Date	Going Forward
	<p>with the pilot.</p> <p><b>Egyptian National Postal Organization Electronic/Hybrid Certified-Mail PKI Pilot:</b>  <b>Completed and issued</b> the turnkey, solution-based RFP on October 2. <b>Held</b> a bidders' meeting on October 13.</p> <p><b>Egyptian Organization for Standardization and Quality Control (EOSQC) Pilot:</b>  <b>Finalized</b> the scope and details. All parties are in agreement on the scope and functionality of the pilot. <b>Completed</b> discussions with Microsoft who will fund the software development. <b>Currently working</b> on the high-level analysis, and <b>finalizing</b> the hardware and software specifications.</p>	<p>two weeks.</p> <p><b>Egyptian National Postal Organization Electronic/Hybrid Certified-Mail PKI Pilot:</b>            Due to the uniqueness of the proposed application, there is no existing implementation which can be used as a cost model. As a result, there is some risk that the RFP solutions may exceed budget. The RFP is requesting a modular response, and will allow for the award and implementation of only the essential components required for a functional pilot.</p> <p><b>Egyptian Organization for Standardization and Quality Control (EOSQC) Pilot:</b>            Phase-1, allowing the listing and searching of the mandatory Egyptian standards documents, will be implemented before the end of 2004. The additional standards documents, e-payment, and workflow automation will be completed in the Q2 of 2005. The ICT Program will develop and submit a request to USAID-Washington's Information Resource Management (IRM) office for an approval to proceed with the pilot.</p>

Work Plan Task and Year	Completed To Date	Going Forward
	<p><b>E-Ticketing for Bus Lines Pilot:</b>  <b>Conducted</b> discussions with the Ministry of Investment, specifically the Holding Company for Maritime and Land Transport and the Ministry of Transportation. <b>Developed</b> an outline scope of work, along with a cost estimate. <b>Selected</b> the pilot bus lines and bus stations. After a review of the existing bus companies and their willingness to cooperate on this pilot, <b>selected</b> SuperJet Bus Company (owned by the Ministry of Transportation).</p> <p><b>Capital Market Authority (CMA) Investor Information Services and E-Services for Companies Pilot:</b>  <b>Provided</b> technical assistance and recommendations to the CMA to resolve some technical issues concerning their previously planned deployment of online investor information services. The CMA is currently <b>completing</b> their own business analysis to determine which of the services it provides to companies may be appropriate for electronic delivery. The CMA has already <b>completed</b> a list of disclosed information available to all investors.</p> <p><b>Ministry of Investment Egyptian Investor Portal Pilot:</b>  <b>Conducted</b> preliminary discussions with the Ministry and they presented their vision of the proposed pilot in late September. The ICT Program is encouraging the MOI to go beyond an information portal and include a</p>	<p><b>E-Ticketing for Bus Lines Pilot:</b>  Final analysis is currently being completed. Implementation will either be through a solution-based RFP or in cooperation with one of the ICT Program pilot implementation partners. Final specifications and scope are currently being completed.</p> <p><b>Capital Market Authority (CMA) Investor Information Services and E-Services for Companies Pilot:</b>  The CMA currently is reviewing the ICT Program’s recommendations, and the final project scope and configuration is expected to be completed by December.</p> <p><b>Ministry of Investment Egyptian Investor Portal Pilot:</b>  Dr. Zyad informed the ICT Program that GAFI has already reengineered part two of the investment process and they are currently working on part one. This action</p>

Work Plan Task and Year	Completed To Date	Going Forward
	<p>number of e-services for potential investors. <b>Conducted</b> several follow-on meetings with the General Authority for Investment and Free Zones (GAFI) Chairman, Dr. Zyad Bahaa el Din, on the streamlining and consolidation of some of the business processes required for direct foreign investment. Without this re-engineering effort, there is a minimal chance that the MOI envisioned Investors' Web Portal will ever develop into an actual e-services pilot. Dr. Zyad is confident that several of the current procedures can easily be combined and streamlined.</p> <p><b>Ministry of Finance Primary Dealer Pilot:</b>  <b>Conducted</b> initial meetings with Ministry of Finance (MOF) officials and the Central Bank of Egypt on the automation of the auction system for the recently established primary dealer system for Egyptian Government Bonds. Conducted preliminary discussions in late September with the US Treasury Department advisor to the MOF, the MOF representative in charge of the primary dealer system, and the head of securities department at the Central Bank of Egypt (CBE). <b>Gained</b> approval for the pilot from the CBE, the MOF, and the CMA.</p>	<p>on the part of GAFI and Dr. Zyad could prove be an important development for Egypt and provide the basis for a milestone e-government pilot. Dr. Zyad has the full support of the MOI for this activity.</p>
<p><b>Development of a ICT Strategic Framework (“Map”) for Future Pilot Selection (Year 2)</b></p>	<p>Placed <b>on hold</b> by mutual agreement between the ICT Program and MCIT.</p>	

**APPENDIX 2-2:  
INCREASED E-GOVERNMENT AND E-BUSINESS (ENPO)**

Work Plan Task and Year	Completed To Date	Going Forward
Development of IT Strategic Plan for ENPO (Years 2 & 3)	<p><b>Completed</b> the following efforts to provide ENPO with a Strategic IT Framework (ENPO agrees to use this as a guideline for development of an IT Strategic Plan and decision-making tool until such time as a formal strategic plan can be put in place).</p> <ul style="list-style-type: none"> <li>• <b>Issued</b> a request for proposals to solicit technical assistance in the development of the IT Strategic Plan (ITSP) for ENPO.</li> <li>• <b>Contracted</b> GoAgile, a US-based consulting firm with expertise in IT strategic planning, to develop the ENPO ITSP.</li> </ul>	<p>GoAgile is using a software modeling solution to develop a complete electronic blueprint for ENPO. Included in the GoAgile Team is Horizons Software, an Egyptian company with a focus on providing innovative business-driven support systems within an enterprise.</p> <p>Implementation of the ENPO ITSP began on October 12. Completion is expected in March/April of 2005.</p>
Implementation Management, Monitor, and Evaluation of IT Strategic Plan for ENPO (Year 3)	<p><b>Providing</b> management, monitoring, and evaluation of process as it moves forward.</p>	<p>ENPO ITSP is expected to be completed by March/April 2005.</p>

## APPENDIX 2-3: EXPANDING USAGE OF ICT THROUGH EGYPT

Work Plan Task and Year	Completed To Date	Going Forward
<b>Report on Software Engineering Assessments' Recommendations Based on Findings</b> (Year 1)	<b>Completed</b> in Q2 2002 as part of the Technical Assistance Plan for SECC.	
<b>Development of SECC Strategic Plan and Related Training</b> (Year 2)	<b>Completed</b> the SECC Strategic Plan in Q4 2003.	
<b>Development of SECC Business Plan</b> (Year 2)	Assistance related to the SECC Business Plan was moved to fall under "ITIDA Business Plan" following the completion of the ITIDA Executive Regulations.	To be performed under "ITIDA Business Plan" efforts.
<b>Implement Training</b> (Years 1, 2, & 3)	<p><b>Conducted</b> the following in-country training:</p> <ul style="list-style-type: none"> <li>• Introduction to CMM Course</li> <li>• Site Coordinator Workshop</li> <li>• Consulting Skills Workshop</li> <li>• Software Estimation Course</li> <li>• Software Metrics Course</li> <li>• Mastering Software Improvement Course</li> <li>• Customized Software Sizing Workshop</li> <li>• Introduction to CMMI – Staged (twice)</li> </ul> <p><b>Conducted</b> the following offshore training:</p>	<p>Will deliver the following in-country training:</p> <ul style="list-style-type: none"> <li>• Intermediate Concepts for CMMI</li> <li>• TSP/PSP Training Track</li> </ul> <p>Will deliver the following offshore training:</p>

Work Plan Task and Year	Completed To Date	Going Forward
	<ul style="list-style-type: none"> <li>• TSP Executive Seminar</li> <li>• Mastering Software Process Improvement Course</li> <li>• SEPG 2003</li> <li>• SEPG 2004</li> </ul>	<ul style="list-style-type: none"> <li>• SCAMPI Certified Test</li> <li>• SEPG 2005</li> </ul>
<p><b>Provide Technology Assistance to the Software Engineering Industry</b> (Years 1, 2, &amp; 3)</p>	<p><b>Conducted</b> 6 Gap Analyses for Raya Software, Fujitsu-Egypt, IBM-Egypt, DMS, IT Worx, and Delta Software</p> <p><b>Put in place</b> new cost-sharing agreement with SECC that allows reimbursement of 80% of the formal assessment fees to companies that successfully pass formal assessment certification test. Readiness report is not needed due to new cost-sharing agreement with SECC.</p>	<p>Produce Status Reports on: 1) activities (e.g., mentoring consulting services, gap-analysis studies, formal assessments, Egyptian software engineering readiness assessment); 2) companies' progress on software improvement process; and 3) recommendations for next steps. First Report is due in December 2004 and second report is due by June 2005.</p>

## Marketing and Business Development

Work Plan Task and Year	Completed To Date	Going Forward
<b>Technical Assistance to non-ICT Firms</b> (Year 1)		
<b>Technical Assistance to ICT Firms</b> (Year 1)		
<b>Identify the Impediments to E-Business (B2B and B2C)</b> (Year 2)	<b>Completed</b> the Impediments to E-Commerce in Egypt study in Q4 2003.	
<b>Increase ICT Awareness and Utilization in Small and Medium Enterprises (SMEs)</b> (Years 2 & 3)	<b>Pilot Phase:</b> <ul style="list-style-type: none"> <li>• <b>Assessed</b> demand for ICT in SMEs outside of Cairo and Alexandria</li> <li>• <b>Conducted</b> initial public awareness events of ICT Program's ICT4SME pilot project</li> <li>• <b>Implemented</b> the pilot phase of ICT4SME successfully in Mansoura and Assiut</li> <li>• <b>Solidified</b> strategic partnerships with local implementing partners, universities, industrial zones, and governorates</li> <li>• <b>Conducted</b> 8 ICT4SME public awareness events (4 Mansoura and 4 Assiut)</li> </ul> <p><i>IMPACT:</i> more than 500 participants at events; 2 ICT4SME Assessment Tools; more than 100 SMEs</p>	<b>Pilot Phase:</b> <ul style="list-style-type: none"> <li>• Final Project Evaluation</li> <li>• Capacity building for Local Service Providers</li> </ul>

Work Plan Task and Year	Completed To Date		Going Forward
	assessed in both cities; 40 cost-shares to SMEs in both cities; capacity-building of local business associations; and capacity-building of local service providers		
	<u>Work Plan Deliverables:</u> 6 awareness events 1 IT assessment tool 75 SMEs assessed 25 SMEs in cost share	<u>Actual Deliverables:</u> 8 awareness events 2 IT assessment tools 30 SMEs assessed 45 SMEs in cost share	
	<b>Horizontal Expansion:</b> <ul style="list-style-type: none"> <li>• <b>Conducted</b> site visits to 8 governorates</li> <li>• <b>Conducted</b> 8 initial awareness events for ICT4SME activity</li> </ul>		<b>Horizontal Expansion:</b> <ul style="list-style-type: none"> <li>• Release of ICT4SME RFP in 6 new governorates</li> <li>• Award ICT4SME activity in 4 new governorates</li> <li>• 1-2 revised assessment tools</li> <li>• 80 SMEs assessed</li> <li>• 50 SMEs in cost share</li> <li>• Final project evaluation</li> </ul>
	<b>Vertical Expansion:</b> <ul style="list-style-type: none"> <li>• <b>Refining</b> final proposals with local implementation partners for vertical expansion (replication) of ICT4SME pilot in Mansoura and Assiut on larger scale</li> </ul>		<b>Vertical Expansion:</b> <ul style="list-style-type: none"> <li>• 2 awareness events</li> <li>• 100 SME assessments</li> <li>• 50 SMEs in cost share</li> <li>• Final project evaluation</li> </ul>
	<b>ICT4SME Clusters:</b> <ul style="list-style-type: none"> <li>• <b>Conducted</b> site visits to 3 potential governorates</li> <li>• <b>Conducted</b> 3 awareness events for ICT Program's ICT4SME Cluster's Pilot Project</li> </ul>		<b>ICT4SME Clusters:</b> <ul style="list-style-type: none"> <li>• Release of RFP</li> <li>• Award of activity in 1-2 governorates</li> <li>• Implementation of the ICT4SME Cluster Pilot</li> </ul>

Work Plan Task and Year	Completed To Date	Going Forward
		Project
<b>Expand the Reach and Number of Telecenters in Egypt</b> (Year 2)	<b>Conducted</b> comprehensive assessment of telecenter landscape in Egypt, and <b>developed and delivered</b> Sustainable Telecenter Development in Egypt: Current Status and a Model for the Future report. <b>Completed and delivered</b> the draft Viable Telecenter Business Model study.	
<b>Support IT Business Association Capacity Building</b> (Years 2 & 3)	<ul style="list-style-type: none"> <li>• <b>Developed and published</b> Strategy for Strengthening ICT Business Associations in November 2003.</li> <li>• <b>Conducted</b> HEIYA: Local Success Story in Trade Association Management event.</li> <li>• <b>Conducted</b> Overseas Study Tour to Jordan – Intaj: Lessons Learned from a Regional IT Business Association.</li> <li>• <b>Conducted</b> 4 workshops on the role of successful business association management.</li> <li>• <b>Brokered</b> merger talks between ESA and EHITA.</li> </ul> <p><i>IMPACT:</i> First merger of two business associations in Egypt.</p> <ul style="list-style-type: none"> <li>• <b>Provided</b> technical assistance in official procedures for association mergers.</li> <li>• <b>Provided</b> technical assistance to submit all required documentation for the merger.</li> <li>• <b>Provided</b> technical assistance to draft EITESAL’s vision, mission, and strategic business plan.</li> <li>• <b>Provided</b> technical assistance in best practices in association management through a short-term</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing technical assistance to EITSAL BoD and staff.</li> <li>• OST to Asia/North America: Global Best Practices in IT Association Management.</li> <li>• Capacity building for EITESAL in value added membership services.</li> <li>• 3 EITESAL workshops</li> <li>• 10 EITESAL member companies to receive TA in business plan writing and marketing.</li> <li>• Soft Skills training for EITESAL CSO.</li> <li>• Teambuilding for new EITESAL BoD and CSO</li> </ul>

Work Plan Task and Year	Completed To Date	Going Forward
	advisor. <ul style="list-style-type: none"> <li>• <b>Conducted</b> Overseas Study Tour to DUBAI – Role of Business Association in Tradeshows (GITEX) and Launch of Regional IT Associations (IJMA’A).</li> <li>• <b>Conducted</b> Overseas Study Tour to Jordan – Second IJMA’A meeting.</li> <li>• <b>Conducted</b> Overseas Study Tour to Greece – EITESAL Membership in WITSA and attendance at WCIT.</li> <li>• <b>Awarded</b> Business Association Grant to EITESAL.</li> </ul>	
<b>Bridge the Access to Funding Gap for ICT SMEs</b> (Years 2 & 3)	<b>Conducted</b> financing readiness assessment for 15-20 ICT SMEs, and <b>delivered</b> the findings.	One-on-one TA to five ICT SMEs to build globally competitive financing plans.
<b>E-business Success Stories and Lessons Learned</b> (Year 3)	Not yet initiated.	4 Case Study Workshops on Local Success Stories in E-business.

**Egyptian Trade Liaison Office (TLO)**

Work Plan Task and Year	Completed To Date	Going Forward
<b>Define Year-one Work Plan and Timeline for TLO</b> (Year 2)	<b>Completed</b> , in cooperation with the MCIT, the TLO concept paper. Approved by the MCIT in December 2003.	
<b>Redesign and Develop TLO Website</b> (Year 2 & 3)	<b>Reconstructed and developed</b> the TLO website by supplying content and contracting web-design company Yalla. The MCIT has approved of the site; however, they have not officially launched it. www.tlo-egypt.com	Awaiting official MCIT launch. Continuous updates to the website.
<b>TLO Partnership-building Trip</b> (Year 2)	<b>Completed</b> Partnership-building Trip to the Washington DC metropolitan area to establish relationships with key industry associations (e.g., ITAA, NVTC), government entities (e.g., National Institute of Science and Technology), and commercial entities that have potential for overseas outsourcing. This Trip was intended to promote the services of the TLO, increase awareness of the Egyptian IT industry in the US, and set the stage for future networking to take place. The Trip was attended by the ICT Program Chief of Party and TLO Advisor. Dr. Paul Oliver, an ICT Program US-based consultant, accompanied the team on the Trip.	
<b>Preparatory Workshops and One-on-One Sessions</b> (Years 2 & 3)	<b>Delivered</b> 1 round of Preparatory Workshops and One-on-One Sessions in Cairo for the companies prior to the first TLO Networking Trip to the US.	Currently working on details of the 2005 Networking Trips and related Preparatory Sessions through negotiations with NVTC.

Work Plan Task and Year	Completed To Date	Going Forward
<b>3 TLO Networking Trips</b> (Years 2 & 3)	<b>Completed</b> 1 Networking Trip in June 2004 (see above).	Negotiations are underway with NVTC and preparations are being made with potential participant companies. Preparing for remaining 2, which are scheduled for February and May 2005.
<b>1 TLO Networking Trip to Asia</b> (Year 3)	<b>Planning</b> Networking Trip to Asia (e.g., India, Malaysia) for approximately 10 companies.	Details are yet to be determined.
<b>Participation in 2005 trade shows/IT events</b> (Year 3)	<b>Researching</b> the possibility of ICT Program support, in cooperation with the MCIT, for helping Egyptian ICT private-sector companies to attend or participate in regional and/or international IT events/trade shows.	Obtain listing of upcoming 2005 events.

**Publications**

Work Plan Task and Year	Completed To Date	Going Forward
<p><b>Re-launch of ICT Program Website</b> (Year 2)</p>	<p><b>Redesigned and re-launched</b> ICT Program website in English in Q4 03 and in Arabic in Q1 04. The new website caters more specifically to ICT Program stakeholders and relevant industry participants, is more user-friendly and content-driven, and incorporates the new ICT Program branding.</p>	<p>Routine updates performed on a periodic basis.</p>
<p><b>ICT Program Public Awareness Publications</b> (Years 2 &amp; 3)</p>	<p><b>Biweekly Status Report (BWSR):</b> Non-contractual publication instituted in August 2003 and designed as a PR-oriented reporting mechanism for stakeholders and Egypt’s ICT community. Discontinued in June 2004, upon USAID request, in favor of a more PR-oriented MPR; some style and content elements of the BWSR were incorporated into the enhanced MPR.</p> <ul style="list-style-type: none"> <li>• <b>Developed and published:</b> 21 issues published biweekly from end-August 2003 to end-June 2004</li> </ul> <p><b>ICT Program Feature Article:</b> Lead story in each BWSP and on the homepage of the website.</p> <ul style="list-style-type: none"> <li>• <b>Developed and published:</b> 21 installments published biweekly from end-August 2003 to end-June 2004</li> </ul>	

Work Plan Task and Year	Completed To Date	Going Forward
	<p><b>Egypt ICT In The News:</b> A daily digest of the news on ICT from Egypt and the region, with briefs translated into English from the Arabic press.</p> <ul style="list-style-type: none"> <li>• <b>Developed and published:</b> daily issues from July 14 2003 to present</li> </ul> <p><b>Eye on ICT:</b> Designed to expound upon a certain facet of our efforts, and in doing so, provide the type of in-depth expert view that more fully explains the context in which we work. Launched in August 2004 within the August 2004 MPR and on the website.</p> <ul style="list-style-type: none"> <li>• “Principal Aspects of the WTO,” by Bill Garrison, was published in the August 2004 MPR and on the website</li> <li>• “What is CMM,” by Hossam El Sherif, is currently being finalized for publication in the September 2004 MPR and on the website</li> </ul>	<p><b>Egypt ICT In The News:</b> Will continue going forward.</p> <p><b>Eye on ICT:</b></p> <ul style="list-style-type: none"> <li>• “Sustainable Telecenters in Egypt,” by Sherry Youssef, is currently being finalized for publication in the October 2004 MPR and on the website</li> <li>• Will continue going forward</li> </ul>

## APPENDIX 2-4: GRANTS

Work Plan Task and Year	Completed To Date	Going Forward
<b>Grants Process Development/Grants Manual</b> (Years 1, 2, & 3)	<b>Completed</b> ICT Program Grants Beneficiary Handbook.	Update ICT Program Grants Beneficiary Handbook on a periodic basis.
<b>Outreach to NGOs and Universities</b> (Years 1, 2, & 3)	<b>Provided</b> orientation on the Grants Program to NGOs and universities in Governorates outside the Greater Cairo area and Alexandria (i.e., Mansoura, Assiut, Fayoum, Qena, Menya, Sohag, Dommietta, Aswan).	Continue the orientations to NGOs and universities outside the Greater Cairo area and Alexandria. Locations will be determined in concert with the MBD Team.
<b>Encourage Unsolicited Grant Proposals</b> (Years 1, 2, & 3)	<b>Received</b> more than some 60 grants applications during the past two years.	Continue encouraging universities and NGOs to submit grants applications.
<b>Award Unsolicited Grants that Affect Non-urban Areas</b> (Year 1, 2, & 3)	<b>Awarded</b> 1 grant to a university and 6 grants to NGOs.	Award at least 2 grants to universities and at least 5 to NGOs.
<b>Issue RFAs</b> (Years 1, 2, & 3)	<b>Issued</b> the ICT4SME RFA.	Issue at least 2 more RFAs during the Third Work Plan Year for the ICT4SME expansion work and the SME clusters activity.
<b>Award Solicited Grants that Affect Non-urban Areas via</b>	<b>Awarded</b> the ICT4SME grant to 2 NGOs in Mansoura and Assiut.	Award at least 4 more ICT4SME and 1-2 SME clusters' grants during the current Work Plan Year.

Work Plan Task and Year	Completed To Date	Going Forward
RFAs (Years 1, 2, & 3)		
Award \$4 Million Worth of Grants (Years 1, 2, & 3)	Awarded \$1 million and have worked to create a pipeline of \$1.2 million in current potential grants concepts.	Award remaining \$3 million.
Grant Administration/ Audit, Monitor, & Evaluate Grants Activities (Year 1, 2, & 3)	Monitored the awarded grants through monthly reporting (technical and financial), as well through ongoing site visits and meetings. Engaged other ICT Program team members in the evaluation of current programs.	Continue monitoring and evaluation (technical and financial) the awarded grants with support from other team members.

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## **APPENDIX 3-1: STATUS OF E-PILOT PROGRAM**

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### **General Tax Authority E-Tax Pilot**

The General Tax Authority (GTA) E-Tax pilot was launched October 11. Although there has been a delay in hardware procurement for firewalls, switches, and routers due to origin issues for these requested commodities, the delay is not expected to impact the phase-one roll-out. Thirty companies began inputting tax transactions data for electronic submission of the required tax forms in January. Resolution of the origin issues for the hardware needed to expand the pilot to include an additional 50 companies is expected in October. Development is complete on all required software components and installation is in progress at the GTA and will commence shortly at the companies.

### **E-Tenders Pilot**

The E-Tenders Pilot is a first stage of a more ambitious strategy to implement a full e-procurement system for the GoE. The success of this pilot will encourage the MCIT to proceed with additional stages to reach a full e-procurement solution. The RFP document was completed in late September and was issued in mid-October. The RFP specifies a web-based solution that will allow electronic communication and collaboration during the procurement process. This solution will need to support the business processes of GoE procurement according to the unified Egyptian Procurement Law 89 issued in 1998. The procurement process is expected to take approximately six weeks, with an award to the successful offeror by end 2004. The ICT Program has developed and will submit a request to USAID-Washington's Information Resource Management (IRM) office for an approval to proceed with the pilot. Approval from IRM has been running approximately two weeks

### **Egyptian National Postal Organization Electronic/Hybrid Certified-Mail PKI Pilot**

A turnkey, solution-based request for proposal was advertised and issued on October 2 for the Egyptian National Postal Organization Electronic/Hybrid Certified-Mail PKI Pilot. Due to the uniqueness of the proposed application, there is no existing implementation which can be used as a cost model. As a result, there is some risk that the RFP solutions may exceed the budget for this pilot. The RFP is requesting a modular response, and will allow for the award and implementation of only the essential components required for a functional pilot. The selected implementation, even with reduced functionality, will still serve the primary purpose of the first application of e-signature in Egypt. A bidders' meeting was held on October 13.

### **Egyptian Organization for Standardization and Quality Control (EOSQC) Pilot**

The scope and details of the Egyptian Organization for Standardization and Quality Control (EOSQC) Pilot have been finalized. The ICT Program is now working on the high-level analysis, and finalizing the hardware and software specifications. All parties are in agreement on the scope and functionality of the pilot. The ICT Program has completed discussions with Microsoft who will fund the software development for the pilot. Phase-one of the EOSQC pilot will allow the listing and searching of the mandatory Egyptian standards documents. This phase will be implemented before the end of 2004. The additional standards documents, e-payment, and workflow automation will be completed in the second quarter of 2005. The ICT Program will develop and submit a request to USAID-Washington's Information Resource Management

(IRM) office for an approval to proceed with the pilot. The IRM documentation is currently being completed.

### **E-Ticketing for Bus Lines Pilot**

Several discussions for the E-Ticketing for Bus Lines Pilot have been conducted with the Ministry of Investment, specifically the Holding Company for Maritime and Land Transport and the Ministry of Transportation. An outline scope of work for an electronic bus ticketing pilot was developed along with a cost estimate. The pilot bus lines and bus stations have been selected. After a review of the existing bus companies and their willingness to cooperate on a pilot project, SuperJet Bus Company (owned by the Ministry of Transportation) was selected for pilot implementation. The Ministry of Transportation and the Chairman of SuperJet Bus Company are fully supportive of the pilot. Final analysis is currently being completed. Implementation will either be through a solution-based RFP or in cooperation with one of the ICT Program pilot implementation partners. Final specifications and scope are currently being completed.

### **Capital Market Authority (CMA) Investor Information Services and E-Services for Companies Pilot**

For the Capital Market Authority (CMA) Investor Information Services and E-Services for Companies Pilot, the CMA is currently completing their own business analysis to determine which of the services it provides to companies may be appropriate for electronic delivery. To date, two out of the 12 existing processes have been reviewed. The CMA has already completed a list of disclosed information available to all investors. This includes previously filed financial statements, company contact information, board of directors' lists, and other publicly disclosed information. The ICT Program is providing technical assistance to the CMA to resolve some technical issues concerning their previously planned deployment of online investor information services. During the course of this technical assistance, the ICT Program identified several legacy components in the CMA IT infrastructure. Additionally, there are some recommended security improvements which will be required before investors and companies can be granted wider access to CMA information and services online. The CMA currently is reviewing the ICT Program's recommendations, and the final project scope and configuration is expected to be completed by December.

### **Ministry of Investment Egyptian Investor Portal Pilot**

The Ministry of Investment (MOI) has requested that the ICT Program develop a portal for foreign investors interested in investing in Egypt. Preliminary discussions have been held with the Ministry and they presented their vision of the proposed pilot in late September. The ICT Program is encouraging the MOI to go beyond an information portal and include a number of e-services for potential investors. The initial presentation made by the MOI for development of the portal included very few services, primarily limited to the privatization of Public Enterprise Companies. The ICT Program requested that the MOI add additional services to the portal particularly those related to General Authority for Investment and Free Zones (GAFI) and possibly reengineer some of the required processes for foreign investment in Egypt. This reengineering is a prerequisite for automation of these services – currently, a potential foreign investor must deal with 79 different government entities in order to invest in Egypt. Several follow-on meetings have been held with the General Authority for Investment and Free Zones (GAFI) Chairman, Dr. Zyad Bahaa el Din, on the streamlining and consolidation of some of the business processes required for direct foreign investment. Without this re-engineering effort, there is a minimal chance that the MOI envisioned Investors' Web Portal will ever develop into

an actual e-services pilot. Dr. Zyad is confident that several of the current procedures can easily be combined and streamlined. Dr. Zyad informed the ICT Program that GAFI has already reengineered part two of the investment process and they are currently working on part one. This action on the part of GAFI and Dr. Zyad could prove be an important development for Egypt and provide the basis for a milestone e-government pilot. Dr. Zyad has the full support of the MOI for this activity.

#### **Ministry of Finance Primary Dealer Pilot**

Initial meetings have been held with Ministry of Finance (MOF) officials and the Central Bank of Egypt on the automation of the auction system for the recently established primary dealer system for Egyptian Government Bonds. The 13 primary dealers have an agreement to underwrite GoE bonds issued by the Ministry. The automated auction system will be integrated into the existing auction system for GoE Treasury Bills. Features of the system are expected to include communications links with the primary dealers, and automatic confirmation of received electronic bids. In late September, preliminary discussions were held with the US Treasury Department advisor to the MOF, the MOF representative in charge of the primary dealer system, and the head of securities department at the Central Bank of Egypt (CBE). The CBE, the MOF, and the CMA have approved the concept for the pilot. The full business specifications, hardware, software, and communications requirements are currently being developed.

#### **Commercial Registry Authority**

No longer active.

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## APPENDIX 4-1: SAMPLE TIMETABLE FOR TECHNICAL ASSISTANCE TO NTRA

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June 2004 - June 2005

**Technical Assistance Topic 1: CONSUMER PROTECTION**

**Proposed Consultant:** Kevin Hartmann

**Proposed NTRA Contact Person:** .....

**Objective:** To assist NTRA in developing and implementing rules and procedures to protect the rights of telecommunications consumers and to govern service provider treatment of customers.

Month	Phase 1: Policy Guidelines	Responsible Person	Completed
Dec 03	1. In-country consultations on TA requirements with NTRA	Consultant/NTRA O&M	Dec 03
Feb 04	2. Submission of Draft Guidelines	Consultant	Feb 04
March 04	3. Review/Edit Draft Guidelines	General Dynamics	March 04
March 04	4. Submission of English text of Draft Guidelines	General Dynamics	March 04
April 04	5. Review and Comment of Guidelines by NTRA	NTRA	
June 04	6. Submission of Arabic text of Draft Guidelines	General Dynamics	June 04
	<b>Phase 2. Development and Implementation of Consumer Protection Rules and Procedures</b>		
June 04	7. Develop TOR/SOW for TA on Implementation [NTRA approval required]	Consultant/GD/NTRA	
TBD	8. In-country work by Consultant to review existing and proposed CP rules and procedures with NTRA	Consultant/NTRA	
TBD	9. Assessment report with proposed modifications to existing CP rules and procedures and new procedures	Consultant	
TBD	10. Adoption of final CP rules and procedures based on Consultant's report in #9	NTRA	
TBD	11. On-job staff training on CP rules and procedures <i>[Contingent on NTRA adoption of rules and procedures in #10]</i>	Consultant/NTRA staff	
TBD			

	<b>Phase 3: Development of Public Awareness Program on Consumer Protection Rules and Procedures</b>		
TBD	12. In-country consultations by Consultant on elements of a public awareness program and coordination with Consumer Protection Institutions(PAP)	Consultant/NTRA staff	
TBD	13. Preparation of a Telecom Consumers Handbook	Consultant	
TBD	14. Report with proposal for PAP plan	Consultant	
TBD	15. NTRA approval/modification of PAP plan	NTRA	
TBD	16. Development of TOR/SOW for implementation of PAP; Initiate implementation of PAP. <i>[Contingent on NTRA approval of PAP plan in #14]</i>	Consultant/NTRA staff	

Contingent Actions Regarding Consumer Protection Technical Assistance:

1. NTRA must finalize and adopt CP rules and procedures (Task 10, Phase 2) before staff training on the use of those rules and procedures can be structured and delivered (Task 11, Phase 2).
2. Implementation of a public awareness campaign (Task 15, Phase 3) depends upon NTRA's approval or modification of the Consultant's proposal for the campaign (Task 14, Phase 3).
3. NTRA needs to review and respond back ASAP on the acceptance of the tasks and consultants regarding CP in order for GD to be able to prepare contract and start the activity. Any delay on NTRA's feedback will cause delay of TA and proposed schedules.
  - Activities highlighted in red will take place in the upcoming month and need immediate attention from NTRA/ GD

**APPENDIX 5-1:  
TRAINING COMPLETED TO DATE (DECEMBER 2004)**

Course Title	Partner Organization	Dates	# of Participants	Training Days
<b>Legal &amp; Regulatory</b>				
MENA Regional Telecommunications Regulatory Workshop	NTRA	Apr 02	7	7
Performance Assessment of Telecom Quality of Services	NTRA	Oct 02	1	4
Regulatory and Privatization Issues in Telecommunications	MCIT, NTRA, Private ICT Firms	Dec 02	25	12
Core Functions of a Telecommunications Regulatory Authority	NTRA	Oct 03	40	2
Telecommunications Policy Development and Regulation	NTRA, MCIT, State Council, Private ICT Firms	Dec 03/Jan 04	22	7
Arab Telecom Regulators Network (ATRN) Annual Meeting	NTRA	Mar 04	2	5
		<b>S. Total</b>	<b>97</b>	<b>37</b>
<b>SECC/Private Sector/MCIT</b>				
Executive Management Seminar Team Software Process	SECC, Private Software Companies	Aug 02	1	4
Site Coordinator Workshop	MCIT, SECC, Private ICT Firms	Sep 02	49	1
Managing Software Projects with Metrics	MCIT, SECC	Oct 02	1	5
Consulting Skills Workshop	MCIT, SECC, Private ICT Firms	Dec 02	24	5
SEPG 2003 Conference	SECC, Private Software Companies	Feb 03	3	6
Software Estimation Workshop	SECC, Private Software Companies	Jun 03	25	3
Managing Software Metrics	SECC, Private Software Companies	Jun 03	25	3
GITEX Exhibition and Forums	Private ICT Firms	Oct 03	11	7
Mastering Process	SECC	Dec 03	2	50

Course Title	Partner Organization	Dates	# of Participants	Training Days
Improvement				
SEPG 2004 Conference	SECC, Private Software Companies	Mar 04	3	5
Software Sizing and Estimation	SECC, Private Software Companies	May 04	25	4
CMMI Workshop	SECC, Private Software Companies	Jul 04	25	6
Introduction to CMMI – Staged	SECC, Private Software Companies	Sep 04	20	3
<b>S. Total</b>			<b>214</b>	<b>102</b>

<b>NTRA/MCIT/MCIT-related Entities</b>				
Network Security Training	MCIT	Sep-Oct 02	5	20
End-User Computer Courses	MCIT, NTRA, ENPO, ICT BAs	Oct 02-Jan 03	10	15
MS Windows 2000	MCIT, NTRA, ENPO, ICT BAs	Sep 03	24	3
Internet Skills	MCIT, NTRA, ENPO, ICT BAs	Sep 03	24	3
MS Word 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Sep-Oct 03	24	9
MS Access 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Sep-Oct 03	12	15
MS Excel 2000 (Expert)	MCIT, NTRA, ENPO, ICT BAs	Oct 03	12	5
MS PowerPoint 2000 (Basic and Expert)	MCIT, NTRA, ENPO, ICT BAs	Oct 03	24	15
MCSE (MS Certified Systems Engineer)	NTRA	Oct 03-Feb 04	24	5
MCSDBA (MS Certified Database Administrator)	NTRA	Oct 03-Feb 04	24	15
MCSA (MS Certified Systems Administrator)	NTRA	Oct 03-Feb	53	15
MCSD (MS Certified Systems Developer)	NTRA	Nov 03-Feb 04	5	15
IT Security Track I	MCIT, NTRA	Sep-Nov 04	10	7
E-Commerce/E-Government Study Tour	MCIT, ENPO, MoI, CBE	Jun 04	10	4
<b>S. Total</b>			<b>261</b>	<b>146</b>

<b>Marketing &amp; Business Development</b>				
Business Association Workshops	ICT BAs	Oct 02	20	1
Business Association Workshops	ICT BAs	Nov 02	20	1
Grants Workshop	ICT BAs	Dec 02	15	7
Business Association Workshops	ICT BAs	Dec 02	20	1
Business Association Workshops	ICT BAs	Feb 03	10	1
Grants Workshop	ICT BAs	Feb 03	20	7
ICT Business Association Building	ICT BAs	Jul 03	6	3
Fundamentals of Fund Management (IFF)	Venture Capital Firms	Jul 03	1	7
Arab Regional Alliance of IT Associations (ARAITA) Conference	ICT BAs	Mar 04	2	3
TLO Workshop	Private ICT Firms	May 04	20	6
World Information Technology Services Alliance's (WITSA) World Congress on Information Technology (WCIT)	ICT BAs, MCIT	May 04	6	3
MCSD – Microsoft Certified Systems Developer	ICT BAs	Jun-Oct 04	25	15
TLO Targeted Networking Trip	Private ICT Firms	Jun 04	10	8
	<b>S. Total</b>		<b>175</b>	<b>61</b>

**APPENDIX 5-2:  
PLANNED TRAINING - OCTOBER 2004 - JUNE 2005**

Title	Partner Inst.	Work Unit	Target Participants		# Events	Total Prts	Rec'ed Provider	# Days Per Event	Total Prt. Days	Est'ed Time Frame
			Category	Prts/Event						
IT Security Track - II	NTRA, MCIT	IT	Tech Staff	10	1	10	Local	7	70	Jan-05
Voice over IP Networks - I	NTRA	M&S	Tech Staff	5	2	10	US	2	20	Jan-05
Wireless Track - I	NTRA	M&S+IT	Tech Staff	5	7	35	US	2	70	Jan-05
TSP/PSP Program - I	SECC, Priv SW Eng	SW	Tech/Mgmt	20	2	40	US	3	120	Jan-05
CMMI Implementation Essentials -Program II	SECC, Priv SW Eng	SECC	Tech Staff	20	1	20	US	3	60	Jan-05
Frequency Spectrum Management Program - I	NTRA	SMFM	Tech Staff	5	2	10	Local/US	10	100	Jan-05
Software Development Program - I	Priv SW Eng	SW	Tech Staff	20	3	60	Local/US	4	240	Feb-05
Telecommunications Sector Policy Consultation	MCIT	TPU	MM	4	1	4	3rd-C	10	40	Feb-05

Title	Partner Inst.	Work Unit	Target Participants		# Events	Total Prts	Rec'ed Provider	# Days Per Event	Total Prt. Days	Est'ed Time Frame
Telecommunications Regulatory Policy Consultation	NTRA	Various	MM	3	1	3	3rd-C	10	30	Feb-05
IT Laws and Regulations	ITIDA	SM	Tech/Mgmt	4	1	4	3rd-C	5	20	Feb-05
Marketing and Business Plan Workshops	TLO Priv Sec	Various	SM	20	1	20	US	12	240	Feb-05
Personal Performance Management Certified Professional	MCIT/NTRA/ENPO		MM	5	9	45	Local/US	3	135	Feb-05
Software Development Program - II	Priv SW Eng	SW	Tech Staff	20	3	60	Local/US	4	240	Mar-05
Frequency Spectrum Management Program - II	NTRA	SMFM	Tech Staff	5	2	10	Local/US	10	100	Mar-05
Emergency Communications	NTRA	All	Tech Staff	10	2	20	US	5	100	Mar-05
SEPG Conference 2005	SECC, Priv SW Eng	SECC	Tech Staff	7	1	7	US	3		Mar-05
Telecom Track - I	NTRA	M&S/Reg	Tech Staff	5	8	40	Local/US	2	80	Mar-05
TSP/PSP Program - II	SECC, Priv SW Eng		Tech/Mgmt	20	1	20	US	5	100	Mar-05
Telecom Track - II	NTRA	M&S	Tech Staff	5	3	15	Local/US	2	30	Mar-05

Title	Partner Inst.	Work Unit	Target Participants		# Events	Total Prts	Rec'ed Provider	# Days Per Event	Total Prt. Days	Est'ed Time Frame
ICT Business Development Services for SMEs	Bus Assoc	Priv. Sec (SMEs)	SM/MM	20	2	40	Local	4	160	Mar-05
Telecenter Services for SMEs	Bus Assoc	Priv. Sec (SMEs)	SM	40	2	80	Local	1	80	Mar-05
IT Assoc. on Capacity Building OST NVTC	Bus Assoc	Board Members	SM	5	1	5	US	10	50	Mar-05
Business Intelligence	NTRA/MCIT	IT	Tech Staff	10	3	30	Local	2	60	Mar-05
TLO Networking Trip	TLO Priv Sec	Various	SM	10	1	10	US	7	70	Apr-05
IT Laws and Regulations	ITIDA	SM	Tech/Mgmt	4	1	4	3rd-C	5	20	Apr-05
Wireless Track - II	NTRA	M&S	Tech Staff	5	5	25	US	2	50	Apr-05
Software Development Program - III	Priv SW Eng	SW	Tech Staff	20	4	80	Local	4	320	Apr-05
Pilot Project Public Awareness	Priv Sec/MCIT	E-Gov/E-Com	SM/MM	100	1	100	Local	1	100	May-05

Title	Partner Inst.	Work Unit	Target Participants		# Events	Total Prts	Rec'ed Provider	# Days Per Event	Total Prt. Days	Est'ed Time Frame
			SM	MM						
Developing an Effective Business Plan	MCIT/NTRA	Various	SM	42	1	42	US/Local	2	84	May-05
ICT SME Financing	Priv Sec/MCIT	E-Com	SM	40	1	40	Local	2	80	May-05
Telecommunications Regulatory Policy Consultation	NTRA	Various	MM	3	1	3	3rd-C	10	30	Mar-05
CMM/CMMI Program - III-intermediate Concepts for CMMI	SECC, Priv SW Eng	SECC	Tech Staff	20	2	40	US	3	120	Jun-05
TLO Networking Trip	TLO Priv Sec	Various	SM	10	1	10	3rdC	7	70	Jun-05
Telecommunications Regulatory Policy Consultation	NTRA	Various	MM	3	1	3	3rd-C	10	30	Jun-05

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## ANNEXES

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Annex 1    Partial List of Documents Reviewed by the Team.....	Annex 1-1
Annex 2    List of People Interviewed.....	Annex 2-1

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# ANNEX 1:

## PARTIAL LIST OF DOCUMENTS REVIEWED BY THE TEAM

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### **Annual Plans:**

- 1<sup>st</sup> Year Annual Work Plan (July 15, 2002)
- 2<sup>nd</sup> Year Annual Work Plan (July 1, 2003 to Jun 30, 2004) Released in November 2003
- 3<sup>rd</sup> Year Annual Work Plan (July 1, 2004 to June 30, 2005) Released in June 2004

### **Quarterly Progress Reports:**

- 1 Sep 02 – Nov 02
- 2 Dec 02 – Feb 03
- 3 July 03– Sept 03
- 4 Oct 03 – Dec 03
- 5 Jan 04 – Mar 04
- 6 Apr 04 – Jun 04
- 7 Jul 04 – Sep 04
- Monthly report, Sept 04

### **Monitoring and Evaluation:**

- The Monitoring and Evaluation System Report
- The Monitoring and Evaluation System Plan
- The Monitoring and Evaluation System Description
- Monitoring and Evaluation of Awarded Grants
  - Technical and financial reports
  - Surveys and questionnaires
- Deliverables Monitoring table for Y2
- Deliverables Monitoring table for Y3 to-date

### **Training:**

- Training Needs Assessment Report
- Training Specifications Forms
- ICT Program Training Specifications
- Training Material/ handouts
- Training evaluation reports

### **Publications:**

- Documentation Process and Guide Lines

**Grants:**

- Grants Beneficiary Handbook
- 7 Grants Agreements

**Marketing & Business Development:**

- Impediments to E-Commerce
- Strategy for Strengthening ICT Business Associations (Nov. 03)
- Revised Sustainable Tele-center Development in Egypt Report - Private Sector Tele-center Business Model
- Tele-center Sustainability Study

**SME Activity Documents:**

- ICT4SME Pilot Phase Planning
- Trigger Subsidy Program Concept
- Service Providers List in Mansoura
- Service Providers List in Assiut
- ICT4SME Phase II Planning

**Association ( EITESAL ) Documents:**

- EITESAL Grant Agreement and Draft Strategic Plan/Budget

**Public Awareness:**

- Strategy for Strengthening ICT-Related Business Association (Feb. 03)
- Strategy for Delivering ICT Business Development Service to Egyptian SMEs
- Public Awareness Campaign for increasing ICT Awareness Among Egyptian SMEs

**Legal and Regulatory:**

- Telecommunication Regulation Law
- Policy Guidelines on Tariffing , Universal Service, Interconnection & Competition Regulation
- Guidelines on Numbering Policy & Administration
- Rules of Procedure & Commentary of the National Telecommunications Regulatory Authority of Egypt Rules Implementation Report
- Rules Implementation Report
- Telecommunications Licensing Regulations
- Guidelines for Developing a Licensing Framework
- Guidelines on Consumer Protection Polices
- Spectrum Management Guidelines
- Quality of Service Management, Standards & Consequences

- Guidelines on Consumer Dispute Resolution Mechanisms
- E-Signature Law

**Other L&R Studies and Reports:**

- Deliverables & Milestones (June-Sept 2002) – Strengthening of the Telecommunications Regulatory Agency
- Strengthening Plan TRA (July 02 – revised March 03)
- Consideration Related to WTO Standards Regarding a Telecommunications Regulatory Agency
- Benchmarks of Independent Regulation
- Regulation by Contract
- Creation of Telecommunications Trade / WTO Compliance Unit
- WTO Negotiating Process & ESM Status
- US Mexico Case
- Egypt's WTO Commitments
- Discussion Paper Universality
- Willingness to Pay Memo
- The Way to Interconnection Pricing
- Comments by Martin Taschdjian to MCIT on policy related training issues
- Broadband Pricing Report
- Memo on E-Signature Executive Directive Issues
- OECD Report on E-Signature
- International Practices on Merger and Acquisition Review
- International Practices on Merger and Acquisition Review (Prepared for NTRA)

**SECC:**

- Technical Assistance Plan for SECC
- Consultation CMM module 2
- Companies Selection Criteria for CMM Related Activities

**E-Government:**

- Impediments to E-business
- ADD/Deduct Tax Settlement Pilot Project:

**TLO:**

- Egypt IT Trade Liaison Office (TLO)
- Trading Networking Trip
- Combined NVTC Comments
- Gitex Exhibitors-Revised
- ICT Evaluation Ratings
- Marketing Research Database
- NVTC-DK Recommendations
- TLO Candidate Questionnaire

- TLO Evaluations
- TLO Networking Trip Brief
- TLO Website Layout
- TLO Article in National Journal (June 2004)

**CLDP:**

- CLDP PASA 2004-2008
- USAID CLDP Evaluation Report
- CLDP PASA Egypt Final Report

## ANNEX 2: LIST OF PEOPLE INTERVIEWED\*

Name	Organization	Title
Manal Amin	Arabize	CEO
Maged Shawky Sourial	Cairo & Alexandria Stock Exchange	Deputy Chairman
Mohamed S. Abdel Salam	Cairo & Alexandria Stock Exchange	Chairman
Hank Schumacher , Ph.D.	Development Associates, Inc. Economic Growth	Chief of Party
Deb Falk	Dot Digital Opportunity Trust	Managing Director, Programs
Dr. Ahmed M. El Heaney	Egypt Post	Chief Information & Development Advisor to Egypt Post Chairman
Mohamed Nasser	Egyptian Software Association	Chairman
Walled Gad	Fujitsu	Vice president Middle East / General Manager Egypt
Kamala El Hack	General Dynamics	Grants Financial Controller
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Kevin C. Haupt	General Dynamics	Procurement and Monitoring & Evaluation Expert
Mahmoud Refky	General Dynamics	Automation Advisor
Nader Assaad	General Dynamics	E-Application Program
Noha Labib	General Dynamics	Monitoring and Evaluation Advisor
Omar El Hageen	General Dynamics	E-business Advisor
Peter Ilick	General Dynamics	Publications, QA/QC, Communications & Training Expert
Renato "Jun" Labadan	General Dynamics	Chief of Party
Sherry S. Youssef	General Dynamics	Marketing and Business Development Expert
Soha Omar	General Dynamics	Grants Expert
William B. Garrison	General Dynamics	Regulatory Expert
Ashraf M. Fawzy	Information Technology & Services Co.	General Manager
Weal Amin	ITWORX	Managing Director
Maged Farez Mankaryous	KCP	Accountant
Hazem El Tahawy, Ph.D.	Mentor Graphics	Managing Director
Karim Ramadan	Microsoft	General Manager
Eng. Sameh Fakhry	Mina for Decoration	
Amr Fahmy	Ministry Communications and Information Technology	Manager of Telecommunication Policies Unit
Dr. Gamal M. Aly	Ministry of Communications and Information Technology	Director, Software Engineering Competence Center
Ghada Howaidy	Ministry of Communications and Information Technology	International Relations Manager

\*Sorted by organization.

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Khaled E. Ismail, Ph.D.	Ministry of Communications and Information Technology	Senior Advisor to the Minister for Technology Development
Maha Hassib	Ministry of Communications and Information Technology	Industry Information Officer
Mahmoud Fathy	Ministry of Communications and Information Technology	Industry Relation Office
Samia Moussa	Ministry of Communications and Information Technology	Assistant Manager
Sherif Hashem, PH.D.	Ministry of Communications and Information Technology	Director, Information Society Development Office (ISDO)
Ali El Moselhi Ph.D.	National Postal Organization	Chairman
Engr. Alaa Fahmy	National Telecom Regulatory Authority	Executive President
May El Helbawy	National Telecom Regulatory Authority	Human Resource & Training Director
Lamia Abdel Meguid	National Telecom Regulatory Authority	Human Resource & Training Deputy
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Atef Helmy	Oracle Egypt Ltd.	Managing Director
Hussein El-Geretly	Oracle Egypt Ltd.	Director, Business Solutions
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Eng. Walid A. Asmawy	RDI	General Manager Marketing & Sales Worldwide Markets
Hassan Emam El Nashar	Small & Micro Enterprises Development Project	Operation Financial Manager
Abeer A. Khedr	Software Engineering Competence Center	Senior Business Developer
Martin G. Taschdjian, Ph.D.	Telecommunication Consulting	Consultant
Tommy White	Institute For Public -Private Partnerships	Chief Executive Officer
James Harmon	U.S. Agency for International Development	Chief, Division of Water and Wastewater
Tylor Holt	U.S. Agency for International Development	Infrastructure Policy Advisor
Eng. Soheir A. Ghali	U.S. Agency for International Development	Telecommunication Project Office
Dennis E. Panther	U.S. Agency for International Development	ICT Team Leader
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<b>Name</b>	<b>Organization</b>	<b>Title</b>
Mohamed A. El Hamamsy	Vodafone	Deputy Chairman
23 Interns in Assiut	Several	Several