



USAID | EGYPT
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AMERICAN CHAMBER OF COMMERCE: BUSINESS INFORMATION HIGHWAY PROJECT FINAL EVALUATION

Submitted to:

**USAID/Egypt
Strategic Objective 16
Environment for Trade and Investment Strengthened**

Under:

**MOBIS Contract No. GS-10F-0185K
Task Order No. 263-M-00-03-0006-00**

Prepared by:

**Larry Milner
*Business Associations Specialist***

**F. Richard Gaeta
*Business Systems Specialist***

**Iman El Toukhy
*Research Associate***

Submitted by:

**Development Associates, Inc.
Results Reporting Support Activity
20 Aisha El-Taimoreya St., 1st Floor, Suite 2,
Garden City, Cairo, Egypt**

**Final
June 21, 2005**

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FORWARD

This report has been written by Larry S. Milner, CAE and Richard Gaeta, Ph.D. under contract with Development Associates working and under the direction of Hank Schumacher, Chief of Party and with the cooperation of Hisham Fahmy, Executive Director of the American Chamber of Commerce in Egypt for Gary Robbins, GTG Results Package Team Leader and Tarek Shata, Project Management Specialist of the United States Agency for International Development.

LIST OF ACRONYMS

AmCham Egypt	American Chamber of Commerce in Cairo, Egypt
BMM	Business Matchmaking
BIC	Business Information Center
BIH	Business Information Highway
BSAC	Business Studies and Analysis Center
BTA	Basic Telecommunications Agreement
CAE	Certified Association Executive by American Society of Association Executives
CBA	Certified Bank Auditor
CDC	Career Development Center
CFM	Certified Financial Manager
CIA	Certified Internal Auditor
CISA	Certified Information System Auditor
CMA	Certified Management Accountant
CPEC	Continuing Professional Education Certificates
CTP	Certified Treasury Professional
ECCC	Egyptian Commercial Consulting Center (ICP Market Service)
FTA	Free Trade Agreement
GTG	Growth through Globalization
ICP	Information Content Provider
ICT	Information and Communication Technology
IPR	Intellectual Property Rights
IR	Intermediate Result
IR13	Intermediate Result: Increased Exports in Targeted Sectors
IR16.2	Intermediate Result: Private Sector Competitiveness Increased and Opportunities for Business Growth Enhanced
ISP	Internet Service Provider
ITA	Information Technology Agreement
LE	Egyptian Pounds
NTRA	National Telecommunications Regulatory Agency
NGO	Non-governmental organization
NOL	Nile-On-Line (Internet Service Provider)
MCTC	Model Customs and Tax Center
PHR	Professional in Human Resources
PGI	Program Generate Income
RRSA	Results Reporting Support Activity
SO1	USAID Strategic Objective 1: Accelerated Private Sector-led Export Oriented Economic Growth
SO16	USAID Strategic Objective 16: Environment for Trade and Investment Strengthened
SPHR	Senior Professional in Human Resources
TAS	Tenders Alert Service
UPS	Uninterrupted Power Supply

USAID United States Agency for International Development
VC Video Conferencing
WTO World Trade Organization

This publication was made possible through support provided by the U.S. Agency for International Development, under the terms of MOBIS Contract No. GS-10F-0185K. The opinions expressed herein are those of the authors and do not necessarily reflect the views of the U.S. Agency for International Development.

EXECUTIVE SUMMARY

Background:

The American Chamber of Commerce in Egypt (AmCham Egypt) management team has developed two organizational units for conducting the USAID-funded Business Information Highway project. The two organizational units include: 1) the Business Information Center (BIC); an information technology driven group that provides information technology (IT) services for members and for other AmCham Egypt's departments and 2) the Business Studies and Analysis Center (BSAC); a research group for industry sector studies and provides research reports for many AmCham Egypt programs.

Focus:

This End of Activity Evaluation is for an external assessment of the Business Information Highway (BIH) of AmCham Egypt:

- By analyzing the performance of the BIC's and BSAC's current services and activities;
- By analyzing future BIC and BSAC strategies;
- By making recommendations on initiatives in policy advocacy and awareness campaigns; and
- By analyzing the organizational framework, leadership, personnel, and programs to make certain that the USAID funding is being used for the grant's stated objectives.

Purpose:

The purpose of this evaluation is to provide AmCham Egypt's management and USAID with an external evaluation of the organization's previous, current, and future business strategies, performance, viability of the activities and services provided. While this assessment concentrates on the Business Information Highway, the understanding and the analysis of AmCham's many elements of its organization are necessary to accomplish the purpose of this consultancy.

Findings:

Key findings show that BSAC monitors trends in the Egyptian economy as well as major developments in specific industrial sectors produces reports and bulletins to inform and advise investors, entrepreneurs, and policy makers. As of November 2004, BSAC has produced a total of forty-three (43) Business Series publications. Another principal finding is that the Business Information Center (BIC) has built an excellent internet-based network to link AmCham Egypt and other businesses and associations, providing improved access to domestic and foreign business and trade information for Egyptian businesses. The major finding of this evaluation is that AmCham Egypt is conducting programs, activities, and projects through its two departments, BIC and BSAC, that are in fact achieving progress toward the organization's stated objectives. BIC is headed by Amr Abdel Rasheed Mansour, Chief Information Officer and Manager. BSAC is managed by Khaled F. Sewelam. Both are highly trained technicians in their profession, have excellent grasps of their mission, have competent staff assistants, and are producing desired results for the organization. Additionally, the AmCham's Board of Governors has a cadre of well-educated, successful individuals, often chief executive officers, and owners of major Egyptian or

international businesses, who volunteer their time, talent, and money to participate in the AmCham's leadership. Dr. Taher S. Helmy, President of the Board of Governors is a dynamic leader championing policy initiatives and Hisham Fahmy, AmCham's Executive Director who is a professionally trained executive with many years of experience. Together with Khaled Sewelan and Amr Rasheed, the two men have built a staff of fifty-seven (57) professional, dedicated, and loyal staff that are effectively helping the 1,057 members carry out specific activities to achieve the organization's objectives. Staff members and volunteer workers carry out the activities through nineteen (19) committees, representing diverse sectors and industries that meet on a regular basis to discuss issues of concern to the business community and to hear guest speakers and host visiting delegations of US public officials.

Conclusions:

From an organizational framework viewpoint, AmCham Egypt has become a technology based *E-Chamber*, one that is using the most modern computer-based hardware and software that it can afford and that is available in the marketplace. In large part, this enviable position has occurred because of the grants awarded by USAID and the capability of the two managers of BIC and BSAC. Conclusions reached by this consultancy team include the determination that AmCham Egypt needs very little, if any, organizational framework or personnel readjustment at this stage in its history, especially in the two departments, BIC and BSAC. Both departments, while doing exceptionally good work, however, need to refine their targeted outputs by carefully constructing strategic plans that will help leverage their knowledge and technical bases into additional higher level products and services that will increase the value to AmCham's membership. BIC's staff tends to concentrate more on technology development, instead of the quality of data output; and BSAC seems to be hampered by cut backs in personnel that have caused a work overload that slows the development of more creative research. Detailed recommendations are given in the body of the report.

From an overall organization management viewpoint, AmCham's structure, charter, bylaws, policies, and procedures and its program of work seem to be in place, and appear to be effective and efficient. The membership and their employees are focused on the major mission of AmCham Egypt. The leadership of AmCham Egypt has created and maintained a democratic culture within the organization that supports good governance and the full and proper utilization of the association's resources. There is no question that AmCham Egypt has added greatly to the public dialog on key issues affecting the business climate in Egypt. Both the Executive Director and the President of AmCham have excellent leadership and management skills. They act as equal partners in the management. The Manager of the Business Studies and Analysis Center and the Chief Information Officer and Manager of the Business Information Center provide the technical expertise and the information collection systems that make the Executive Director and the President of AmCham more effective. This type of partnership arrangement with a back up team is the proper and the best relationship between the chief elected board member, the chief staff officer, and staff and tends to produce better results for business association.

Succinctly stated, project objectives of the September 1996 Business Link grant documentation, include: 1) develop an extensive area network connecting businesses and associations, 2) build trade and business databases and 3) provide access to local and international commercial and trade opportunities. Consistent with the aforementioned project objectives, BIC provides a range of technology-based services to the AmCham Egypt membership and the business community at large.

The AmCham Egypt Web site, developed and supported by BIC, serves as an e-access point for Egypt-US bilateral trade and economic information by centralizing organization-wide products, services and activities into a user-friendly relatively easy-to-navigate electronic site.

In 2003, approximately 468, 000 visitors consulted the AmCham Egypt Web site accounting for 2.8 million requests (Web page retrievals). Video conferencing services, enabling people in different world-wide locations to electronically collaborate face-to-face, in real time, further extends the cadre of useful technology and tools used by AmCham Egypt/BIC for promoting greater connectivity among businesses and associations.

The findings of the end-of-project evaluation, contained in the body of the document, clearly demonstrated that the year 2003 requests, and the growing 2004 demand, are related to consulting a) trade and business databases and b) local and international commercial and trade opportunities available on the Cyber Link, Business Matchmaking and Tenders Alert Services hosted on the AmCham Egypt Web site. Accordingly, it is concluded that all September 1996 Business Link Project objectives have been satisfactorily met.

The Business Information Center is staffed with highly qualified technical personnel and is equipped with state-of-the-art hardware, software and telecommunications information technology. Program Generated Income (PGI) derived from the Business Information Highway revenue generating services and products of BIC and BSAC include: a) sponsorship and aggregator services, b) advertising, c) Tenders Alert Service, c) videoconferencing, d) Web development and hosting and e) sales from publications. Despite unreported fourth quarter 2004 revenues, a review of the corresponding PGI accounts demonstrates a 39 percent increase in the first nine months of 2004 over the twelve month period in 2003. (\$61 thousand to \$85 thousand in 2004). The cumulative project PGI through the third quarter of 2004 equals US\$173,885.00.

Also, AmCham Egypt has had a prolific career of producing worthwhile research documents for the business community in both Egypt and America. Because of budgetary constraints, BSAC has been reduced to a minimum of four (4) staff. Correspondingly, the rate of research publication production has dropped dramatically in the past few years.

Since 1995, BSAC has performed a mission critical research function for the AmCham Egypt membership in particular, and for the business community at large, by providing professional, timely, and in-depth sector studies affecting trade and investment between US and Egypt. A total of forty-three (43) Business Series publications have been produced in the 1995-2004 period. Approximately 10,800 copies of eleven (11) Business Series publication titles have been distributed between 2001 and 2004.

Similarly, BSAC provides mission critical research support services to the on-going public advocacy, policy reform and public awareness activities of the US Door Knock delegations and the nineteen (19) AmCham Egypt working committees and/or task forces. Effective 2001, BSAC introduced the use of corporate member sponsorship in order to subsidize the cost of its research publications. To date, sponsorship of research studies and proceeds from the sale of publications are the sole sources of revenue generation for the BSAC. It would not be constructive if AmCham Egypt's leadership were to a) further "constrain" critical research activities or b) to further "reduce" critical research personnel in the absence of external funding or the inability of BSAC to fully self-sustain its cost of operations.

Recommendations:

This consultancy makes the following recommendations to AmCham Egypt's management of the BIC and BSAC programs and USAID:

- A new strategy for BSAC to increase the rate of research publication production should be considered by the board.
- Develop a BSAC strategic plan and an annual work plan which tracks the decisions of the AmCham Egypt leadership and which facilitates the allocation of financial and human resources needed to achieve "results-oriented" research objectives.
- In the interest of a) increasing external revenue sources and b) responding to a growing need for timely, centralized relevant national and regional business, trade and economic data, BSAC/BIC in consultation with its membership should design, develop and host Web-based on-line business, trade and economic information content to assist Egyptian, American and regional businessmen make decisions for expanding trade and investment opportunities in the region. On-line access should be subscription-based with on-line registration and on-line payment capability. Special consideration should be given to generating business, trade, and economic information content using a machine-to-machine update methodology. The revenue stream will likely increase dramatically over time to the extent that the "data consolidation system" and "fee-based service" are automated.
- Consideration should be given to the use of "fee-for-research-services" for interested local businesses and/or non-resident US firms seeking trade and investment opportunities. Said research services distinguish themselves from general publications and/or research data in that they respond to a unique client profile or portfolio of interests; i.e., such services generate client-specific briefs and/or findings.
- A clear definition of inter-departmental roles and responsibilities between BSAC and its collaborating departments, committees and/or activities should be articulated. Said guidance will facilitate the development of an organization-wide annual work plan.
- In conjunction with AmCham's Egypt leadership and departmental personnel, design, develop and maintain a "results-oriented" reporting system which tracks organization wide "accomplishments" and "outcomes" as opposed to activities and outputs.
- The large amount of Web site content services, products, news and advertisers can leave a new and unfamiliar visitor disoriented. Consult with in-house graphics design personnel to review the home page and linking pages in order to enhance "user-friendliness" and ease of Web site navigation. The further introduction of information and features will confound the user.
- Consideration should be given to the use of "enhanced" advertising features for interested local businesses. The use of video and audio clips associated with banner, half-banner and button advertising can further increase the interactivity of the site while generating addition revenues. Similarly, video and audio features can be used in conjunction with principle members that are interested in "profiling" their services and products in the interest in promoting investment and trade opportunities in Egypt and the region.

- Form strategic alliances with not-for-profit content provider organizations and/or USAID projects in order to exchange/access trade and investment related information. For example, the USAID funded Results Reporting Support Activity (RRSA) maintains a database of enacted policy reform legislation in English.
- The board and staff should concentrate on moving the organization up to the next level of effectiveness and efficiency in the programming, accounting, and reporting areas, not in changing the organization's framework.
- The board should establish a more formal approach to strategic planning and should publish for its members a formal annual work plan for the organization.
- While the board and the chief staff officer has created a culture of producing results, they have not concentrated on having the committees and the staff report on results as opposed to reporting on activity. As an example, the annual reports have turned into sales brochures that list the services and activities of the organization, rather than reporting to the membership the results of the board and staff's efforts. An important exception to such a standard practice often is in the advocacy arena where claiming credit for certain advocacy victories may be politically insensitive. Nevertheless, specific results of the efforts in other areas of the AmCham Egypt operation should be quantified and published. For example, the last three annual reports are basically a listing of activities and services, not a report of the results produced by the hardworking board and staff. If a strategic planning process were conducted and an annual Program of Work developed from that process, then the organization could better measure and report its achievements toward its mission and strategic objectives.
- The board considers becoming the "premier leader" instead of the "premier organization." AmCham Egypt has achieved the well-deserved reputation for being the best private sector organization in Cairo. Why not stop using that catch-phrase that tells potential strategic partners that AmCham Egypt is better than they are? Instead use the success and reputation to bring together more business groups to help achieve the organization's strategic objective. An organization that is a "premier leader" is one that creates a national vision that other people want to follow and want to help create a particular future.
- The board needs to make an in-depth comparative study of the wages that they are paying their employees and make necessary adjustments to maintain its 57 full time professional, technical, and administrative staff satisfaction and loyalty and to be competitive with private sector jobs.
- To strengthen the organization, the Executive Director should continue to make himself an expert in *organizational strategic planning* and *managing for results*. The board should pay for additional training in these fields of expertise. A voluminous body of work has been developed and is available for these two management specialties.
- AmCham should implement an evolutionary plan that eventually causes its staff and, in due course, encourages AmCham Egypt's committee activities to be reported in terms of specific achievements, rather than descriptions activities undertaken and services provided.

- With board leadership and taking into consideration the political ramifications, AmCham should work toward building formal coalitions to address specific public policy advocacy issues in order to expand AmCham Egypt's influence in producing results for his membership.

Wrap Up:

As a major player in building the relationship between businesses and the Government of Egypt, the American Chamber of Commerce in Egypt by effectively utilizing its two departments, BIC and BSAC, is an organization rapidly becoming a world-class business association and on its way to becoming an institutionalized body. USAID has helped turn AmCham Egypt into a high technology center through funding for BIC and BSAC where the board, the CEO and the department management have converted the organization into an outstanding *E-Chamber*.

PROJECT BACKGROUND DESCRIPTION

In September 1996, AmCham Egypt was awarded a three-year grant to implement the Business Link activity to do the following:

- a) Develop an extensive area network connecting businesses and associations;
- b) Build trade and business databases; and
- c) Provide access to local and international commercial and trade opportunities.

As part of the Business Link activity, AmCham Egypt has completed the Business Information Highway (BIH), which provides the US and Egyptian business communities with many services

These services enable AmCham Egypt to perform its role as a business information and services center for Egyptian and American businesses.

In June 2001, the grant was extended for an additional year to 30 September 2002. The objectives of the extension were to:

- Increase awareness within the Egyptian business community and national society of electronic commerce and the positive impact on the private sector,
- Support policy dialogue and advocacy initiatives to help remove policy and regulatory constraints that inhibit the development and effective use of e-commerce infrastructure and services in Egypt,
- Deliver e-education and training programs for mid- and upper-level business managers and executives to improve their understanding of how their companies or associations can employ e-commerce technologies to compete in the global marketplace,
- Sustain and expand AmCham's web-based business services together with hardcopy distribution of economic reports and other Egyptian economic statistics and position papers.

Later in September 2002, the grant was extended to further the above objectives, until December 31, 2004 with additional funding that increased the authorized level of funding to \$ 4,243,035) and to LE 22,120,610).

END-OF PROJECT EVALUATION PURPOSE AND METHODOLOGY

According to the scope of work, the comprehensive end-of-project evaluation will provide AmCham management and USAID with an external evaluation of AmCham's previous, current, and future business strategy, performance, viability of the activities and services provided, and recommend directions of any new proposed initiatives.

Said evaluation will enable AmCham to fine-tune its current strategy, give directions toward sustainability, and guidance for new activities. It will also enable USAID to evaluate possible options and mechanisms that could support AmCham in its efforts to perform its role as business information services center for Egyptian and American businesses, and IT leaders in Egypt.

Also, this evaluation will give recommendations on how AmCham could expand its policy dialogue, awareness campaigns, and advocacy initiatives to help alleviate policy and regulatory constraints that inhibit the development and the existence of an effective and transparent business and trade environment in Egypt.

Accordingly, the evaluation team will conduct an external comprehensive end-of-project evaluation of the American Chamber of Commerce (AmCham), Grant No: 263-G-00-96-0073-04/Growth Through Globalization Results Package No: 263-0264, services and activities including:

- the evaluation of AmCham's past and current activities/projects with a special focus on the Business Studies and Analysis Center (BSAC) and Business Information Center (BIC) activities and services,
- the evaluation of future AmCham, BSAC and BIC strategies and/or
- initiatives,
- making recommendations on current BSAC/BIC support to current and future
- organization-wide initiatives in public policy advocacy and awareness
- campaigns, and
- The evaluation of AmCham, BSAC, and BIC sustainability plans.

The evaluation team consisted of two (2) external consultants contracted by Development Associates, Inc. Larry Milner, team leader, is specialized in business association management, strategic planning, and staff training. F. Richard Gaeta is specialized in monitoring and evaluation, strategic planning and information technology.

The evaluation methodology involved six (6) key events; including 1) an in-debriefing evaluation review meeting, 2) a review of relevant project documentation, 3) in-depth interviews with grantee and donor project personnel in the field, 4) telephone interviews with key AmCham Egypt board members; 5) preparing a draft evaluation report, 6) an out-debriefing evaluation review meeting and 7) submission of the final report.

The eighteen (18) calendar day evaluation contract was initiated on November 1st and is scheduled for completion on November 18, 2004. The end-of-project evaluation process involved the interview of twenty (20) project related personnel including three (3) donor, nine (9) grantee, seven (7) key informants of the current American Chamber of Commerce Board of Governors and one (1) external observer, a total of project related Web sites were consulted.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

1. BUSINESS INFORMATION HIGHWAY PROJECT DESCRIPTION:

- The objective of the Business Information Highway (BIH) project is to disseminate business and economic information to private Egyptian firms. The Business Information Center (BIC) of the American Chamber of Commerce in Egypt (AmCham) has built an internet-based network to link AmCham and other businesses and associations in Egypt, providing improved access to domestic and foreign business and trade information for Egyptian Businesses.
- Products and services provided by the BIH project play two distinct but interrelated roles; 1) to increase the flow of knowledge among Egyptian Businesses and 2) to act as a centralized business and economic information system to serve both associations and individual private firms.
- The BIH project deliverables are intended to support USAID strategic objectives SO1 and SO16. SO1 refers to “Accelerated Private Sector-led Export Oriented Economic Growth” and its corresponding intermediate result (IR13); i.e., increased exports in targeted sectors. SO16 refers to “Environment for Trade and Investment Strengthened and its corresponding intermediate results (IR 16.2); i.e., private sector competitiveness increased and opportunities for business growth enhanced.
- It is further noted that AmCham’s BIH project contributes to USAID’s objective of enhanced Policy Reform Advocacy by providing more accurate and timely information regarding business policies, regulations and implementation procedures, which in turn facilitate the private sector in developing reform agendas for engaging government agencies in advocating policy change.

2. BUSINESS INFORMATION CENTER (BIC):

Findings:

The BIC provides a range of technology-based services to the AmCham Egypt membership and the business community at large. The AmCham Egypt Web site, developed and supported by BIC, serves as an e-access point for Egypt-US bilateral trade and economic information. The AmCham Egypt Web site centralizes organization-wide products, services, and activities into a user-friendly relatively easy-to-navigate electronic site for a graphic display of the AmCham Egypt homepage.

Approximately 468,000 visitors consulted the AmCham Egypt Web site accounting for 2.8 million requests (Web page retrievals) in 2003.

AmCham Egypt initiated on-line registration and payment services for AmCham Egypt events in cooperation with Bank MISR in 2003.

AmCham Egypt is the first association in Egypt to provide on-line registration to its members. It is noted that approximately 263 of 978 (26.9%) AmCham Egypt members registered on-line for AmCham Egypt 2003 events. Through the third quarter of 2004, 202 on-line payment transactions were conducted.

Core member services currently being provided by AmCham Egypt's Business Information Center (BIC) to its membership and the business community at large includes: CyberLink, Tenders Alert Service, Business Matchmaking, Videoconferencing and Web Development and Hosting. Some, or part, of the aforementioned services are subscription-based and/or restricted to member access only.

Total BIC January 2004-October 2004 revenues generated from a) sponsorship and aggregator, b) Tenders Alert Service, c) videoconferencing and d) Web services is equal to Egyptian Pounds (LE) 435,966.21 and US\$ 21,194.21. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 91,285.24.

Total BIC program generated income (PGI) for the January 2001 to September 2004 period is equal to Egyptian Pounds (LE) 1,153,523 and US\$ 173,885.00. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 180,864.03.

Core in-house support services currently being provided by AmCham Egypt's Business Information Center (BIC) include a) the development and maintenance of the Membership Management System (MMS) of the Department of Membership Services, b) the development and maintenance of the On-line Recruitment System of the Department of Human Resources, c) on-line registration system of the Department of Operations, d) speeches at AmCham events are converted to web streaming, e) support system for AmCham mass faxes, f) development of a database system to store information about all business management articles, g) maintenance of the AmCham website, h) general maintenance and technical support for institution-wide information technology resources and processes, and i) the development of the "Cyberlink" and on-line community for AmCham members.

BIC Infrastructure:

As of November 2004, BIC infrastructure includes:

- 1) Cisco and 3com telecommunications equipment capable of connecting 1,200 dial-up users and 64 business organizations to AmCham services,
- 2) nineteen (19) servers for developing/hosting current and planned services,
- 3) firewall, hardware, architecture and software to secure the AmCham network,
- 4) a dedicated 512K broadband connection to the Internet,
- 5) a 64K frame relay link that connects AmCham with Port Said Business Association,
- 6) a 128K frame relay link that connects AmCham Cairo with AmCham Alexandria,
- 7) three (3) ISDN lines to facilitate high-speed (384K) videoconferencing,
- 8) a generator and an uninterrupted power supply (UPS) with enough capacity to support AmCham servers, local area network and telecommunications equipment to ensure in-house and out-of-house hosted operations 24/7,
- 9) an integrated twisted pair local area network that links all fifty-seven (57) AmCham Egypt staff throughout the ten story office building permitting in-house as well as out-of-house communications to integrated e-mail services, unified messaging and Internet access,
- 10) a Microsoft Windows 2000 and XP network environment supporting general Office 2000, Acrobat Reader and Crystal Reports,
- 11) specialized software for Web site and publications development and hosting, including Macromedia Dream Weaver, Adobe Photoshop, Visual Studio, Quark Express, Macromedia Free Hand, Flash, Generator and Extension Manager,
- 12) a variety of multi-media streaming software for video conferencing
- 13) Symantec System Center and Administrative Pack for network antivirus protection and
- 14) Specialized administrative and financial software including Raytec Small Business Inventory Control and SBII, SQL Server, ABBY FineReader 7.0 Corporate Edition and Infragistics Ultra suite Personnel System,
- 15) Compaq workstations with Pentium II, III and IV processors, RAM ranging from 128MB to 512MB and hard drive storage ranging from 10GB to 80GB distributed throughout the network as well as
- 16) Not less than 12 R31, T30 to 6000E IBM Think Pads, Sony VAIO and HP Pavilion laptops.
- 17) On-line process/reference manuals are maintained in order to provide staff centralized and up-to-date access to technical and procedural requirements and associated information for supporting AmCham events and services. As of November 2004, fourteen (14) process/reference manuals have been documented including 1) monthly AmCham luncheon preparations, 2) Web advertising benefits, 3) Web advertising procedures, 4) insertion order forms, 5) February 2004 update for Web advertising prices, 6) advertising expiration package, 7) telesales script, 8) business matchmaking approval, 9) EG Link newsletter, 10) advertising monthly statistical reports, 11) Quarterly Progress Reports, 12) telesales procedures, 13) events check list and 14) post a vacancy in job bulletin.

Cyber Link:

CyberLink is a restricted access on-line community inter-active bulletin board available only to permanent member companies and affiliates which facilitates exchanging information, news, experiences, services, and membership benefits on a “private” Web site. User ID and password access conventions restrict access to AmCham Egypt members and authorized key staff. CyberLink was officially launched in May 2004.

Cyber Link services are based on the programming efforts initiated and developed by AmCham Egypt with support from the USAID funded Growth Through Globalization (GTG) project.

Two types of services are currently hosted including “Member to Member” and “AmCham Egypt to Member” services.

“Member to Member” services include: a) access authorization of select staff to the “member only” secured Web site, b) electronic search of enhanced restricted membership directory information, c) post to and retrieve a “private” Members sponsored calendar of events, membership news, “member to member” e-procurement and participate in “member only” quality benefits programs.

“AmCham Egypt to Member” services include authorization access of member and select staff to the “member only” secured Web site for: a) on-line update of membership information, b) search and retrieval of a video and audio library of AmCham Egypt events, c) retrieve “restricted information” regarding an AmCham Egypt sponsored calendar of events as well as d) internal membership correspondence.

Tenders Alert Service (TAS):

In November 2000, AmCham contracted information content provider “Egyptian Commercial Consulting Center (ECCC - Market Service) to disseminate on-line information about tenders, projects, and news in Egypt and the Middle East. Information is collected from local daily press and other regional newspapers, notable contributors include Al Sharq, Al Awsat, Al Hayat, Al Alam, Al Youm and Reuters News Service.

The Tenders Alert Service notifies subscribers about upcoming tenders and projects, categorized by business sector and sub-sector. When available, TAS supports the posting of supplemental information including a) briefs on projects in pre-tendering phase, b) project awards including contract value, completion time and funding mechanism, c) relevant information regarding loans, grants and/or repayment conditions, d) miscellaneous economic and market news and market assessments, e) published statements on company performance and f) information about privatization and investment projects.

Advanced search options, e-mail alerts, and archive facilities add value to TAS as a business research tool. The TAS database is updated automatically every 48 to 72 hours and is available for consultation 24/7.

According to the reported results of the third quarter 2004 Quarterly Report, third quarter 2003 TAS service statistics include:

- Number of paid TAS subscribers is 326,
- Number of published tenders is 31,020,
- Number of subscribers to free top 5 tenders is 740,
- Number of subscribers to free IT and telecommunications sector is 3,950,
- Approximately 3,500 users subscribed to the free access to the information technology (IT) sector of the Tenders Alert Service,
- Six (6) information technology (IT) companies sponsored the IT sector of the Tenders Alert Service and
- Seven (7) "Tenders Alert Quarterly Reports" were published providing summaries of the most important tenders, projects and sector news.

Total BIC January 2004-October 2004 revenues generated from the Tenders Alert Service is equal to Egyptian Pounds (LE) 37,710.00 and US\$ 2,000.00. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 8,062.70.

Business Matchmaking:

The Business Matchmaking service is a free on-line service that offers users the opportunity to browse and submit business opportunities, buy and sell products, search for international trade partners and investors, offer import or export opportunities and promote their respective products and/or services.

The database structure and advanced search programming capability enables the user to access target information based on the specification of select search criteria.

To post an opportunity, users are required to provide basic company contact and background information as well as its corresponding product/service lines.

Companies are requested to specify the type of business opportunity to be promoted, the sector & sub-sector that best classifies the posting company, the country or region targeted and other miscellaneous but relevant information.

Upon acceptance, the information is posted on the AmCham Business Matchmaking Service under the appropriate sector heading.

Registering with the corresponding e-mail alert service enables the subscriber to automatically receive newly posted business opportunities related to the sectors of special interest via e-mail.

The Business Matchmaking Service processes an average of 350,000 requests per year.

In 2003, approximately 5,000 users subscribed to AmCham's cost-free Business Matchmaking Service.

Said users consulted 173 published business opportunities generating 5,307 requests for business contact information.

Videoconferencing:

Video conferencing is an interactive tool which enables people in different locations to electronically collaborate face-to-face, in real time, as well as share various types of information including data, documents, sound, and picture. The service was initiated in July 2000.

The BIC hosts videoconferencing facilities at the AmCham Egypt premises in Cairo and Alexandria. Facilities include various sized meeting rooms and high speed (384K) international ISDN lines.

Videoconferencing facilities supports two-party point-to-point and multi-point conferences as well as PowerPoint presentations from local or remote connections.

Sessions can be taped using in-house VCR equipment.

Prices currently posted to the Web site are listed at US\$ 150.00 per hour for AmCham Egypt members and US\$ 200.00 per hour for non-members. AmCham Egypt offers preferred prices to regular users, non-governmental organizations (NGO's), educational institutions, hotels, and travel agencies.

In 2003, AmCham Egypt videoconferencing facilities were contracted for approximately 90 hours in order to conduct business meetings, e-learning and remote interviews and consultations. Sessions have been conducted with the United States, Europe, and the Middle East. It is worthy to note that in September 2003, Dr. Osama El-Baz, Senior Political Advisor to President Hosni Mubarak, participated in the 25th anniversary of the Egyptian-Israeli Camp David Agreement Conference using AmCham Egypt's videoconferencing facilities.

Total BIC January 2004-October 2004 revenues generated from videoconferencing services is equal to Egyptian Pounds (LE) 57,064.21 and US\$ 15,139.21. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 24,313.52.

Web Site Development and Hosting:

The BIC offers Web site development to the Egyptian business community to provide easier access to their products and services and thereby increase revenues through internet-based marketing and sales.

Total BIC January 2004-October 2004 revenues generated from Web advertising is equal to Egyptian Pounds (LE) 192,256.00 and US\$ 0.00. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 29,129.70.

Total BIC January 2004-October 2004 revenues generated from sponsorship and aggregator services is equal to Egyptian Pounds (LE) 108,000.00 and US\$ 3,600.00. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$19,963.64.

Total BIC January 2004-October 2004 revenues generated from Web development and hosting services is equal to Egyptian Pounds (LE) 44,336.00 and US\$ 35.00. At the prevailing exchange rate of LE 6.22 = US\$1.00, the combined total is equivalent to US\$ 6,692.06.

Future BIC Initiatives/Services:

Future BIC Initiatives/Services include implementing a) On-line Payment Modules for the rest of AmCham Egypt “fee for service” activities and products, b) On-line Faxing Services for national and international communications, c) On-line Training Services, d) E - Commerce and e) Information Content Provider Services for the provision/hosting of accurate and timely on-line business, trade and economic information to the AmCham Egypt members and business community at large.

On-line Payment Module:

Activate On-line Payment Module for the rest of AmCham Egypt services effective Q4/2004.

On-line Faxing Services:

The business objective for the implementation of on-line faxing services is to increase the operational efficiency while reducing the associated high costs of national and international “broadcast” faxing.

On-line faxing will enable the user to fax documents directly from Microsoft Windows. The service will facilitate “PC-to-fax,” “E-mail-to-fax” and “Web-to-fax” communications. Said service is to be launched Q4/2004.

Pangea servers were delivered to AmCham Egypt March 2004.

Consideration for offering these services on a fee for service basis to the membership is under review.

On-line Training Services:

The on-line training contract between AmCham Egypt and Arab Cyber Education (ACE) were signed in November 2004. E-learning services are scheduled to be launched during the Q4/2004.

A total of 134 end user and 87 professional courses will be hosted by AmCham Egypt. End user courses include desktop computing (34), home and small business (12), business skills development (9), finance (10), human resources (7), sales (7), secretarial and administrative (13), young professionals (14), test preps (4) and Harvard Manage Mentor (24). Professional courses include technical general (31), technical mainframe (17), technical MCSE and other MS (22) and technical Web development (17).

E - Commerce:

AmCham Egypt will act as an intermediary between different trading partners (manufacturers, importers, traders, and suppliers) to facilitate business-to-business transactions.

Information Content Provider:

AmCham Egypt will provide accurate and up-to-date online business, trade, and economic information to help Egyptian businessmen make decisions and expand beyond national and regional boundaries.

AmCham Egypt is currently negotiating with international and local information providers.

Conclusions:

1. Succinctly stated, project objectives of the September 1996 Business Link grant documentation, include: 1) develop an extensive area network connecting businesses and associations, 2) build trade and business databases and 3) provide access to local and international commercial and trade opportunities.
2. Consistent with the aforementioned project objectives, BIC provides a range of technology-based services to the AmCham Egypt membership and the business community at large. The AmCham Egypt Web site, developed and supported by BIC, serves as an e-access point for Egypt-US bilateral trade and economic information by centralizing organization-wide products, services and activities into a user-friendly relatively easy-to-navigate electronic site.
3. In 2003, approximately 468,000 visitors consulted the AmCham Egypt Web site accounting for 2.8 million requests (Web page retrievals). Video conferencing services, enabling people in different world-wide locations to electronically collaborate face-to-face, in real time, further extends the cadre of useful technology and tools used by AmCham Egypt/BIC for promoting greater connectivity among businesses and associations.
4. The findings of the end-of-project evaluation, contained in the body of the document, clearly demonstrated that the year 2003 requests, and the growing 2004 demand, are related to consulting a) trade and business databases and b) local and international commercial and trade opportunities available on the CyberLink, Business Matchmaking, and Tenders Alert Services hosted on the AmCham Egypt Web site.
5. Accordingly, it is concluded that all September 1996 Business Link Project objectives have been satisfactorily met.
6. The Business Information Center is staffed with highly qualified technical personnel and is equipped with state-of-the-art hardware, software, and telecommunications information technology.

7. Program generated income (PGI) derived from the Business Information Highway revenue generating services and products of BIC and BSAC include a) sponsorship and aggregator services, b) advertising, c) Tenders Alert Service, c) videoconferencing, d) Web development and hosting and e) sales from publications. Despite unreported fourth quarter 2004 revenues, a review of the corresponding PGI accounts demonstrates a 27.7% increase in January to December 2003 revenues over the January to September 2004 period; US\$61,546.30 and US\$85,084.18, respectively. The cumulative project PGI through third quarter 2004 equals US\$173,885.00.

Recommendations:

1. In conjunction with AmCham Egypt leadership and departmental personnel, design, develop and maintain a “results-oriented” reporting system which tracks organization wide “accomplishments” and “outcomes” as opposed to activities and outputs.
2. The large amount of Web site content services, products, news, and advertisers can leave a new and unfamiliar visitor disoriented. Consult with in-house graphics design personnel to review the home page and linking pages in order to enhance “user-friendliness” and ease of Web site navigation. The further introduction of information and features will confound the user.
3. In the interest of a) increasing external revenue sources and b) responding to a growing need for timely, centralized relevant national and regional business, trade and economic data, BIC/BSAC, in consultation with its membership should design, develop and host Web-based on-line business, trade and economic information content to assist Egyptian, American and regional businessmen make decisions for expanding trade and investment opportunities in the region. On-line access should be subscription-based with on-line registration and on-line payment capability. Special consideration should be given to generating business; trade and economic information content using a “machine-to-machine” update methodology. The revenue stream will likely increase dramatically over time to the extent that the “data consolidation system” and “fee-based service” are automated.
4. Consideration should be given to the use of “enhanced” advertising features for interested local businesses. The use of video and audio clips associated with banner, half-banner, and button advertising can further increase the interactivity of the site while generating addition revenues. Similarly, video and audio features can be used in conjunction with principle members that are interested in “profiling” their services and products in the interest in promoting investment and trade opportunities in Egypt and the region.
5. Form strategic alliances with not-for-profit content provider organizations/projects in order to exchange/access trade and investment related information. For example, the USAID funded Results Reporting Support Activity (RRSA) maintains a database of policy reform legislation in English.

3. BUSINESS STUDIES AND ANALYSIS CENTER (BSAC):

Findings:

1. BSAC monitors trends in the Egyptian economy as well as developments in specific sectors. It produces reports and bulletins to inform and advise investors, entrepreneurs, and policy makers.
2. Effective 2001, BSAC introduced the use of member and corporate sponsorship in order to subsidize the cost of its research publications.
3. As of November 2004, BSAC has produced a total of forty-three (43) Business Series publications. Refer to annex V for a listing of publication titles, dates of publication and price of publication according to member, non-member, international and/or student status.

**Table I: Business Studies Series
Publications by Date and Distribution
2001 - 2005**

Publication Title	Date of Publication	Number of Copies Distributed	
		For Free	For Fee
The Egyptian Banking Sector	January 2005	600	NA
The Egyptian Tourism Sector	January 2005	600	NA
Bank Rankings 2004	December 2004	600	NA
Financial Conference: Proceedings	December 2004	600	400
The Textile and Clothing Industry in Egypt	August 2004	600	116
The Petroleum Industry in Egypt	December 2003	600	170
The Construction Sector in Egypt	September 2003	600	180
The Tourism Sector in Egypt	August 2002	600	400
Information Technology In Egypt	April 2002	600	700
The Insurance Sector in Egypt	August 2001	0	250
The Telecommunications Sector in Egypt	July 2001	600	600
The Egyptian Capital Market	June 2001	600	258
The Egyptian Pharmaceutical Industry	February 2001	600	370

- Distribution and sales data is available as of February 2001.
- All publications had sponsors excluding the August 2001 publication of the *Egyptian Insurance Sector*.
- Corporate sponsorships for subsidizing the cost of business research and analysis were introduced in 2001.
- Refer to annex for comprehensive list of 43 publications and corresponding cost according to member, non-member, international and student prices.

4. Along with output of sector studies and industrial data, BSAC continues to work with AmCham Egypt's nineteen (19) committees in drafting position papers on policy and legislative issues of importance to the business community.

5. BSAC research personnel aided in the preparation of the year 2000 Political Matrix titled “Critical Issues Facing the Egyptian Economy.” Said document identified a total of 7 reform topics, 26 critical issues and offered 100 recommendations to eight different Ministries as well as the Central Bank, Parliament, the Association of Egyptian Banks and the Council of Ministries.
6. In support of committee activities, BSAC has produced two (2) Policy Matrices for presentation to the Egyptian government. Said matrices are produced and presented every four (4) years to coincide with the election/appointment of new government representatives.
7. In July 2004 AmCham Egypt organized a Financial Reform Task Force and held conference proceedings. As in the year 2000, BSAC research personnel aided in the preparation of the Financial Reform Task Force research efforts/studies.
8. The conference summary of proceedings and recommendations will be published in December 2004 and presented to the appropriate government officials. The principle constraints to financial policy and legislative issues of importance to the business community include a) regulation, b) the banking system, c) capital market and fund management, d) the insurance system, e) corporate finance and f) the mortgage system.
9. The purpose of Position Papers/Political Matrices is to analyze existing policy and legislative frameworks with the objective of enhancing the development of the free enterprise system and encouraging foreign direct investment.
10. Position Papers are presented to policymakers and key officials on behalf of the private business sector to voice their concerns about policies and recommend possible remedies.
11. As of November 2004, BSAC has produced a total of fifteen (15) position papers in direct support to its working committees.
12. BSAC has been preparing committee briefings since 1998.
13. The Center’s “Egypt Watch” bulletin, sent by e-mail to AmCham members and other subscribers every two weeks, contains news briefs extracted from the local and international press as well as industry-specific publications.
14. As of November 2004, BSAC has produced a total of 200 “Egypt Watch” bulletins.
15. The most current twenty-four (24) back issues of the “Egypt Watch” bulletins are available for down-loading from the AmCham Web site.
16. BSAC economists provide special consultation services upon request to respond to business related inquires.
17. A total of 650 inquires have been attended to by the BSAC research personnel during the July 2000 to November 2004 period.

18. Presently, BSAC does not charge for its consultation services in response to business related inquires.
19. In 1999, BSAC had a total of eleven (11) researchers and administrative support personnel.
20. As of November 2004, BSAC has a total of four (4) personnel; i.e., one research supervisor, one assistant economic researcher, one administrative assistant and one department manager who assistants in the center's research efforts.
21. It can be observed that the number of research studies/publications generated by BSAC increases or decreases in direct correlation with the number of BSAC full-time senior research staffers; e.g., the forty-three (43) publications cited in the Business Studies Series has the following publication distribution over the 1995 – 2004 period: January-December 2004 (2), 2003 (2), 2002 (2), 2001 (4), 2000 (6), 1999 (6), 1998 (9), 1997 (3), 1996 (6) and 1995 (4).
22. Currently, sponsorship of research studies and proceeds from the sale of publications are the sole sources of revenue generation for the Business Studies and Analysis Center.
23. The database structure and advanced search programming capability enables the user to access target information based on the specification of select search criteria.
24. To post an opportunity, users are required to provide basic company contact and background information as well as its corresponding product/service lines.
25. Companies are requested to specify the type of business opportunity to be promoted, the sector & sub-sector that best classifies the posting company, the country or region targeted and other miscellaneous but relevant information.
26. Upon acceptance, the information is posted on the AmCham Business Matchmaking Service under the appropriate sector heading.
27. Registering with the corresponding e-mail alert service enables the subscriber to automatically receive newly posted business opportunities related to the sectors of special interest directly via e-mail.

Conclusions:

1. AmCham Egypt has had a prolific career of producing worthwhile research documents for the business community in both Egypt and America.
2. Because of budgetary constraints, the staff of the BSAC has been reduced to a bare minimum.
3. The rate of production has dropped dramatically in the past few years.
4. Since 1995, BSAC has performed a mission critical research function for the AmCham Egypt membership in particular, and for the business community at large, by providing

professional, timely and in-depth sectoral studies affecting trade and investment between US and Egypt. A total of forty-three (43) Business Series publications have been produced in the 1995-2004 period. Approximately 10, 800 copies of eleven (11) Business Series publication titles have been distributed between 2001 and 2004.

5. Similarly, BSAC provides mission critical research support services to the on-going public advocacy, policy reform and public awareness activities of the US Door Knock delegations and the seventeen (17) AmCham Egypt working committees and/or task forces.
6. Effective 2001, BSAC introduced the use of “Corporate Member Sponsorship” in order to subsidize the cost of its research publications. To date, sponsorship of research studies and proceeds from the sale of publications are the sole sources of revenue generation for the BSAC

Recommendations:

1. A new strategy for increasing the rate of production should be considered by the board and the management of AmCham Egypt.
2. Develop a BSAC annual work plan which tracks the mission critical research path of the AmCham Egypt leadership and which facilitates, thereby, the definition and allocation of financial and human resources needed to achieve “results-oriented” research objectives identified in the annual work plan.
3. In the interest of a) increasing external revenue sources and b) responding to a growing need for timely, centralized relevant national and regional business, trade and economic data, BSAC in consultation with its membership should design, develop and host Web-based on-line business, trade and economic information content to assist Egyptian, American and regional businessmen make decisions for expanding trade and investment opportunities in the region. On-line access should be subscription-based with on-line registration and on-line payment capability. Special consideration should be given to generating business, trade, and economic information content using a machine-to-machine update methodology. The revenue stream will likely increase dramatically over time to the extent that the “data consolidation system” and “fee-based service” are automated.
4. Consideration should be given to the use of “fee-for-research-services” for interested local businesses and/or non-resident US firms seeking trade and investment opportunities in Egypt. Said research services distinguish themselves from general publications and/or research data in that they respond to a unique client profile or portfolio of interests; i.e., such services generate client-specific briefs and/or findings.
5. A clear definition of inter-departmental roles and responsibilities between BSAC and its collaborating departments, committees and/or activities should be articulated. Said guidance will facilitate the development of an organization-wide annual work plan and the rationalization of institution-wide resources.

4. AMERICAN CHAMBER OF COMMERCE IN EGYPT:

4.1 ORGANIZATIONAL FRAMEWORK:

Findings:

1. The American Chamber of Commerce in Egypt (AmCham Egypt) is one of the larger affiliates of the U.S. Chamber of Commerce outside the US.
2. The organization was the 44th American Chamber of Commerce to be established abroad and the first in the Middle East.
3. In 1983, AmCham Egypt elected its first Board of Governors; however, according to official records, efforts to establish an AmCham Egypt date back to the 1950's. Political changes within the country kept the idea dormant until 1974 when President Anwar El Sadat initiated an "Open Door" policy. President Sadat initiated this new policy that produced a favorable political climate for the formation of the Egypt-US. Joint Business Council, i.e., a group of Egyptian and American business executives that met twice yearly to discuss Egyptian business issues. The first resolution of the Council in 1974 called for the creation of an American Chamber of Commerce in Egypt. After several years of intermittent efforts to establish AmCham Egypt, some progress was made in the early 1980s. President Sadat was an enthusiastic supporter of these initial efforts, but his assassination brought uncertainty again to the plans. President Hosni Mubarak, upon securing the presidency, also recognized the need to have an organization committed to fostering commercial and investment ties between Egypt and the United States. In 1981, he issued an official order calling for AmCham Egypt's establishment. In 1983, after two years of work by its organizing committee, the new organization held its inaugural meeting. On that occasion, congratulatory messages were received from George Shultz, the U.S. Secretary of State on behalf of the President of the United States, Ronald Reagan and from the U.S. Chamber of Commerce. The first Board of Governors was elected and a constitution and a set of bylaws were adopted. The organization has grown and provided services to its members and to the nation over the past two decades.
4. The following are the originally adopted objectives of the initial board of AmCham Egypt in 1983:
 - To create a friendlier business environment by facilitating communication between businessmen;
 - To provide a network for sharing business information about Egypt and addressing common problems; to represent the views of American businessmen in Egypt to public and private interests in the United States; and
 - To establish a line of communication between businessmen and the Egyptian government, helping to "improve the atmosphere" for business in Egypt.
5. For comparative purposes, AmCham Egypt's members have revised their fore mentioned objectives to reflect the following:
 - To promote the development of commerce and investment between the United States and Egypt;

- To be a direct liaison with the Chamber of Commerce of the United States and other chambers of commerce and business organizations,
 - To express the views of the local American business community to public and private interests in Egypt and the United States;
 - To provide a forum in which American business executives in Egypt and Egyptian business executives with American interests may identify, discuss and pursue common interests regarding their activities, and
 - To advocate change in the business climate of both the US and Egypt.
6. By November of 2004, AmCham Egypt had over 1,057 total members consisting of 623 U.S. companies doing business in Egypt and Egyptian companies doing business in the US
7. According to 2003 estimates, the 2004 membership represents a total corporate capitalization of about 90 billion Egyptian pounds.
8. As an outcome of AmCham Egypt's recent advocacy efforts, several important laws were passed during 2002-2004. Listed below are the results and continuous advocacy activities that are aimed at the implementation of reforms that the leaders and members of AmCham believe will strengthen Egypt's competitiveness in the global economy:
- **Managed Float Currency System (January 2003)**
 - **Customs Reform**
 1. WTO Customs Valuation Agreement (June 2001)
 2. Model Customs and Tax Center (MCTC)-September 2003
 3. Human Resource Development
 4. Tariff Reductions and removing distortions (2004)
 5. Draft Customs Law
 - **Privatization (Ongoing)**
 - **Laws & Regulations enacted by previous Parliament**
 1. Real Estate Mortgage (Law 148/2001) –aimed at empowering consumers with financial flexibility in purchasing real estate and authorizing banks and other financial institutions to offer finance packages for real estate property. The Executive Regulations issued August 2003 with some issues still pending.
 2. Money Laundering Law (No. 80/2002)-which aims to help law enforcement capture and prosecute money launderers bringing Egypt's code ore in line with international standards.
 3. Intellectual Property Rights (IPR) Law (NO.82/2002) - which makes it easier for businesses to register trademarks and protect companies' vital trade secrets.
 4. Export Promotion Law (No.155/2002) - which aims at boosting Egyptian exports and narrowing the country's trade deficit. The law focuses mainly on the elimination of the bureaucratic hurdles currently hindering exports.
 5. Basic Telecommunications Agreement (BTA) -Egypt joined the BTA in June 2002. The BTA commits Egypt to allowing greater competition in its telecommunications market.

6. Unified Telecommunications Law (No.10/2003) -which rests on information disclosure, free competition, the provision of universal services and user protection. A main aspect of the law is the establishment of the National Telecommunications Regulatory Authority (NTRA).
 7. Unified Labor Law (No.10 of 2003) -which aims at increasing private sector involvement in the development of human resources while simultaneously achieving a more balanced relationship between employers and employees.
 8. Unified Banking Law No.88/2003) - which aims to restructure the banking system, confirms Central Bank independence, and sets the legal framework for a new monetary policy.
 9. Information Technology Agreement (ITA) -Egypt joined the WTO ITA in April 2004. The removes all tariffs, duties and charges on IT imports by January 2005.
 10. New Investment Law (Law No. 13 of 2004) -which aims to establish a “one-stop” shop, simplify investment procedures and organize dispute settlement.
 11. E-signature (Law No.15 of 2004) – which aims at recognizing e-signatures in commercial transactions.
- **Financial Sector Liberalization (As of November 2004)**
 - a) Mergers & Acquisitions
 - b) Start with privatization of Joint Venture banks and one public-sector bank
 - c) Primary Dealers System
 - d) New Instruments
 - e) Retail Banking
 - **Draft laws awaiting approval in the next parliament beginning in November 2004.**
 - a) Unified Tax Law: which aims at reforming income tax rates and expanding corporate tax exemptions for the private sector
 - b) Customs Law: aimed at reforming customs regulations, removing bureaucratic impediments, and making the overall customs process more efficient.
 - c) Anti-trust and Competition Law: designed to prohibit all forms and practices deemed anti-competitive and to regulate company mergers and acquisitions.

Conclusions:

1. From an organizational framework viewpoint, AmCham Egypt has become a technology based *E-Chamber*, one that is effectively and efficiently using the most modern computer-based hardware and software that it can afford and that is available in the marketplace. In large part, this has occurred because of the grants awarded by USAID.
2. AmCham Egypt needs very little, if any, organizational framework readjustment at this stage in its history. Its structure, charter, bylaws, policies, and procedures and its program of work seem to be in place, effective and efficient. The membership and their employees seem to be focused on the major mission of AmCham Egypt.

3. Using their technology based operation; AmCham Egypt has worked effectively in its attempt to create and to sustain a favorable business environment in the nation, serving as a forum for public policy discussion and as a catalyst for changing the business climate.
4. The organization has served as a conduit for discussions and as a private sector buffer between the “*officialdom*” of the Egyptian and U.S. governments
5. As an influential broad-based association, AmCham Egypt is widely recognized as an effective private sector advocacy group. According to the opinions of those interviewed, AmCham’s leaders and members have played direct and significant roles in improving the Egyptian economy.
6. The organization is held in high regard by many government officials, by its own membership, and by the Egyptian media.

Recommendation:

AmCham Egypt board and staff should concentrate on changes that will move the organization up to a higher level of effectiveness and efficiency in the programming, accounting, and reporting areas, not in changing the organization’s framework.

4.2 LEADERSHIP - BOARD OF GOVERNORS:

Findings:

1. AmCham Egypt thirteen member Board of Governors is elected democratically by the members of the organization.
2. The organization is moving toward measures to make the election of the board even more representative than it presently is by considering the use of absentee ballots.
3. The organization has two term limit that prevents domination by an oligarchy or entrenchment by one individual. Board members are now limited to two successive two-year terms.
4. A spirited campaign among the membership for positions on the board of governors is conducted every two years.
5. The organization has a cadre of well-educated, successful individuals, often chief executive officers and owners of major Egyptian or international businesses, who volunteer their time, talent, and money to participate in the leadership.
6. In most civil society organizations, the leadership of AmCham Egypt reports its achievement in terms of activities, services, projects, and programs undertaken instead of final quantitative and provable results produced for the benefit of the nation

Conclusions:

1. By comparison with similar organizations in other nations, AmCham Egypt's present leadership is extremely competent, involved, and dedicated to the mission of the organization.
2. Key upper management American and Egyptian business executives participate as active members on the board.
3. The Board of Governors has the ability to mobilize resources and successfully contribute to member-centered goals.
4. Being elected as a member on the AmCham Egypt board is a highly sought after and prestigious position.
5. The board does not micro-manage the staff and concentrates on making policy decisions on behalf of the organization.
6. The President is a highly capable, well respected, and dynamic leader.
7. AmCham Egypt's leadership has developed logical, realistic strategies to guide actions and maximize the organization's contribution to the improvement of the business climate in Egypt and to carry out its mission; i.e., to promote trade between Egypt and the United States.
8. The leadership has created and maintained a democratic culture within the organization that supports good governance and the full and proper utilization of the association's resources.
9. The leadership has developed and implemented an "informal" system for monitoring and evaluating the organization's performance.
10. The leadership has effectively established suitable core values of a member-centered orientation for the organization. These values are the ethical standards, personal values, and work attitudes that AmCham Egypt's leaders want to encourage among its members and its paid staff. These values enhance the organization's ability to achieve its vision, mission, and strategic objectives by fostering a democratically operated organization with a culture of excellence.
11. The Board of Governors has empowered the AmCham Egypt staff to pursue their full potential in order enhance the association's ability to achieve its mission and strategic objectives.
12. There is no question that AmCham Egypt has added greatly to the public dialog on key issues affecting the business climate in Egypt. These myriad of activities have definitely contributed to the improved and somewhat stable business climate of the nation. These sorts of organizational activities most often produce intangible and sometimes hard-to-quantify results

Recommendations:

1. While the Board and the chief staff officer has created a culture of producing results, they have not concentrated on having the committees and the staff report on results as opposed to reporting on activity. As an example, the annual reports of AmCham Egypt are really sales brochures that list the services and activities of the organization, rather than reporting to the membership the results of the board and staff's efforts. An important exception to such a standard practice often is in the advocacy arena where claiming credit for certain advocacy victories may be politically sensitive. Nevertheless, specific results of the efforts in other areas of the AmCham Egypt operation should be quantified and published. For example, the last three annual reports are basically a listing of activities and services, not a report of the results produced by the hardworking board and staff. If a strategic planning process is conducted and an annual program of work developed from that process, then the organization can better measure and report its achievements toward its mission and strategic objectives.
2. There appears to be little effective cooperation with potential allies on a formal basis. Such strategic partnerships might be critical in contributing to the organization's strategic objectives. Many successful chambers and associations form recognized strategic partnerships with other stakeholders to strengthen mutual goals. Other groups with similar economic development growth activities are strategically interested in the successes of AmCham Egypt and could add weight to the advocacy efforts. While some contact and coordination is being achieved at the staff level, there is little evidence that such efforts are being undertaken at the board level.
3. The leadership of AmCham Egypt should consider changing name of Board of Governors to Board of Directors. The present title is a carryover from a name normally associated with a governmental body, not a private sector body. Most associations are now using corporate titles instead of governmental titles. Accordingly, the title of President should be changed to Chairman of the Board. It also would suggest that the Executive Director title should be changed to President and Chief Staff Officer (CSO). This gives an organization like AmCham Egypt more flexibility in the advocacy arena, especially during heated debate over controversial issues. At times, a volunteer leader cannot afford for his name to be touted in the media as spokesman for an organization. Having the title of President for the Chief Staff Officer allows that employee to be spokesman with authority and protects the volunteer from unintended consequences. Changing these titles to the above suggested corporate format is now the trend around the world.
4. Board should have an annual retreat to "think through" and update the philosophy and programs of the organization. Strategic thinking should be the responsibility of the board with staff input.
5. The Board of Governors should establish a more formal approach to strategic planning and should publish for its members a formal Program of Work for the organization.
6. The Board should formally adopt an annual Program of Work that requires the various committees to establish specific, measurable, and achievable goals that identify resources and set time deadlines for completion.

7. The board should develop and implement a formal system for monitoring and evaluating AmCham Egypt's performance.
8. AmCham Egypt's board should want to consider becoming the "premier leader" instead of the "premier organization." AmCham Egypt has achieved the well-deserved reputation for being the best private sector organization in Cairo. Why not stop using that catch-phrase that tells potential strategic partners that AmCham Egypt is better than they are? Instead use the AmCham Egypt's success and reputation to bring together more business groups to help achieve the organization's strategic objective. An organization that is a "premier leader" is one that creates a national vision that other people want to follow and want to help create a particular future.
9. Also, the board needs to keep in mind that public-policy decision makers take into account numbers, especially the number of voters in a democracy. As Egypt moves toward a more democratically oriented political system and a more free-market economic system, AmCham Egypt could become the "premier" leader in forming business coalitions to encourage ongoing reforms and to add strength to their own already powerful position.
10. The board should require staff to produce one-page briefing papers for internal and external consumption outlining:
 - The issue,
 - The background,
 - The facts,
 - Who is for the issue,
 - Who is against the issue,
 - What specific law or regulation needs to be changed, and
 - AmCham Egypt's position on the issue.
11. The board needs to make an in-depth comparative study of the wages that they are paying AmCham Egypt's employees and make necessary adjustments to maintain its 53 full time professional, technical, and administrative staff satisfaction and loyalty and to be competitive with private sector jobs.

4.3 LEADERSHIP – COMMITTEES:

Findings:

1. AmCham Egypt leadership uses a committee structure to analyze and recommend to the Board of Governors national policy changes. Upon adoption, the Board of Governors, the committees, and the staff begin a planned advocacy campaign to obtain needed legislation or regulations.
2. The President, with approval of the board, has appointive powers for committee memberships and their chairs.
3. The organization has the following 19 committees:

Banking, Finance, and Insurance	Investment and Capital Market
Construction and Development	Legal Affairs
Customs and Taxation	Marketing
Environment	Petroleum
Health and Pharmaceuticals	Transport
Human Resources	Trade and Commerce
Industry	Travel and Tourism
Information Technology	Women in Business
International Donors	Shipping
Courier	

4. All members have the opportunity to participate in the Committees. Committees focus on a specific sector, and serve as a forum for the membership, within each sector, to identify issues of common interest. Each Committee has a Chairperson and one or more Co-Chairpersons, and together with the two Committee Liaisons, meets on a regular basis and organizes meetings and workshops. In 2003, 118 meetings were held. The Committees also draft position papers that are advocacy statements on behalf of the private sector and foreign business community to the Government of Egypt, on certain policy and legislative issues. After securing the Board of Governors' approval, the papers are presented to the relevant authorities.

Conclusions:

1. The committee structure is sound and the committee members are producing desired activities and results for the organization.
2. The AmCham Egypt staff is doing an outstanding job in managing the committees.
3. The AmCham Egypt staff members are thought by the members to be excellent meeting planners.

Recommendations:

1. Additional computer-based support services for committees and task forces should be studied and added if feasible.
2. The committee members should be part of an organized strategic planning process for AmCham Egypt. Defining specifically why a committee exists helps its members and the staff employees understand how their own individual and team roles contribute to achieving output targets and member-centered strategic objectives of AmCham Egypt. The written and agreed-upon vision statement of the board developed through a strategic planning process acts as a compass to guide the committees and offers a clear, succinct expression of what AmCham Egypt wants to become. An agreed upon mission statement identifies the committees' essential purpose (i.e. key roles and responsibilities) and outlines how that specific group of volunteers intend to do their part in fulfilling the core purpose of the organization. Committees should develop a comprehensive action plan as part of the strategic planning process with specific, measurable, realistic goals that outline needed resources and sets deadlines. A well-developed strategic plan helps the association achieve specific, measurable targets and assists in outlining the actions and timeframe for accomplishing results.

4.4 LEADERSHIP – PRESIDENT AND EXECUTIVE DIRECTOR:

Findings:

1. Dr. Taher S. Helmy, President of the Board of Governors and chief elected volunteer for AmCham Egypt, is a partner in the international law firm of Baker & McKenzie. Dr. Helmy is a dynamic and charismatic leader with fresh ideas for championing public policy initiatives.
2. Hisham Fahmy, AmCham Egypt's Executive Director, is a professionally trained executive with many years of experience in operating organizations like AmCham Egypt. He has been in his position approximately four years.

Conclusions:

1. The Business Information Center has strong support from the two top leaders of AmCham Egypt.
2. The Business Studies and Analysis Center does not appear to have as strong support as BIC from the organization's top leaders.
3. Both the President and the Executive Director have excellent leadership and management skills.
4. They act as equal partners in the management of AmCham Egypt. This type of partnership arrangement is the proper and the best relationship between the chief elected volunteer and the chief staff officer and tends to produce better results for business association.
5. The President appears to concentrate his efforts, talent, and time on policy initiatives of the board, while the Executive Director appears to concentrate on the administration of the organization and staffing support for those policy initiatives.
6. At the present time, both the President and the Executive Director have strong support on the board and from the staff.
7. Both men appear to possess the experience, the knowledge, and the personalities to operate an important Egyptian organization.
8. Both men have excellent personal contacts with many of the key officials of the Egyptian government. (See Annex X for list of contacts)
9. Both the Executive Director and the President have very good reputations among the business community.
10. As chief staff officer of an association, the Executive Director is well organized and demands high performance from his staff.
11. Importantly, the Executive Director understands and carefully plans for the political and societal sensitivities of the work of AmCham Egypt.

12. In any country, the Executive Director would be a credit to the organization with which he is employed.

Recommendations:

1. To further strengthen the organization, the Executive Director should continue to make himself an expert in *organizational strategic planning* and *managing for results*. The board should pay for additional training for the Executive Director in these fields of expertise. A voluminous body of work has been developed and is available for these two management specialties.
2. The Executive Director should implement an evolutionary plan that eventually encourages his staff and, in due course, encourages AmCham Egypt's committee activities to be reported in terms of specific achievements, rather than descriptions activities undertaken and services provided.
3. With board leadership and taking into consideration the political ramifications, the Executive Director should work toward building formal coalitions to address specific public policy advocacy issues in order to expand AmCham Egypt's influence in producing greater results for his membership.
4. The board and the Executive Director should design and implement a succession plan for him and for the position within the organization. At the present time there appears to be no identifiable plan of action if the Executive Director were to leave the organization.

4.5 STAFF OPERATIONS:

Findings:

1. AmCham Egypt has 57 professional, technical, and administrative employees.
2. The educational level of the employees is very high, compared to many nonprofits in Egypt. All professional, technical, and administrative staff has undergraduate degrees, and/or is currently involved in post-graduate studies. Some staff is proficient in a total of six languages.
3. The staff pay is very low for the amount of experience and training that is represented among the employees.
4. The staff salaries and benefits represent thirty-eight percent (38 percent) of the 2003 revenues...
5. No benefits are offered to the employees.
6. The staff organization in departments and centers is typical for nonprofit organizations.

Conclusions:

1. AmCham Egypt has an abundance of capable, loyal, and dedicated professional employees who are producing results for the organization.
2. The Board of Governors and the Executive Director have empowered the employees of the organization in order to encourage them to reach their full potential by delegating both authority and responsibility to those staff people in direct contact with membership and the business community.
3. AmCham Egypt has empowered its staff to contribute as effectively as possible to achieving member-centered objectives by motivating employees to strive for excellence.
4. The staff appears to have relatively high job satisfaction and a feeling of participating in activities that are making a real contribution to the improvement of the nation.
5. The staff appears to be very loyal to the Executive Director.
6. The staff seems to be competent in each area of their individual expertise.
7. In a positive way, there appears to be a minimum of internal conflict among the staff.
8. The staff is appreciative of AmCham Egypt's visionary and enthusiastic leadership.

Recommendations:

1. Staff employees in all organizations continually need ongoing training and the latest skills, techniques, and concepts in each field of endeavor. AmCham Egypt's staff is no exception. Employees should receive additional training in each of their individual specialties plus association management courses. A training needs assessment should be made for the entire staff.
2. Department heads should implement the concept of *managing for results* and learn the techniques for reporting such results in order to assist their committees and themselves to distinguish between activities and outcomes.
3. The association's system for monitoring and evaluating needs to be studied and revised.

4.6 MEMBERSHIP

Findings

1. AmCham Egypt has 1,057 members as of September 2004.
2. As illustrated in Table I, the number of new principal members has declined each year since 2000 and the number of new affiliate members has increased over that same period.

Table II
Number of “New” Memberships Disaggregated
by Year and Type 2000-2004

New Memberships	2000	2001	2002	2003	2004
Principal	76	65	49	61	56
Affiliate	66	84	77	110	105
Total	142	149	126	171	161

Notes:

1. 1996 – 1999 data was unavailable.
2. The term “New Membership” refers to the number of principal and affiliate members newly registered within the last two year period.
3. 2004 annual data includes memberships registered from January through September 2004.

3. As illustrated in Table II, the growth rate of total new memberships has fluctuated dramatically during the 2000-2004 period. Notwithstanding, there appears to be a more positive growth rate in the affiliate membership.

Table III
Average Annual Growth Rate of Number of New Memberships
Disaggregated by Year and Type
2000-2004

New Memberships	2000 2001	2001 2002	2002 2003	2003 2004	2000 2004 Average
Principal	-14.5%	-24.5%	24.5%	-8%	-5.6%
Affiliate	27%	-8.5%	43%	-4.5%	14%
Total	5%	-15.5%	36%	-6%	5%

Notes:

1. 1996 – 1999 data was unavailable.
2. The term “New Membership” refers to the number of principal and affiliate members newly registered within the last two year period.
3. 2004 annual data includes memberships registered from January through September 2004.

4. As illustrated in Table III and Table IV, AmCham Egypt’s revenue from fees for new membership has decreased during the 2002 to 2004 period. Notwithstanding, there is an upward trend during the 2002 to 2004 period to return the 2001 level.

Table IV
Total Annual New Membership Fees Disaggregated by Year
(Expressed in US Dollars)
2001-2004

New Members Membership Fees	2001	2002	2003	2004
Total	185,000	149,000	154,603	169,153

- Notes:
 1. 2004 annual data includes memberships registered from January through September 2004.
 2. Total New Membership fees includes new principle and new affiliate members.

As illustrated in Table IV, the upward trend during the 2002 to 2004 period to return the 2001 level can be observed in the rising annual growth rates.

Table V
Annual Growth Rate in Annual New Membership Fees
Disaggregated by Year
(Expressed in US Dollars)
2001-2004

New Members Membership Fees	2001 2002	2002 2003	2003 2004
Total	-19.5	3.7%	9.4%

- Notes:
 1. 2004 annual data includes memberships registered from January through September 2004.
 2. Total New Membership fees includes new principle and new affiliate members.

5. Table V and Table VI illustrate increasing trends in both renewed membership and retention rates during the five year period.

Table VI
Number of Renewed Memberships Disaggregated by Year and Type
2000 – 2004

Membership	2000	2001	2002	2003	2004
Principal	477	519	523	533	567
Affiliate	286	279	285	276	329
Total	763	798	808	809	896

- Notes:
 1. 1996-1999 data unavailable.
 2. The retention rate is calculated by dividing the number of renewed memberships in the current year by the number of members in the previous year.
 3. 2004 annual data includes memberships registered from January through September 2004.

**Table VII
Membership Retention Rates
Disaggregated by Year and Type 1997-2004
(Percentage)**

Memberships	2000 2001	2001 2002	2002 2003	2003 2004	2000 2004 Average
Principal	8.8%	0.7%	1.9%	6.3%	4.4%
Affiliate	- 2.5%	2.1%	- 3.2%	19.2%	3.9%
Total	4.5%	1.2%	0.1%	11%	4.2%

Notes:

1. 1996-1999 data unavailable.
2. The retention rate is calculated by dividing the number of renewed memberships in the current year by the number of members in the previous year.
3. 2004 annual data includes memberships registered from January through September 2004.

6. Table VII and Table VIII illustrated that the retention rate has increased significantly over the 1996 to 2004 period.

**Table VIII
New and Renewed Memberships Disaggregated by Year and Type
1996-2004**

Membership	1996	1997	1998	1999	2000	2001	2002	2003	2004
Renewal	609	723	752	796	766	798	808	809	896
New	122	139	141	122	142	149	126	169	161
Total	731	862	893	918	908	947	934	978	1057

Note:

1. 2004 annual data includes memberships registered from January through September 2004.

**Table X
Membership Retention Rates Disaggregated by Year
1997-2004
(Percentage)**

Membership	1997 1998	1998 1999	1999 2000	2000 2001	2001 2002	2002 2003	2003 2004	1997- 2004 Average
Retention Rate	87.2	89.1	83.4	87.9	85.3	86.6	91.6	87.3

Notes:

1. The retention rate is calculated by dividing the number of renewed memberships in the current year by the number of total members in the previous year.
2. 2004 annual data includes memberships registered from January through September 2004.

Conclusions

1. The most successful area of membership is the retention of existing members.
2. The members who have joined apparently are very pleased with their investment and are willing to continue as members of AmCham Egypt.
3. The market saturation for new principal members may have reached its upper limits.
4. The membership sales department has worked extremely hard to maintain the revenue stream from sale of new members.

Events resulting from the September 11th 2001 attacks in the United States have resulted in some fluctuations in membership renewals, revenues and retention rates of members

Recommendations

1. More in-depth market analysis of potential members by sectors should be made.
2. Additional new non-dues revenue sources should be sought.
3. Special fundraising efforts might be considered.

4.7 PROGRAMS, PROJECTS, AND SERVICES

Findings

1. AmCham Egypt's Committee Activities - nineteen committees, representing diverse sectors and industries, meet on a regular basis to discuss issues of concern to the business community and to hear guest speakers and host visiting delegations of public officials from the US.
2. *Annual Report of the American Chamber of Commerce in Egypt* – report to members on the activities of the previous year. 1,000 are distributed to members free of charge.
3. Research Reports published by the Business Studies and Analysis Center – A wide variety of studies on industry sectors and other topics or issues are regularly published. 500 copies are printed to be distributed to the membership with an additional 1,500 printed for sale.
4. Advocacy Position Papers - members contribute their input as AmCham Egypt's committees formulate position papers to solicit government action.
5. *Door Knock Missions* - delegations of AmCham Egypt members visit Washington D.C. every year for advocacy meetings to discuss the group's policy viewpoints with members of Congress, with high level decision makers in the U.S. Administration, with intellectuals within selected think tanks, with officials of financial institutions, and with U.S. media representatives. These self financed trips by the individual participants. BSAC provides research support in the preparation of delegation materials. For the past twenty-one years, AmCham Egypt has conducted annual Door knock Missions to Washington for meetings with Members of Congress, the Administration, selected Think Tanks, Financial Institutions and the media. The primary objective has always been to promote the solid relationship between Egypt and the United States; to keep U.S. officials apprised of developments in Egypt's private sector, and to portray the business atmosphere in Egypt to the U.S. side. Door knock Mission 2004, took place during a crucial time for Egypt-U.S. relations, which had increasingly fallen under the shadow of intensified conflict in the Middle East region. The purpose of the visit was to highlight that the members of AmCham Egypt stand side-by-side with the United States in its struggle against international terrorism. In its meetings, the 31-member delegation discussed the prospects for reform in the Middle East, and how the private sector can help foster these objectives; Egypt's role in helping to stabilize and rebuild Iraq; the importance of a U.S.-Egypt Free Trade Agreement (FTA) as a means of accelerating economic reform in Egypt; the need to promote U.S. values in the region, and deepen the U.S.-Egyptian partnership during this era of uncertainty in the Middle East
6. Congressional Staff Visits - AmCham Egypt gladly took the initiative, in January 2002, in inviting senior Congressional staffers to visit Egypt for a week to meet firsthand with private sector representatives, government officials and to witness how Egypt really operates. Due to the success of the program, AmCham decided to make the visit a bi-annual experience. Since then, four other delegations were hosted, each comprising ten to twelve staffers. During such visits, the Chamber schedules various meetings with key government officials, including The Prime Minister; The Head of the Egyptian Intelligence; The Chair of the Policy Secretariat at the National Democratic Party; the

Political Advisor to President Mubarak, the Ministers of Foreign Affairs' Defense, Foreign Trade, Industry, Petroleum; the Speaker of the People's Assembly; Members of the Egyptian Parliament; and the U.S. Ambassador. In addition, visits to U.S. Companies working in Egypt, and USAID projects are also arranged.

7. Boycott Issue – Because of the Palestinian-Israeli and Iraqi conflicts, Anti-Americanism in the Middle East reached its height in Egypt when some Egyptians began calling for boycotts of American products. The impacts were heavily felt by both American and Egyptian businesses. American franchise businesses started incurring great losses. Such calls for boycotting have occurred three different times since 2001. During each of the calls, AmCham has taken a pro-active approach. First, AmCham leaders held meetings with the Honorable David Welch, U.S. Ambassador to Egypt, and with key representatives of U.S. companies. Pepsi Cola, Pizza Hut, McDonalds, KFC, SC Johnson, Motorola, Xerox, Heinz, Colgate-Palmolive Egypt, Procter & Gamble, General Motors, and Coca-Cola were represented in the meetings. Secondly, a third-party committee with trustworthy Egyptians such as the Mufti, Sheikh Al Azhar, prominent journalists and intellectuals, was created to address the Egyptian consumers on the issue of the boycotts. Thirdly, AmCham's Marketing Committee conducted a public relations campaign to fight the boycotts by using the third-party committee. Four main points were stressed to the public: 1) the boycotts' effect on employment of Egyptians; 2) Their effect on foreign direct investment; 3) the small ratio of Egyptian sales to American companies' total operations; and 4) the fact that other foreign competitors were manipulating the boycotts to serve their own interests. AmCham conducted surveys to analyze the impact of the boycotts on sales figures, as well as to document the exact contributions of the American companies to the Egyptian economy. Records were kept on the key occasions the anti-boycott messages were delivered. AmCham has continued its efforts to prevent boycotts of U.S. products by publicizing the considerable size of U.S. investments in the nation's economy.
8. *Tenders Alert Service* – a Web site and e-mail based notification system that is updated three times a week to alert members of tenders, projects in pre-tendering phase of loans and grants, and business news classified by business sectors.
9. Web site and Intranet Development - the staff of the Business Information Center develops IT tools for member and non-member customers on a fee-for-service basis.
10. Advertising - AmCham Egypt members are eligible for special prices on advertising on the organization's Web site, its publication *Business Monthly* magazine and research studies. The organization's committees and staff produce a range of printed publications and online news alerts, some free on request while others are available to members at special rates.
11. Business Studies - a series of sector surveys and industry studies produced regularly by AmCham Egypt's Business Studies & Analysis Center. These studies provide insights on trends in the Egyptian economy.
12. AmCham Egypt CyberLink - an electronic network that forms an online community for AmCham Egypt members that allows them to exchange information, experience, news and services on a private Web site to which only AmCham Egypt members have access.

13. *Membership Directory* - all members and their companies are featured in an annually published, cross-referenced directory. Two thousand are printed with a thousand given free to members and a thousand for sale.
14. *AmCham Egypt 2004 Calendar* – published annually as part of the *Business Monthly* December issue. Seven thousand are printed for distribution.
15. Monthly luncheons and breakfast briefings - AmCham Egypt hosts special events with prominent political and business figures throughout the year.
16. *Egypt Watch* Bulletin - a bi-monthly bulletin featuring the most recent business developments in Egypt.
17. *Business Monthly* - members automatically receive this magazine, which provides thorough coverage of the latest developments affecting business and the economy in Egypt.
18. Business Inquiries – the AmCham Egypt staff attempts to answer all types of business related inquiries from members and non-members.
19. Conference on “The Reform of the Financial Sector in Egypt”:- The Chamber hosted, in April 2004, a two-day Conference on “The Reform of the Egyptian Financial Sector.” The event was the result of a joint effort between AmCham Egypt Committees. It represented, for the first time in Egypt, a practitioners’ viewpoint on unleashing the potential for Egypt’s growth through the rapid development of the Egyptian financial sector. Many market participants, from the Chamber membership, worked very hard for about six months to develop very informative papers and presentations and generate a debate on critical issues. The Conference aimed at discovering measures needed to improve the competitiveness of the Financial Sector, with the ultimate goal of consolidating the integration of Egypt’s economy into the global market. The agenda was broad encompassing every sub-sector of the finance with several authors’ involvement in each paper. In addition, infrastructure issues such as regulation, the role of the Government, and the law and legal process were also covered. At the end of the Conference, a comprehensive set of specific recommendations were compiled and presented to the newly appointed Prime Minister and to decision makers.
20. Professional Development - AmCham Egypt’s *Career Development Center* offers a variety of educational opportunities.
21. Employee Recruitment – AmCham Egypt’s Internet-based system matches employers with qualified candidates and jobseekers for jobs.
22. *Career Development Center* - programs in Professional Designations, Professional Workshops, and Tailored Workshops with the main objective of providing continuing educational opportunities to Egyptian business professionals.
23. Television Business Production Center

- AmCham Egypt produced a weekly television program covering trade and investment issues with a special focus on problems and solutions for the private sector. The name of the show was “Al Moasher” (The Indicator).
- The objective of the show was to stimulate discussion among the business community as well as to increase general public awareness of the issues.
- The usual format was a debate or discussion providing a forum for differing points of view on topics of current interest. Refer to the list of discussion topics noted below.
- Guests included prominent business, government, and/or Egyptian/international experts.
- The program was conducted in Arabic. Arabic subtitles were provided when foreign languages were aired.
- “Al Moasher” was aired on Tuesday evenings at 8:30PM, on Egyptian television Channel 2, following the English-language news.
- Tapes of past episodes are available for viewing at AmCham Egypt.
- The Television Business Production Center discontinued activities in 2004.
- A total of 117 episodes of “Al Moasher” have been aired since 1999 including:
 - Six (6) episodes were aired in 2003 discussing a) privatization; b) labor issues; and c) a range of local economic issues.
 - Fourteen (14) episodes were aired in 2002 discussing a) trade, b) information technology, c) marketing, d) customs and taxation, e) legal affairs and f) capital markets and the stock exchange.
 - Twenty-four (24) episodes were aired in 2001 discussing a) investment and trade, b) pharmaceuticals and health and c) industry.
 - Seventeen (17) episodes were aired in 2000 discussing a) construction and development, b) agricultural development and c) banking and finance.

Conclusions

1. AmCham Egypt has established several new and innovative events, programs, services, and activities. Since Mr. Fahmy took over as Executive Director, he and the board have continued its past-successful activities, improved those activities, and have added many new services.
2. Several services of AmCham Egypt have opportunities to move up to the next plateau of effectiveness.
3. The main benefits of membership in AmCham Egypt include: a) receiving access to a variety of programs; b) having available opportunities for networking with other business people and government officials, c) being able to directly participating in advocacy efforts to improve the Egyptian and American business climates; and d) having access to valuable business information, events, and services.
4. The management uses the slogan that AmCham Egypt has three tracks: *advocacy, awareness, and services.*

Recommendations

1. More extensive and sophisticated cost of service analyses of the services of AmCham Egypt should be conducted by the staff, in particular Web Site Development and Intranet Development.
2. Advocacy Position Papers should be summarized in a one-page issue brief to be given to members, the media, and to the Egyptian decision makers. A basic rule of advocacy writing is that the higher the office of the reader, the shorter the brief.
3. Tender Alert Service might be made more interactive with the ability of the user to contact the tender offered directly from the AmCham Egypt Web site.
4. The Membership Directory might be expanded to include AmCham Egypt's Annual Report and Program of Work.

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ANNEX I: SCOPE OF WORK

Statement of Work

End of Activity Evaluation of the American Chamber of Commerce-Egypt (AmCham)

The Contractor shall be responsible for conducting a comprehensive end of project evaluation of the American Chamber of Commerce (AmCham) activity EG/CAD/GTG. The contractor shall provide all resources, which shall be provided by the Results Reporting Support Activity (RRSA), Task order # 263-M-00-03-0006-00.

A. ACTIVITY TO BE EVALUATED

Program Title: The American Chamber of Commerce (AmCham)
Grant #: 263-G-00-96-0073-04
Growth Through Globalization Results Package
#263-0264

Grant Recipient: AmCham

Period to Be Evaluated: September 1996 through October 2004

Activity End Dates: 31 December 2004

Targeted date to start: October 1st 2004

Targeted end date: *October 15th, 2004*

Assignment period: *Two weeks*

Objective:

The proposed evaluation is to provide AmCham management and USAID with an external evaluation of AmCham's previous, current, and future business strategy, performance, viability of the activities and services provided, and recommend directions of any new proposed initiatives. This evaluation will enable AmCham to fine-tune its current strategy, give directions toward sustainability, and guidance for new activities. It will also enable USAID to evaluate possible options and mechanisms that could support AmCham in its efforts to perform its role as business information services center for Egyptian and American businesses, and IT leaders in Egypt. Also this evaluation will give recommendations on how AmCham could expand its policy dialogue, awareness campaigns and advocacy initiatives to help alleviate policy and regulatory constraints that inhibit the development and the existence of an effective and transparent business and trade environment in Egypt.

Background

In September 1996, AmCham was awarded a three-year grant to implement the **Business Link activity** to do the following:

- d) Develop an extensive area network connecting businesses and associations;
- e) Build trade and business databases; and
- f) Provide access to local and international commercial and trade opportunities.

As part of the business link activity, AmCham has completed the Business Information Highway (BIH), which provides the US and Egyptian business communities with the following services:

- Customized trade information (i.e. CAPMAS, Trade Compass, and Reuters),
- Develop and Host Web pages,
- Develop and Host E-Catalogues,
- Advertising on AmCham's Web site,
- Distance learning (Tele-Training),
- Videoconferencing services,
- Other selected E-business services.

These services together with AmCham's economic reports, TV Show and other Egyptian economic and trade statistics enable AmCham to perform its role as a business information and services center for Egyptian and American businesses.

In June 2001, the grant was extended for an additional year to 30 September 2002. The objectives of the extension were to:

- Increase awareness within the Egyptian business community and national society of electronic commerce and the positive impact on the private sector,
- Support policy dialogue and advocacy initiatives to help remove policy and regulatory constraints that inhibit the development and effective use of e-commerce infrastructure and services in Egypt,
- Deliver e-education and training programs for mid- and upper-level business managers and executives to improve their understanding of how their companies or associations can employ e-commerce technologies to compete in the global marketplace,

- Sustain and expand AmCham's web-based business services together with hardcopy distribution of economic reports and other Egyptian economic statistics and position papers.

Later in September 2002, the grant was extended to further the above objectives, until December 31, 2004 with additional funding that increased the authorized level of funding by \$ 461,000 (from \$ 3,782,035 to \$ 4,243,035) and LE 1,000,000 (from LE 21,120,610 to LE 22,120,610).

Evaluation Tasks:

The evaluator will conduct, analyze, recommend and report as appropriate on the following:

- 1) Evaluate AmCham progress toward achieving targets and objectives outlined in the grant and its amendments while assessing and reporting AmCham's major impacts on the development of Egypt/US business and trade. The evaluator will examine and assess the following:
 - AmCham's dissemination mechanism of business and trade information through media, Internet, conferences, publications, and other outreach activities;
 - AmCham's Web strategy, current e-business strategy, activities and capabilities and AmCham's sustainability in providing these services;
 - AmCham's competitive situation with respect to supplying e-education and e-business services to its members and other business organizations;
 - AmCham's comparative and competitive advantages in pursuing policy dialogue, conducting awareness campaigns and implement advocacy initiatives.
 - AmCham's capability as clearinghouse in addressing and raising the awareness of the government of Egypt and the business community with the global trade agreements and its impact on Egypt's economy.
- 2) Conduct a cost-benefit analysis of the services provided to AmCham's members and the business community, calculating its financial sustainability and recommend improvements and/or identify and recommend support if needed for the activities not generating fund; if it is necessary;
- 3) Review AmCham new initiative that AmCham is interested in pursuing over the next 1-3 years, particularly the proposed trade agreements and WTO initiative.

Plan for conducting the evaluation:

The evaluation will be carried out over two-week period, beginning on October 1st, 2004. The evaluator will be responsible for conducting the evaluation, in collaboration with AmCham staff, AmCham management and USAID Cairo.

Deliverables:

A detailed report (approximately 25-30 pages) including:

Executive Summary: Not to exceed three single-spaced pages.

Listing of the Major Findings, Conclusions and Recommendations: This section should briefly summarize the most important conclusions and recommendations in the evaluation.

Main Report: The report should respond directly to the key questions in the Statement of work and should not exceed 30 double spaced typed pages. All additional material shall be included in appendices.

Appendices

ANNEX II: PERSONNEL CONSULTED

United States Agency for International Development
USAID Office Building
Plot 1/A off El Laselki Street
New Maadi
Cairo, Egypt
Web site: www.usaid-eg.org

Gary Robbins; GTG Results Package Team Leader and
Acting Team Leader for the Agro-business Competitiveness and Export Team
Phone: 20-2-522-6648
Fax: 20-2-516-4628
E-mail: grobbins@usaid.gov

Tarek Shata; Project Management Specialist of the Economic Growth Office
Phone: 20-2-522-6646
Fax: 20-2-516-4652
Mobile: 010-144-4185
E-mail: tashata@usaid.gov and tshata@instructor.net

Seba Mahmoud Auda; Development Program Specialist of the Strategy Analysis and
Evaluation Division
Phone: 20-2-522-6548
Fax: 20-2-516-5701
E-mail: sauda@usaid.gov

American Chamber of Commerce in Egypt
33 Soliman Abaza Street
Dokki, Cairo
Phone: 20-2-338-1050
Fax: 20-2-338-1060
Web site: www.amcham.org.eg

Hisham A. Fahmy; Executive Director
Phone: 20-2-338-1050
Fax: 20-2-338-1060
E-mail: hfahmy@amcham.org.eg

Sylvia Menassa; Deputy Executive Director
Phone: 20-2-338-1050
Fax: 20-2-338-1060
E-mail: smenassa@amcham.org.eg

Ranya El Gammal; Planning and Coordination Officer

Phone: 20-2-338-1050
Fax: 20-2-338-1060
E-mail: rgammal@amcham.org.eg

Mohamed Amin S. Hemimi; Deputy Executive Director and
Department Manager of the Finance, Administration, Human Resources, Career Development
Center and Recruitment Services
Phone: 20-2-338-0860
Fax: 20-2-338-9894
E-mail: admin@amcham.org.eg

Dalia Younis; Manager of Membership Services
Phone: 20-2-338-1050
Fax: 20-2-338-1060
E-mail: dyounis@amcham.org.eg

Mahitab Magdy; Assistant Manager of Membership Services
Phone: 20-2-338-1050
Fax: 20-2-338-1060
E-mail: mmagdy@amcham.org.eg

Khaled F. Sewelam; Manager of the Business Studies and Analysis Center
Phone: 20-2-338-1050
Fax: 20-2-338-9895
E-mail: sewelam@amcham.org.eg

Cam McGrath; Editor in Chief of the "Business Monthly Magazine"
Phone: 20-2-338-1050
Fax: 20-2-338-0850
E-mail: cmcgrath@amcham.org.eg

Amr Abdel Rasheed Mansour; Chief Information Officer and
Manager of the Business Information Center
Phone: 20-2-761-9641
Fax: 20-2-338-9896
E-mail: amr@amcham.org.eg

Members of the 2003-2005 Board of Governors American Chamber of Commerce in Egypt

Taher S. Helmy; President of American Chamber of Commerce
Helmy, Hamza and Partners (Baker & McKenzie); Partner
World Trade Center 1191 Corniche Al Nile
Boulak, Cairo, Egypt
Phone: 20-2-579-1801-06
Fax: 20-2579-1808
Web site: www.bakernet.com

Dan McCarthy; Executive Vice President

General Motors Egypt; Chairman and Managing Director
3 Aboul Feda Street, Floor 7
PO Box 108 Gezira
Zamalek, Cairo, Egypt
Phone: 20-2-828-0280/01
Fax: 20-2-832-1852
Web site: www.gmegypt.com

Anis A. Aclimandos; Vice President of Membership
TransCentury Associates; President
20 Adly Street, Kodak Passage
Cairo, Egypt
Phone: 20-2-393-4132
Fax: 20-2-393-6425

Thomas Thomason; Vice President of Legal Affairs
InterGen; Vice President and Country Executive
14 Refaa Street
Dokki, Giza, Egypt
Phone: 20-2-335-2363/79/2431
Fax: 20-2-749-7647
Web site: www.intergen.com

Rodney J. Eichler; Member of the Board
Apache Egypt Companies; Executive Vice President and General Manager
11 Road 281
New Maadi, Cairo, Egypt
Phone: 20-2-519-3835
Fax: 20-2-519-3900
Web site: www.apachecorp.com

Hesham Mekawi; Member of the Board
BP Egypt; Chairman
14 Road 252
Digla, Maadi, Cairo, Egypt
Phone: 20-2-706-2345 and 519-9915
Fax: 20-2-706-2103
Web site: www.bp.cpm

Loula Zaklama; Member of the Board
Rada Research and Public Relations Company; President and Managing Director
Lofty Building
1 Mostafa Al Wakil Street
Heliopolis, Cairo, Egypt
Phone: 20-2-291-7956/5437 and 417-9505
Fax: 20-2-291-7563
Web site: www.radaresearch.com

Others:

Hani El Kolaly; Association Development Specialist
Agriculture Exports and Rural Income Project (AERI)/Chemonics
1125 Corniche el Nil,
Maepero, Cairo Egypt
Phone and Fax: 20-2-578-9584

ANNEX III: EVALUATION INTERVIEW PROTOCOLS

AmCham Egypt Staff

1. Please give us a quick overview of the current programs, projects, and duties of your department.
2. How does your department use or relate to the Business Information Highway: i.e. services and activities of the Business Information Center, and the Business Services Analysis Center?
3. If you could change something in the area of AmCham information technology services to staff and membership, what would it be?
4. Which department accomplishments are you most proud of in the past year?
5. What has been your greatest disappointment this year as far as your department is concerned?
6. What is your vision for your department for the next three years?
7. What is the amount of your departmental budget?
8. How many employees are in your department?
9. What volunteer committees do you manage in your department?
10. How active are your volunteers on your committees or task forces?

(Ask them all to provide documents, to set up private interview appointments, to take the CIPE Virtual Business Association Self-Diagnostic, and to give the confidential score of the Self-Analysis to Ranya)

AmCham Members of the Board of Governors

1. What is your vision for the AmCham?
2. Are you and your company using services provided by Business Studies and Analysis Center and Business Information Center?
3. Are you satisfied with the direction and the services that are provided by the Business Information Center?
4. Comparing AmCham with other associations with which you have been involved in the past or present, how do you rate AmCham on business information services: Inferior; Equal to; or Superior
5. What programs, projects, activities, and services would improve the financial sustainability of AmCham?
6. What programs, projects, activities, and services would improve the public policy advocacy and public awareness programs of AmCham?

AmCham Executive Director's Questions

1. Discuss the strengths and weaknesses of your relationship between you and your Board of Governors.
2. Describe your vision for the future of AmCham. What will the organization look and be like in five years from today?
3. How do you plan to accomplish your vision?
4. Other than money, what will be your number one impediment to accomplishing your vision?
5. What is your action plan to eliminate that barrier?
6. Do you think the potential future leaders of AmCham have the same vision and will agree with your version of the organization strategy for promoting trade and investment between Egypt and the US?
7. Compare the AmCham with other nations' Egyptian organizations such as the German Chamber?

8. What is the AmCham's biggest weakness?
9. What is the AmCham's greatest strength?
10. Are you pleased, disappointed or surprised with the organization-wide CIPE Self-Analysis score?
11. Do you agree with the statement that the chief staff officer is the keeper of the organization's philosophy?
12. Discuss the details of your sustainability plans for both AmCham and BIH in the absence of USAID funding?

ANNEX IV: ORIGINATING GRANT AND AMENDMENTS

AmCham project activities were initiated in September 1994. Since that date, a total of two grants and thirteen amendments have been introduced. The projected end-of- project termination date is scheduled for December 31, 2004. As of the April 2003 Amendment, the total authorized and obligated grant amount is equal to LE 22,120,610 and US\$ 5,271,397.00.

Refer to the following list of major grant and amendment events tracking USAID funding through the 120 month project life cycle; i.e. September 1994–December 2004:

The 1999 Business Information Highway Project, Grant No: 263-0225-G-00-6073-00, has its origins a September 1994 grant (Grant No: 263-0225-G-00-4086-00) which approved Egyptian Pounds (LE) 2,851,042 and US\$ 163,914.00 for the American Chamber of Commerce in Egypt to design, develop, implement and provide basic information and analytical services to the Egyptian business community. The 1994 grant was amended in November 1996 and in June 1997 in order to a) revise the original terms of reference for defining project activities, b) reallocate funds among approved budget line items and c) provide incremental funding in order to fully finance the revised project activities.

In September 1996, USAID approved the Business Link Project (Grant No: 263-0225-G-00-6073-00) which authorized LE 5,132,725 and US\$ 3,271,194.00 for the hiring of an engineering firm for the selection, acquisition and renovation of a building to house AmCham activities. The 1996 grant was amended in April and September of 1997 in order to a) finance the purchase and renovation of the AmCham facilities as well as b) to add the Business Plan component to the grant. 1997 the authorized grant amount was LE 18,132,725 and US\$ 5,809,626.00. The Business Link Project business plan objectives included: a) developing a wide area network connecting at least eleven business associations, b) building trade and business databases and c) providing access to local and international commercial and trade opportunities.

According to the July 19, 1999 Action Memorandum, “In April 1999, due to considerable implementation delays and difficulties, a Growth through Globalization (GTG) team decision was made to terminate the Business Link component.” As a result, US\$ 2 million was reduced from the grant. As of July 1999, the grant was valued at LE 21,132,725, which included costs for the new AmCham building and renovation, and US\$ 3,809,626.00. It is further noted that the July 1999 memorandum states that “Business Information Highway” (BIH) services will provide generated income for AmCham’s sustainability and growth.” BIH services are defined as a) sell customized trade information; e.g. CAPMAS, Trade Compass and Reuters, b) develop and/or host Web pages, c) develop and/or host e-catalogues, d) sell ISP services, e) sell advertisement space on AmCham site and f) provide information Technology (IT) training and tele-training.

Since July 1999, a total of seven additional amendments have been introduced which authorize no-cost extensions to the grant termination date, obligate additional funding, request procurement authorization or realign the budget. As of the April 2003 Amendment, the total authorized and obligated grant amount is LE 22,120,610 and US\$ 5,271,397.00.

ANNEX V: BUSINESS STUDIES AND ANALYSIS CENTER PUBLICATIONS

Business Studies Series
Publication Title Disaggregated by Date and Distribution
2001 - 2005

Publication Title	Date of Publication	Number of Copies Distributed	
		For Free	For Fee
The Egyptian Banking Sector	January 2005	600	NA
The Egyptian Tourism Sector	January 2005	600	NA
The Egyptian Pharmaceutical Industry: Update	January 2005	600	400
Financial Conference: Proceedings	December 2004	600	400
The Tourism Sector in Egypt: Update	December 2004	600	400
The Textile and Clothing Industry in Egypt	August 2004	600	116
The Petroleum Industry in Egypt	December 2003	600	170
The Construction Sector in Egypt	September 2003	600	180
The Tourism Sector in Egypt	August 2002	600	400
Information Technology In Egypt	April 2002	600	700
The Egyptian Insurance Sector	August 2001	0	250
Telecommunications in Egypt	July 2001	600	600
The Egyptian Capital Market	June 2001	600	258
The Egyptian Pharmaceutical Industry	February 2001	600	370

Notes:

1. Distribution and sales data is available as of February 2001.
2. All publications had sponsors excluding the August 2001 publication of The Egyptian Insurance Sector.
3. **Corporate** sponsorships for subsidizing the cost of business research and analysis were introduced in 2001.

4. Refer to annex for comprehensive list of 43 publications and corresponding cost according to member, non-member, international and student prices.

2004 Publications

The Textile and Clothing Industry in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, August 2004. Price: Members: LE200, Non-members: LE300, Int'l Price: US\$300, Students: LE 200. Note: A comprehensive study of the latest developments in the textiles and clothing industry in Egypt.

Bank Rankings 2004, December 2004.

Financial Conference: Proceeding Book, December 2004. Proceedings of the conference on the reform of Egypt's financial sector including papers on the development of financial markets in developing economies, the Egyptian capital and insurance markets, regulatory development and legislative process in Egypt, real estate and the mortgage system, and corporation finance in Egypt. The main findings of the conference are also included.

2003 Publications

The Petroleum Industry in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, December 2003. Price: Members: LE 200, Non-members: LE 300, Int'l Price: US\$ 300, Students: LE 200. Note: A comprehensive study of the latest developments in the oil, gas & petrochemical sectors in Egypt, with focus on investment and prospects.

The Construction Sector in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, September 2003. Price: Members: LE 100, Non-members: LE 200, Int'l Price: \$ 200, Students: LE 100. Note: A comprehensive study of the construction and building materials sectors in Egypt with focus on factors affecting development and competitiveness.

2002 Publications

The Tourism Sector in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, August 2002. Price: Members: LE 100, Non-members: LE 200, Int'l Price: \$ 100, Students: LE 100. Note: A comprehensive study of the tourism sector in Egypt focusing on market size, segmentation, factors affecting tourism development and investment opportunities.

Information Technology in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, April 2002. Price: Members: LE 300, Non-members: LE 500, Int'l Price: \$ 300, Students: LE 300. Note: A comprehensive study of the information technology sector in Egypt focusing on recent developments in software, hardware, the Internet and e-commerce.

2001 Publications

The Egyptian Insurance Sector, American Chamber of Commerce in Egypt, Business Studies Series, August 2001. Price: Members: LE 50, Non-members: LE 80, Int'l Price: \$60, Students: LE 50. Note: An update on recent developments in the insurance sector with a focus on private sector participation.

Telecommunications in Egypt, American Chamber of Commerce in Egypt, Business Studies

Series, July 2001. Price: Members: LE 150, Non-members: LE 200, Int'l Price: \$200, Students: LE 150. Note: A comprehensive study of the Egyptian telecommunications sector with a focus on recent developments in infrastructure and services as well as potential investment opportunities.

The Egyptian Capital Market, American Chamber of Commerce in Egypt, Business Studies Series, June 2001. Price: Members: LE 50, Non-members: LE 80, Int'l Price: \$60, Students: LE 50. Note: An overview of the Egyptian stock market and its performance.

The Egyptian Pharmaceutical Industry, American Chamber of Commerce in Egypt, Business Studies Series, February 2001. Price: Members: LE 100, Non-members: LE 150, Int'l Price: \$100, Students: LE 100. Note: An overview of the Egyptian pharmaceutical industry.

2000 Publications

Solid Waste Management in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, September 2000. Price: Members: LE 50, Non-members: LE 80, Int'l Price: \$60, Students: LE 50. Note: An overview of the solid waste sector including private and NGO activities and recent developments in the sector.

The Egyptian Petroleum Industry, American Chamber of Commerce in Egypt, Business Studies Series, August 2000. Price: Members: LE 100, Non-Members: LE 150, Int'l Price: \$100, Students: LE 75. Note: An overview of the status of the oil and gas sector in Egypt with a focus on private sector participation.

Egypt-U.S Trade Statistics, American Chamber of Commerce in Egypt, Business Studies Series, May 2000. Price: Members: LE 75, Non-Members: LE 100, Int'l Price: \$100, Students: LE 75. Note: Statistics for the period 1998-1999Q2 on Egyptian imports from the United States disaggregated by state and commodity, and Egyptian exports to the United States disaggregated by port of entry and industry.

Egypt-U.S. Trade Relations, American Chamber of Commerce in Egypt, Business Studies Series, March 2000. Price: Members: LE 75, Non-Members: LE 100, Int'l Price: \$100, Students: LE 75. Note: This report presents an overview of Egypt-U.S. trade relations and general regulations for exporting to the United States, with a focus on exports of furniture, iron and steel.

Egypt 2000: The Stable Emerging Market, American Chamber of Commerce in Egypt, Business Studies Series, March 2000. Price: Members: LE 75, Non-Members: LE 100, Int'l Price: \$100, Students: LE 75. Note: A report on the Egyptian economy with a special focus on the financial market.

Exporting to COMESA and South Africa, American Chamber of Commerce in Egypt, Business Studies Series, February 2000. Price: Members: LE 75, Non-Members: LE 100, Int'l Price: \$100, Students: LE 75. Note: This report presents an economic analysis of the different COMESA countries and South Africa and provides a comprehensive picture of their trade relations with Egypt.

1999 Publications

The Egyptian Banking Sector, American Chamber of Commerce in Egypt, Business Studies Series, September 1999. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: An overview of the Egyptian banking system and its operations.

The Dairy Sector in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, June 1999. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: Highlights the major production, consumption and trade patterns of major dairy products in Egypt.

The Egyptian Capital Market, American Chamber of Commerce in Egypt, Business Studies Series, June 1999. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: An overview of the Egyptian stock market and its performance.

Egyptian Insurance Sector, American Chamber of Commerce in Egypt, Business Studies Series, June 1999. Price: *Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10.* Note: An overview of the Egyptian insurance sector and the future of its privatization.

East Port Said International Distribution Center, American Chamber of Commerce in Egypt, Business Studies Series, March 1999. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: Examines the ongoing establishment of a pivot port and distribution center in East Port Said (Shark Al Tafri'a) and the principles of success for this project.

Mega Projects in Egypt: New Horizons for Development, American Chamber of Commerce in Egypt, Business Studies Series, February 1999. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: A summary of the South Valley Development, East Port Said, Gulf of Suez and North Sinai large-scale projects in Egypt.

1998 Publications

North Sinai Development Project, American Chamber of Commerce in Egypt, Business Studies Series, December 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: This report presents an overview of major projects and investment opportunities in the North Sinai governorate, with emphasis on land reclamation and agrarian development.

Fertilizer Sector Outlook, American Chamber of Commerce in Egypt, Business Studies Series, December 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 1. Note: An outlook on the Egyptian fertilizer sector.

Industrial Development in the North Western Gulf of the Suez, American Chamber of Commerce in Egypt, Business Studies Series, September 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: Overviews the Suez Special Economic Zone Project and its role in promoting industrial development and export growth in Egypt.

Information Technology in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, August 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report examines the main components of this industry: hardware and software markets, distribution channels, and demand. It also covers the Internet in Egypt, its market segmentation and potential for growth with special emphasis on e-commerce.

Egypt's Financial Liberalization and the General Agreement of Trade in Services (GATS), American Chamber of Commerce in Egypt, Business Studies Series, August 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The anticipated effects of applying the GATS agreement on the Egyptian financial sector and the current sectoral adjustments.

Egyptian Textile Industry and GATT, American Chamber of Commerce in Egypt, Business Studies Series, July 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report provides an examination of the textile industry and problems facing Egypt after the application of the GATT agreement.

South Valley Development Project (Toshka & East Oweinat), American Chamber of Commerce in Egypt, Business Studies Series, May 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report examines the Toshka & East Oweinat Project, indicating investment opportunities in these areas.

Private Participation in Power Generation Project in Egypt (BOOT), American Chamber of Commerce in Egypt, Business Studies Series, March 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report examines Egypt's experience in developing its first Build, Own, Operate & Transfer (BOOT) project in electricity generation.

Bank Ranking 1998, American Chamber of Commerce in Egypt, Business Studies Series, February 1998. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report reviews the banking sector in Egypt and ranks banks according to their assets, deposits, profits, shareholders equity, number of branches and number of employees.

1997 Publications

Telecommunication Development in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, December 1997. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report examines business opportunities in the Egyptian telecommunication sector. It emphasizes the changes taking place in this sector in terms of technological advancement, regulatory reform and market restructure. In addition, it analyzes and evaluates the existing regulatory and market structure of telecommunications in Egypt and discusses the change required for an efficient system.

Privatization in Egypt: An Update, American Chamber of Commerce in Egypt, Business Studies Series, May 1997. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: This report reviews the privatization process from 1991 till November 1996. It analyzes the sale register, sales proceeds, the impact of privatization on the stock market and economic activity and finally the challenges to a sound privatization process.

ISO 9000 Standards, American Chamber of Commerce in Egypt, Business Studies Series, February 1997. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: With the GATT agreement and the rise of the unified market, the ISO 9000 series became a tool for marketing and competitive advantages on both the domestic and international levels.

1996 Publications

Bank Rankings, American Chamber of Commerce in Egypt, Business Studies Series, December 1996. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: Banks are ranked according to their assets, deposits, loans, profits, shareholders' equity, number of offices and number of employees.

A Comparative Study of Egypt, Jordan, Syria, Lebanon, Palestine & Israel, American Chamber of Commerce in Egypt, Business Studies Series, October 1996. Price: Members: LE 10, Non-Member: LE 15, Int'l Price: \$30, Students: LE 10. Note: An expert study providing an overview of the economies and business climates of six Middle Eastern countries.

Source of Credit and Services for Medium and Large Enterprises in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, August 1996. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The document aims at providing medium- and large-scale entrepreneurs with a compendium of the different credit and service programs currently operating in Egypt.

The Egyptian Labor Force, American Chamber of Commerce in Egypt, Business Studies Series, April 1996. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: This document reviews recent trends in Egyptian labor practices and their implications for the operation of the labor market.

African Markets & Egyptian Exports, American Chamber of Commerce in Egypt, Business Studies Series, April 1996. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report studies the potential of increasing Egyptian exports to sub-Saharan African markets.

Solid Waste Management & Recycling in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, February 1996. Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: This report examines Egypt's public and private sector solid waste management systems, with a focus on recycling operations.

1995 Publications

New Communities, American Chamber of Commerce in Egypt, Business Studies Series, August 1995, Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report studies the need for new communities in Egypt, the present situation, three generations of new cities, and laws and regulations affecting new communities.

Egyptian Orange Exports, American Chamber of Commerce in Egypt, Business Studies Series, July 1995, Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report sheds light on one of the main issues on the government's agenda, export promotion, by analyzing some international markets for oranges.

Credit Sources for Egyptian SMEs (English/Arabic), American Chamber of Commerce in Egypt, Business Studies Series, May 1995, Price Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The document provides the small entrepreneur with a compendium of the different credit programs currently operating in Egypt.

Freight Land Transportation in Egypt, American Chamber of Commerce in Egypt, Business Studies Series, January 1995, Price: Members: LE 10, Non-Members: LE 15, Int'l Price: \$30, Students: LE 10. Note: The report focuses on land transportation in Egypt, new investment opportunities in this field and prospects for the development of land transport within the framework of growing regional cooperation.

ANNEX VI: TENDERS ALERT SERVICES

1. AmCham has contracted information content provider (ICP) “ECCC - Market Service” to disseminate on-line information about tenders, projects and news in Egypt. Additional contributors include “Al Sharq”, “Al Awsat”, “Al Hayat”, “Al Alam” and “Al Youm”; i.e., daily and weekly local media.
2. AmCham’s Tenders Alert Service (TAS) provides advanced search on-line centralized access to thousands of tenders and projects offering a variety of business opportunities to free and subscription based users.
3. The tenders database is continuously updated by third party business information consolidators/providers and local newspapers.
4. The advanced search capability facilitates tender selection, sort and desegregation by business sector, sub-sector, time frame and/or tender value.
5. Subscription and non-subscription based users have 24/7 access to current and historical tender archives. Extent of access varies according to subscription status.
6. Subscription based users are afforded access to tenders listed in restricted business sectors.
7. Briefs on projects in pre-tendering phase are listed on an “as available” basis.
8. Status of tenders lists project awards including contract value, completion time and funding mechanism where applicable.
9. Relevant information regarding loans, grants and/or repayment conditions are made available on an “as available” basis.
10. Miscellaneous economic and market news and market assessments, published statements on company performance and information about privatization and investment projects are made available on an “as available” basis.
11. Total tenders published on the AmCham TAS Web site from November 2000 to July 2004 are 46,248.
12. Refer to the table below for a listing of tenders disaggregated by main sector:

Main Sectors	Total Tenders
Agriculture and Food	2,278
Automotive and Construction Equipment	6,006
Construction Projects	7,946
Consultancy	337
Electromechanical Works	2,648
Energy	2,038
Environment Related Works	539
Industry	11,386
Information Technology and Telecommunications	3,639
Management and Operation	28
Medical: Pharmaceuticals and Laboratory	4,413
Mining	125
Petroleum: Oil, Gas and Petrochemicals	175
Transport	37
Water and Waste: Water Equipment and Works	4,653
Total	46,248

13. *Business Matchmaking* - a free Web site bulletin board service that allows users to browse and submit business opportunities and to search for trade partners and investors.
14. Video conferencing facilities: - provides to members and to the general public on a fee-for-service basis the use of facilities within AmCham Egypt's headquarters.

ANNEX VII: POLICY MATRIX

CRITICAL ISSUES FACING THE EGYPTIAN ECONOMY

***Presented by
The American Chamber of Commerce in Egypt***

CONTENTS OF REPORT

- A. LIQUIDITY SQUEEZE ISSUE**
- B. PRIVATIZATION & FOREIGN DIRECT INVESTMENT**
- C. LAWS AND REGULATORY ISSUES**
- D. RESTRUCTURING OF FINANCIAL SECTOR & FOREIGN EXCHANGE REGIME**
- E. EXPORTS**
- F. SECTOR INTERESTS**

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
A. SETTLEMENT OF GOVERNMENT DEBT (which the government has already began implementing)			
<ul style="list-style-type: none"> It is recommended that the government give priority to the repayment of its arrears especially to the contracting sector, which would help inject cash into the market. A time frame and accurate schedule must be set by the government to meet its debts from generating funds and not by taking up other new debts to repay existing ones. Furthermore, no contracts should be signed with any contracting entity unless the government is sure that it would be able to finance the project and cash flow projections. Furthermore, all governmental entities should not exceed their expenditure budgets prior to obtaining proper approval from the Council of Ministers to give the government a lead-time to secure the required financing. Allowing the budget deficit to rise within reasonable limits that would not lead to inflation. If the deficit is well managed, inflation shall be curbed, hence leading to economic growth. Furthermore solving the liquidity squeeze problem without reviewing the current exchange rate would lead to pressures on the Egyptian Pound and also would cause another shortage in the availability of foreign currency. Hence it is crucial to review the current exchange rate and inflation rate and to set a sound policy for exchange rates based on demand and supply. 	Ministry of Finance NIB	Till July 2000	
	Ministry of Finance	Immediately	
	Ministry of Finance	Immediately	
	Central Bank of Egypt	Till December 31 st , 2000	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> The government and public-sector entities prioritize the purchase of locally produced goods, provided that payment is available, hence creating a demand for local products, provided that it meets international standards and competitive pricing and delivery 	All Ministries	Immediately	
<ul style="list-style-type: none"> Completion of existing projects in progress rather than starting new projects. Current projects should be reviewed and a timely schedule should be met for their completion, based on their viability and priority and availability of sources of funds 	Ministry of Planning	Within 3 years	
<ul style="list-style-type: none"> Acceleration of the privatization process, with special emphasis on the sale to strategic investors. This would inject foreign currency into the economy, and also confirm the government's intention for privatization. Consequently this will lead to a stronger investor confidence in the Egyptian economy, and increasing activity in the stock market 	Ministry of Public Enterprise Ministry of Economy	Immediately, with special emphasis over the next 6 months	
<ul style="list-style-type: none"> The government should encourage local financial institutions to invest in the equities market, and specifically the pension and insurance funds, and to attract local firms to invest in the stock market by accelerating the implementation of the capital gains tax law which has been approved but not yet implemented. 	Ministry of Economy	6 Months	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
B. EXPEDITING THE RATIFICATION OF INVESTMENT AND ECONOMIC LEGISLATION, SPECIFICALLY IN THE FOLLOWING DOMAINS:			
<ul style="list-style-type: none"> Amending the leasing law (tax) and introducing it to the business community in a way that positively affects the market, specially the automotive, equipment and machinery industries that currently suffer from recession. 	Ministry of Economy Ministry of Justice	3 months	
<ul style="list-style-type: none"> Passing the draft mortgage law for the real estate industry which should boost demand in the real estate industry and dependent industries amongst which are the steel, cement, building materials and paints industries 	Ministry of Economy Egyptian Parliament	6-12 months	
<ul style="list-style-type: none"> Passing the new capital markets law, with the expected amendments, which is in line with international capital markets 	Ministry of Economy Egyptian Parliament	6 months	
C. TO IMPROVE THE INVESTMENT ENVIRONMENT IN THE EGYPTIAN MARKET VIA THE FOLLOWING:			
<ul style="list-style-type: none"> To improve the retail business in Egypt by reducing the service tariffs on utilities and by reducing tax rates in order to increase personal income and accordingly purchasing power 	Ministry of Finance	On-going process to end of 2001	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> To enhance the credibility of commercial papers to be used as credit tools for banks and to approve the cheque law 	Ministry of Justice	3 months	
B. TO AMEND THE TAX LAW BY IMPLEMENTING THE FOLLOWING:			
<ul style="list-style-type: none"> To review corporate income tax for both industrial and trading companies in order to encourage the payment of all due taxes, which would also help the prevention of tax evasions. To expedite the settlement of all tax disputes, as opposed to the prolonged procedure awaiting court rulings. To review the sales tax applied on imported raw materials, intermediary goods, and capital goods, which negatively affects the cost of production and further burdens cash flow and hinders the competition of locally produced goods. Finally to review the second and third tranche of the sales tax before implementation. 	Ministry of Finance	6 months ending December 31", 2000	
	Ministry of Finance Ministry of Justice	6 months	
	Ministry of Finance	6 months	
E. CREDIT & BANKING POLICIES			
<ul style="list-style-type: none"> The government must implement free market policies in the foreign exchange market when most appropriate Debt restructuring for private sector companies who are facing problems due to the current recession and liquidity squeeze in the market. Additionally, to allow for a correction of the status quo by synchronizing the loan tenors (obligation of payments) with the business cycles-applicable to viable projects 	Central Bank of Egypt	Prompt action required	
	Central Bank of Egypt	Immediately	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Increasing lending power to banks which would ease the liquidity squeeze in the market via the following: 	Central Bank of Egypt	Immediately	
<ol style="list-style-type: none"> 1. To reduce CBE reserve requirement on deposits to increase loanable funds and create liquidity. A reduction from 15% to 12 % would create a liquidity of around LE7 billion into the market. 	Central Bank of Egypt	3 months	
<ol style="list-style-type: none"> 2. To review the 100% cash cover for imports' letter of credit, as this didn't serve the purpose required, on the contrary, it has created more pressure on both local and foreign currencies. 			
<ol style="list-style-type: none"> 3. To encourage banks to go into retail banking which will enhance consumption on the individual level and accordingly improve stability of goods. 	Association of Egyptian Banks Central Bank of Egypt	3 months	
<ol style="list-style-type: none"> 4. Social Insurance funds should be more involved in the securities market and to obtain and the required talent and expertise to manage this portfolio. 	Ministry of Social Affairs Ministry of Economy EISA	6 months	
<ol style="list-style-type: none"> 5. Promote private retirement pension funds and enhance their participation 		3 months	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
F. Private sector functions in the correction of the liquidity squeeze			
1. To promote export-oriented businesses To maintain good communication between the business community and the government to provide transparency as well as a forum for discussing and adopting solutions to the current economic problems.	Business Community Business Oriented Organizations	On-going process	
<ul style="list-style-type: none"> The solution to the liquidity squeeze is not only the sole responsibility of the government but that the private sector plays a crucial role in solving the situation by the following: <ol style="list-style-type: none"> Private companies to reduce their sales prices, which would boost consumption, without hindering the quality of the products. To encourage credit sales for all consumable goods for both public and private sectors in order to improve consumption. 	The Media Business Community Central Bank of Egypt	On- going process Immediately	
G. MONETARY POLICY			
<ul style="list-style-type: none"> Develop a liquid market for debt instruments across the full range of tenors Establish a liquid government bond market in which the majority of the participants are not public sector entities. This will lead to the development of a meaningful yield curve to enable the emergence of a transparent capital market in which debt and equity can be clearly priced. This in turn will facilitate the development of a liquid corporate bond market. 	Ministry of Economy Ministry of Finance Central Bank of Egypt	On-going Process to be completed within 6 mn. Immediately	

I. LIQUIDITY SQUEEZE

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Develop open market instruments to implement monetary policy to replace the administrative strategies generally used to date. This will be both possible and effective with a liquid-transparent debt market. • Develop a stable mortgage market to provide liquidity to a key economic sector, common housing • Facilitate the use of asset-backed securities by business and banks, thereby greatly enhancing their internally generated liquidity 	Central Bank of Egypt	Immediately	
	Ministry of Economy Central Bank of Egypt	Immediately	
	Ministry of Economy CMA	1 year	

**II. PRIVATIZATION &
FOREIGN DIRECT INVESTMENT**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
A. PRIVATIZATION PROCESS			
<ul style="list-style-type: none"> • Accelerating the privatization process, specifically those mentioned below shall help attract a substantial amount of FDI, with priority forwarded to the: <ol style="list-style-type: none"> 1. Public sector banks/ Joint Venture Banks 2. Insurance companies 3. Telecommunications sector 4. Electricity distribution. 	Ministry of Public Enterprises Ministry of Economy All relevant ministries	On-going process to be completed within 3 years	
B. INVESTMENT ENVIORNMENT			
<ul style="list-style-type: none"> • The government should enforce copyrights and patent laws in order to give trust to the foreign investments especially the American ones. It is to be noted that Egypt has been placed on the Priority Watch List during the last two years for not abiding by the TRIPS agreement. Furthermore, it has been granted a grace period for implementation till 2005. • Implementation of custom duties on CKDs for automotive assembly that do not comply with the TRIMS agreement which should be enforced by January 2001. 	Ministry of Justice Ministry of Finance Ministry of Economy Ministry of Finance	On-going process to be completed within 3 years On-going process to be completed by Jan 2001.	

**II. PRIVATIZATION &
FOREIGN DIRECT INVESTMENT**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Lack of anti trust and competition laws. According to American investors most economic sectors in Egypt are oligopolized by few public and private sector entities which should be regulated and gradually eliminated, prior that proper training should be provided for the implementing body to reach a high level of skill, comparable to the task at hand • Legislative procedures are prolonged for the finalization between investors and the investment authorities. Assigning to specialized courts the disputes pertaining to investors' issues. 	Ministry of Economy	1 year	
	Ministry of Justice	6 months	
<p><u>C. MEASURES TO PROMOTE FDI</u></p> <ul style="list-style-type: none"> • Review of the medium and short-term mechanisms of the Foreign Exchange regime to restore the stability to the market place and confidence to investors, a key factor in promoting FDI. • Adopting monetary and fiscal policies to ensure the availability of foreign currency to allow repatriation of the investors' capital 	Central Bank of Egypt	An on-going process that should start immediately	

**II. PRIVATIZATION &
FOREIGN DIRECT INVESTMENT**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Transparency and disclosure of macro and micro economic information are key drivers behind promoting FDI • Reduce bureaucracy and insure transparency of all decisions that affect the business environment. Follow the path of similar countries that have been successful in attracting FDI, such as the UAE and specifically Dubai • Conducting an international road show specifically pertaining to the precedented success stories of FDI in Egypt • Holding regular road shows to major capitals and targeting foreign investment banks and funds, to market various industries in Egypt, consequently increasing FDI • Expediting the process of privatization to strategic investors shall enhance investors' confidence in the Egyptian market and capitalize on the potential participation in the economic progress of the country. • Identifying certain industries that would best attract FDI and privatize to strategic investor. 	<p>Private Sector (Business Associations) Ministry of Economy All relevant Ministries</p> <p>Ministry of Economy</p> <p>All relevant ministries</p> <p>Ministry of Public Enterprise Ministry of Economy All relevant ministries</p>	<p>Immediately, to be finalized in 3 years</p> <p>6 months</p> <p>Immediate Finalize Privatization Process in 3 years</p> <p>6 months</p>	

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III. LAWS AND REGULATORY ISSUES

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
A. BUSINESS REGULATIONS			
<ul style="list-style-type: none"> • Streamline the regulations, creating a "one-stop-shop" authority for establishing businesses in Egypt • Clearly document the procedures for establishing operations in Egypt • Train the regulatory bodies to liaise with the investors. They should understand that their function is to facilitate and not obstruct the entire process 	Ministry of Economy	On-going process to be completed within 1 year	
	Ministry of Justice		
	Ministry of Economy All relevant Ministries		
B. JUDICIARY SYSTEM			
<ul style="list-style-type: none"> • Establish specialized courts to handle the cases of business disputes. • Creating a database containing the identities of those with a bad track record for defaulting on payments of cheques. Such a database should be generally available for the business community as well as the financial sector, as an essential tool in determining credit worthiness of each entity 	Ministry of Justice Council of Ministers	Prompt action required To be completed within one year	
	Bankers Association		

III. LAWS AND REGULATORY ISSUES

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p><u>C. INTELLECTUAL PROPRIETY RIGHTS</u></p> <ul style="list-style-type: none"> Adopt and enforce all the necessary international copyright and patent protection laws to ensure intellectual property rights are respected in Egypt 	Ministry of Justice	Within 3 years	
<p><u>D. TAX LAWS</u></p> <p><i>Corporate Tax Laws</i></p> <ul style="list-style-type: none"> Reduce the corporate tax rate between 20%-25% while also implementing punitive sanctions for companies that attempt tax evasion Eliminate the numerous tax holidays offered under investment law by providing other incentives such as tax credit for capital expenditures, export-oriented business, ... etc Provide for companies a clearly defined procedure for calculating their exact tax liability Restore trust between tax authority and taxpayers by keeping proper track records of corporations Improve the salary structure of the tax collection employees Upgrade the level of employees by providing the appropriate training and upgrading they need. <p><i>Income Tax</i></p> <ul style="list-style-type: none"> Income tax rates must be reduced and allowances to be raised to accommodate changes to make them inline with cost of living. 	Ministry of Finance	Within 2 years	

**III. LAWS AND
REGULATORY ISSUES**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p><i>Sales Tax</i></p> <ul style="list-style-type: none"> • Remove sales tax on capital goods, intermediary goods and raw materials 			
<p><i>Commercial Fraud Cases</i></p> <p>Enable the early involvement of manufacturers in case of violation.</p>	Ministry of Supply		
<p><i>Tender Law #9</i></p> <ul style="list-style-type: none"> • Setting time limits for: <ol style="list-style-type: none"> 1 Inspection, setting of hand-over committees and the drafting of the report indicating acceptance or otherwise. 2 Payment of outstanding accounts due to supplier or contractor 3 Return the letters of credit/ guarantees • Enforce the rights of the supplier or the contractor in case the government authority exceeds the time limits of the contract. These include: <ol style="list-style-type: none"> 1 Extending the execution period without imposing penalties when that delay is due to government delay in payment. 2 Let interest be due on delay payments. <p>Establish the right to resort to an independent technical arbitrator to resolve conflicts</p>	Relevant Ministries in Government		

**III. LAWS AND
REGULATORY ISSUES**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p><i>Withholding Tax</i></p> <ul style="list-style-type: none"> • The 32 percent withholding tax levied on interest paid to foreign banks is a deterrent to foreign direct investment and should be revised to be related to the maturity of the financial transaction <ol style="list-style-type: none"> 1. The tax discourages borrowing from foreign banks as a source for foreign investment. 2. Where a foreign lender provides a loan to Egypt, they will insist that interest payments be grossed up for any withholding tax deducted under local law. This increases the cost of the loan and therefore the project and adversely effects the overall feasibility and economics for the project-making other jurisdictions more attractive. 3. When potential foreign investors are investigating whether to invest in Egypt, the tax is an initial psychological barrier and the overall cost to Egypt in terms of effect on direct foreign investment probably considerably outweighs the minimal revenue earned from the tax. 	Ministry of Finance	Up to 1 year	
<p><i>Stamp Duties</i></p> <ul style="list-style-type: none"> • Reduce the stamp duty on advertising to a maximum of 15% • Eliminate the stamp duty on Government payments to the Government • Impose a sales tax on entities that pollute the environment (environment tax) 	Ministry of Finance	Within 2 years	

**III. LAWS AND
REGULATORY ISSUES**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p><i>Regional Trade Agreements</i></p> <ul style="list-style-type: none"> • It is imperative that the Egyptian Government continue to help the proper implementation of regional trade agreements • Increase the involvement of the business community in developing regional trade agreements 	<p>Ministry of Economy Ministry of Foreign Affairs</p>	<p>Immediately</p>	
<p><i>Customs Duty</i> <i>Overpricing Of Invoices When Calculating Customs Duty</i></p> <ul style="list-style-type: none"> • Approving the authenticated invoice price lists presented by the importer when calculating customs charges as required under the WTO, while implementing random checks to validate such invoices • The validation can be achieved by directly contacting the foreign exporter to authenticate the invoice. • In the case of fraud a severe fine, punitive damages and possible jail sentence should be imposed to deter any false invoicing. 	<p>Ministry of Finance Ministry of Economy</p>	<p>Within 1 year</p>	
<p><i>High Customs Duty</i></p> <ul style="list-style-type: none"> • Continue the efforts to reduce imports tariffs to at least those required under the WTO. 	<p>Ministry of Finance</p>	<p>As per WTO recommendations</p>	
<p><i>Regulatory Authorities</i></p> <ul style="list-style-type: none"> • Focus regulations so that importers need to address only one authority in each case • Streamline the inspection measures and procedures so as to reduce delays in customs clearing. 	<p>Ministry of Economy Ministry of Finance</p>	<p>Immediately, 2 be finalized within 6 months</p>	

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III. LAWS AND REGULATORY ISSUES

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p><i>Customs Regulations</i></p> <ul style="list-style-type: none"> • Exempt imported intermediary goods from applying consumer-labeling requirements. 		Immediately	
<p><i>Samples And Replacement Imports</i></p> <ul style="list-style-type: none"> • Exempt from paying customs duty samples and replacement goods up to a specified percentage of the total value of imported goods • Preferential treatment to be given to transit trade that shows proof of re-export 	Ministry of Finance	Immediately	
<p><i>Customs Officials</i></p> <ul style="list-style-type: none"> • Implement a formal and accessible appeal process • Implement training programs for customs officials to improve their understanding of the regulations 	Ministry of Economy	An on-going process that should start immediately	

III. LAWS AND
REGULATORY ISSUES

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none">Enhance transparency by publishing clear and comprehensive tariff categories in order to remove subjectivity by customs official when identifying the appropriate tariff category	Relevant Ministries	ongoing	

**IV. RESTRUCTURING OF FIANNICAL SECTOR
& FOREIGN CURRENCY REGIME**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT	
<u>A. CREDIT MARKET</u>				
<ul style="list-style-type: none"> • Encourage and facilitate the consolidation of the many smaller banks through mergers and acquisitions • Encourage the adoption of balance sheet based corporate lending that adheres to global banking standards instead of name lending • Improve the salary structure of employees of the banking sector • Provide international courses for employees of the public banking sector to raise their skills to global standards, thus enabling the improvement of the quality of lending portfolios • Review and rationalize public sector banks manpower to produce an hierarchy that features proper staffing, as opposed to the current overstaffing, hence ensuring efficiency 	Ministry of Economy	On-going process		
			Immediately	
	Council of Ministries	Ongoing process		
			Ongoing process to be completed within 2 years	
<u>B. MERGERS OF BANKS</u>				
<ul style="list-style-type: none"> • Review of the current portfolio of each bank to determine the quality assets and take the necessary provisions to strengthen the financial standing of each bank to enable sound mergers 	Ministry of Economy Central Bank of Egypt	On-going process to be completed within 2 years		

**IV. RESTRUCTURING OF FIANNCIAL SECTOR
& FOREIGN CURRENCY REGIME**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Increase the required paid-in-capital for banks to a minimum of LE500 million to encourage mergers of small banks to create stronger financial entities that are capable of facing competitive market pressure 	<p>Central Bank of Egypt Ministry of Economy</p>	<p>Immediately</p>	
<p><u>C. INSURANCE SECTOR</u></p> <ul style="list-style-type: none"> • A competitive active industry is the key to raise long-term funds needed to match long-term investments • Proceeding with the privatization of the insurance industry, prior that a valuation reflecting the fair market value of each entity should be in place, to attract a strategic foreign investor to this sector • Opening the market to the entry of international insurance companies so as to facilitate the transfer of products and expertise and eliminate bureaucratic procedures: i.e. obtaining approval for the sale of very single product • Encouraging the wide option of private insurance and pension schemes, which will not only mobilize savings but will also, reduce the burden on the state social service system inevitable with a rising population 	<p>Ministry of Economy Egyptian Insurance Supervisory Agency</p>	<p>One year ending June 2001</p>	

**IV. RESTRUCTURING OF FIANNICAL SECTOR
& FOREIGN CURRENCY REGIME**

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> • Revise insurance industry regulations to ensure a more adequate allocation of investment funds distributed between investment grade debt and equity but not with a predominance of public sector issues as this would severely limit the productivity of the savings mobilized <p><u>D. FOREIGN EXCHANGE</u></p> <ul style="list-style-type: none"> • The government must ensure the regulation of the foreign exchange rates, by adopting a flexible forex regime to avoid the huge variance in rates offered by both banks and exchange bureaus • The market forces of supply and demand should be allowed to determine the real exchange rate • Develop and disclose a clear and transparent policy position with respect to the Egyptian pound place in the FX market, hence, enhancing investor confidence and promoting exports 	Central Bank of Egypt	Prompt action required	

V. EXPORTS

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p>MEASURES TO PROMOTE EXPORTS</p> <ul style="list-style-type: none"> • Develop a national plan to place exports at the most important challenge facing the Egyptian economy. Every entity should support exports and people should look outwardly • To ensure appropriate sources for materials, intermediate goods and components for the production process, in terms of quality and pricing to produce an internationally competitive product. • Training for all different intervals of the business cycle are strongly recommended to produce a more efficient and skilled management, specifically in the domains of quality control, environmental control, productivity and marketing. • The problem pertaining to the pricing of products has to be addressed in correlation with international market conditions 	<p>All governmental and non-governmental organizations in each of their specialized domains. With Ministry of Economy as coordinator and the Ministry of Communications and Information Technology as the communicator of benefits of exports in the national plan</p>	<p>On-going concern to be completed within a maximum of 2 years</p>	

V. EXPORTS

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none"> An awareness campaign is required to familiarize the public with the extensive use of the internet, in terms of obtaining information on up-to-date promotional materials, brochures, company profiles, price lists and the inclusion of Egyptian products. Internet websites can also be used to market Egyptian goods, a fact most consumers are often unaware of. In addition, the absence of Egyptian products at fairs and trade exhibitions, use of display spaces and warehouses abroad and on the internet is a hindrance to international recognition of Egyptian goods. Cooperation is needed among the government, export promotion centers, fair authorities and the private sector. 			
<ul style="list-style-type: none"> The need for reducing air and sea freight charges on transportation is essential to promote the use of local transportation means as opposed to using competitors' services. The custom duties on intermediate, capital equipment and spare parts should be reduced Simplification of procedures regarding the temporary import and drawback, and customs clearances Ensuring the availability of up-to-date domestic data on Trade and Production Extending Export Guarantee programs to non-traditional markets Reducing the tariff barriers Providing finance means through specialized banks to promote exports Expand and upgrade storage facilities and cargo and shipping services Packaging quality must adhere to international standards 	<p>All governmental and non-governmental organizations in each of their specialized domains</p>	<p>On-going concern to be completed within a maximum of 2 years</p>	

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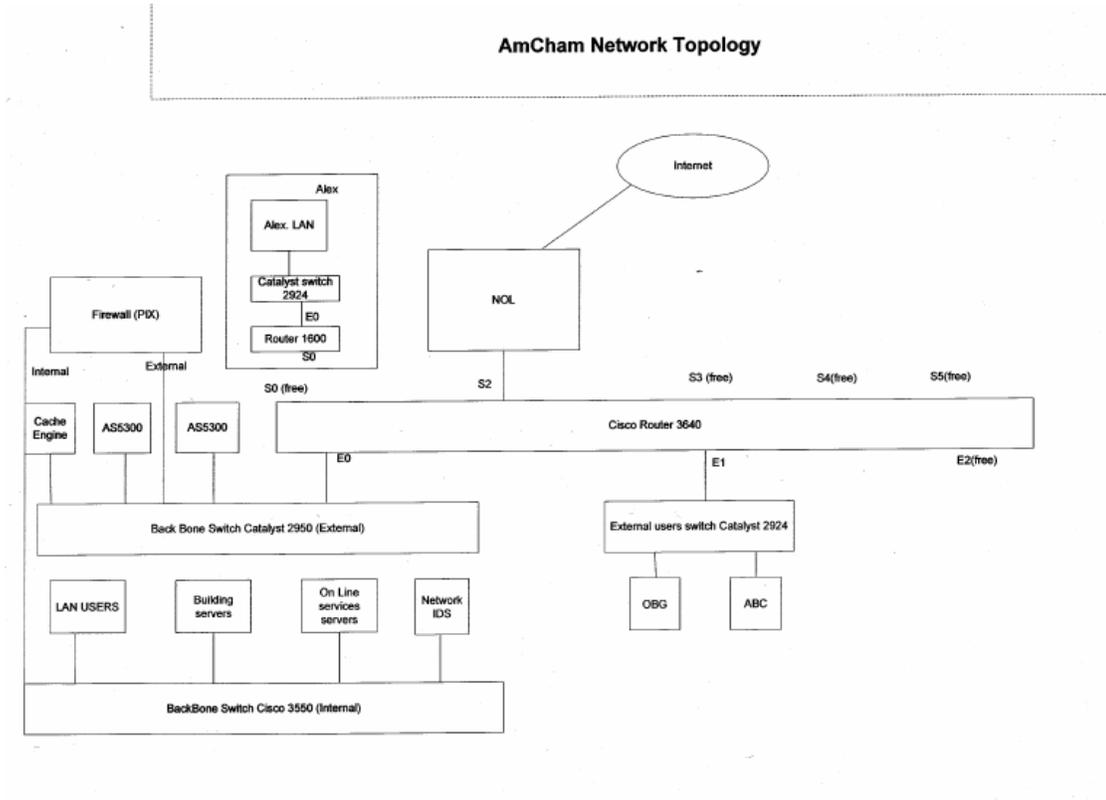
V. EXPORTS

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<ul style="list-style-type: none">• Encourage the establishment of specialized marketing, legal and liaison offices to protect and market Egyptian products on the international front			

VI. SECTOR INTERESTS

RECOMMENDATION	ENTITIES IN CHARGE	IMPLEMENT. TIME FRAME	HOW TO IMPLEMENT
<p>MARITIME</p> <ul style="list-style-type: none"> Privatization of ports and port services Streamlining of port procedures through redrafting legislation in the context of modern port systems Training Port Officials 	Ministry of Transportation	Within 1 year	
<p>AVIATION</p> <ul style="list-style-type: none"> Allow the operation of additional frequencies for international airlines Allow open competition in the provision of air freight services to and from Egypt 	Ministry of Transportation	Within 6 months	
<p>ELECTRICITY & POWER GENERATION</p> <ul style="list-style-type: none"> Reiterate the government's commitment to provide sector investment in BOOT power projects 	Ministry of Electricity	On-going progress	
<p>AUTOMOTIVE & COMPONENT INDUSTRY</p> <ul style="list-style-type: none"> Implement the recommendation presented to the Council of Ministers by the Association of Automobile Manufacturers and the Association of component industry Implementation of custom duties on CKDs for automotive assembly that do not comply with the TRIMS agreement, to be enforced by January 2001 	Council of Ministers	Within 2 years	

ANNEX VIII: LOCAL AREA NETWORK TOPOLOGY



ANNEX X: CAREER DEVELOPMENT CENTER

Findings:

1. The Career Development Center

- In 1991, the Career Development Center (CDC) began offering vocational and on-going professional training through workshops.
- Workshops are open to all interested individuals including AmCham members and non-members. Fees vary according to member or non-member status.
- Effective November 2004, the CDC offers a total of 159 workshops Refer to below table for a list of workshops offered.

Career Development Center Workshops
November 2004

Secretarial Workshops	8
Business Etiquette & Protocol Workshops	5
Sales & Marketing Workshops	24
Information Technology Workshops	23
Management Workshops	61
Human Resources Workshops	38
Total	159

- 425 people attended CDC workshops in 2003.
- In 1994, the CDC expanded its vocational and on-going professional workshop program to include Continuing Professional Education Certificates (CPEC). CPEC certificates include: a) Certified Internal Auditor (CIA), b) Certified Bank Auditor (CBA), c) Certified Management Accountant (CMA) and d) Certified Financial Manager (CFM).
- The "Certified Internal Auditor" (CIA) course of study was introduced into the CDC curriculum through the Institute of Internal Auditors in 1996.
- The curriculum of the "Certified Bank Auditor" (CBA) program was introduced in 1997.
- The curriculum of the "Certified Information System Auditor" (CISA) program was introduced in 1999.
- Preparatory courses for all certificates are conducted at the AmCham premises in Cairo.

- The CDC is the sole authorized examination site in Egypt for the Certified Internal Auditor (CIA) and Certified Bank Auditor (CBA) certificates.
- In 2001, the Chamber added Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR) exams, accredited through the Society for Human Resources Management, to its curriculum of study.
- The CDC offers examinations for the Certified Treasury Professional (CTP) certification developed by AFP to establish professional standards in the field of cash/treasury management.
- The CDC offers a total of eight (8) certification courses/examinations for which 275 certificates were granted in 2003.
- CDC offers thirteen (13) four-hour computer courses at both the basic and advanced levels of instruction. Courses include:
 - MS Word 2000 (Basic and Advanced Levels)
 - MS Excel 2000 (Basic and Advanced Levels)
 - Web Page Design Using XHTML & CSS
 - MS Using Internet
 - MS Outlook 2000 (Basic Level)
 - Adobe Photoshop (Basic and Advanced Levels)
 - MS Access 2000 (Basic Level)
 - MS PowerPoint 2000 (Basic and Advanced Levels)
 - XML Programming
 - Web Page Design using Dream Weaver MX
 - Designing Web Animation Using Flash MX
 - Using Microsoft Project 2003
 - Web Graphics using Adobe Photoshop

ANNEX XI: CAREER DEVELOPMENT CENTER WORKSHOPS

Career Development Center Workshops (159)

November 2004

Secretarial Workshops (8)

Business Letter Writing Workshop - Code no: S - 1
Office Manager & Executive Secretaries Workshop - Code no: S - 2
Advanced Professional Secretaries Workshop - Code no: S - 3
Professional Secretaries Workshop - Code no: S - 4
Forms the Get the Gob Done Workshop - Code no: S - 5
Powerful Telephone Skills Workshop - Code no: S - 6
Writing Professional Proposals - Code no: S - 7
Executive Secretary to Office Manager - Code no: S - 8

Business Etiquette & Protocol Workshops (5)

Business Etiquette in Brief Workshop - Code no: E - 1
Business Etiquette of Customer Interaction Workshop - Code no: E- 4
Business Etiquette of Professional Secretaries Workshop - Code no: E - 5
The Art of Business Conversation-Via Telephone Workshop - Code no: E- 6
Business Etiquette in the Art of Giving Good Service Workshop - Code no: E - 7

Sales & Marketing Workshops (24)

Customer Satisfaction Workshop - Code no: M&S - 1
Introduction and Fundamentals of Advertising Workshop - Code no: M&S - 2
Creating a Marketing Plan Workshop - Code no: M&S - 3
Developing Marketing Strategy Workshop - Code no: M&S - 4
Sales & Customer Acquisition & Retention Via Telephone Workshop - Code no: M&S - 5
Customer Retention & Satisfaction Workshop - Code no: M&S - 5/1
Marketing for Non-Marketing Managers Workshop - Code no: M&S - 6
Sales Management Workshop - Code no: M&S - 7
Advertising that Sells!" Workshop - Code no: M&S - 8
Strategic Marketing Workshop - Code no: M&S - 9
The Complete Guide to Marketing and Sales Management Workshop - Code no: M&S - 10
Internal Customer Service Workshop - Code no: M&S - 11
Winning Customer Loyalty Workshop - Code no: M&S - 12
Effective Sales Techniques Workshop - Code no: M&S - 13
Advanced Selling Skills Workshop - Code no: M&S - 14

Millennium Marketing: New Breakthrough Marketing Tools & Ideas Workshop - Code no: M&S - 15
Successful Marketing in Tough Times Workshop - Code no: M&S - 16
Effective Customer Care & Services Workshop - Code no: M&S - 17
Handling Customer Complaints Workshop - Code no: M&S - 18
Successful Sales Management Workshop - Code no: M&S - 19
Mastering Marketing Workshop - Code no: M&S - 20
Guide to Customer Service Workshop- Code no: M&S - 21
The Power of Customer Service Workshop - Code no: M&S - 22
Strategic Selling Workshop - Code No. M&S-23

Information Technology Workshops (23)

E-Commerce Strategy Workshop - Code no: IT- 1
E-Commerce Fundamentals Workshop - Code no: IT- 2
E-Business Fundamentals Workshop - Code no: IT- 3
E-Commerce Solutions Workshop - Code no: IT - 4
Principles of information security Workshop - Code no: IT - 5
E-Business Technology Workshop - Code no: IT - 6
Enterprise Resource Planning for IT Professionals Workshop - Code no: IT - 7
Enterprise Knowledge Management for IT Professionals Workshop - Code no: IT - 8
HTML Authoring Course - Code no: IT - 9
Web page Design using Macromedia DreamWeaver MX Workshop - Code no: IT-- 10
Web page Design using XHTML and CSS Workshop - Code no: IT - 11
Designing Web Animation Using Macromedia Flash MX Workshop - Code no: IT- 12
Web Graphics USING Adobe Photoshop Workshop - Code no: IT - 13
Management Skills for IT Professionals Workshop - Code no: IT - 14
Project Management for IT Professionals Workshop - Code no: IT - 15
Using Microsoft Project 2003 Workshop - Code no: IT - 16
Electronic Marketing Workshop - Code no: IT - 17
Email Marketing Workshop - Code no: IT - 18
Electronic Customers Relationship Marketing Workshop - Code no: IT - 19
Management of Information Systems Workshop - Code no: IT - 20
The Knowledge Manager Workshop - Code no: IT - 21
XML Programming Workshop - Code no: IT - 22
C# Programming Workshop - Code no: IT- 23

Management Workshops (61)

Using Non-Financial Measures in Performance Evaluation Workshop - Code no: M - 1
Negotiation Skills Workshop - Code no: M - 2
Negotiation Skills Workshop - Code no: M - 2/1
Interactive Skills Workshop - Code no: M - 3
Presentation Skills Workshop - Code no: M - 4
Powerful Presentations - Code no: M - 4/1
Communication Skills Workshop - Code no: M - 5
Introduction and Fundamentals of Public Relation Workshop - Code no: M - 6
Basic Management Skills Workshop - Code no: M - 7

Advanced Management Skills Workshop - Code no: M - 8
How to Get Results With Publicity Workshop - Code no: M - 9
How to Improve your Negotiation Skills Workshop - Code no: M - 10
Time Management Workshop - Code no: M - 11
Time Management & Life Control Workshop - Code no: M - 11/1
Stress Management Workshop - Code no: M - 12
How to work under stress Workshop - Code no: M - 12/1
Total Quality Management Workshop - Code no: M - 13
Time, Stress & Conflict Management Workshop - Code no: M - 14
Measuring & Managing Capacity Workshop - Code no: M - 15
Train the Trainer Workshop - Code no: M - 16
Interactive Trainer (Train the Trainer) Workshop - Code no: M - 16/1
How to be an Effective Speaker Workshop - Code no: M - 17
Six Sigma Workshops - Code no: M - 18
Managers & Difficulties Workshop - Code no: M - 19
Team Building & Leadership Workshop - Code no: M-20
Decision Making & Problem Solving Workshop - Code no: M- 21
Delegation without Loosing Control Workshop - Code no: M - 22
Technical Report Writing Workshop - Code no: M - 23
How to be Creative on the Job Workshop - Code no: M - 24
Quality Improvement Process Workshop - Code no: M - 25
Project Management Workshop - Code no: M - 26
Making the most of your Meetings Workshop - Code no: M - 27
Problem Solving Process Workshop - Code no: M - 28
Balanced Score Card: A Breakthrough & Revolution in Leadership Strategy Workshop - Code no: M-29
Knowledge Management Workshop - Code no: M - 30
Total Quality Leadership Workshop - Code no: M - 31
Change Management Workshop - Code no: M - 32
Executive Communication Program Workshop - Code no: M - 33
Process Improvement Workshop - Code no: M - 34
Teamwork Workshop - Code no: M - 35
What Every Executive Should Know Workshop - Code no: M - 36
Forging Ahead in Business Workshop - Code no: M - 37
Developing your Managing Skills Workshop - Code no: M - 38
Risk Management on Projects Workshop - Code no: M - 39
Building Healthy Relationship with your Boss Workshop - Code no: M - 40
Performance Management Program Workshop - Code no: M - 41
Leadership in a Peek (Leadership Development) Workshop - Code no: M - 42
Leadership Skills Workshop - Code no: M - 42/1
Leadership Through Quality Workshop - Code no: M - 42/2
Managers & Management Workshop - Code no: M - 43
Planning & Decision-Making Tools & Techniques Workshop - Code no: M - 44
Managing Organizational Changes Workshop - Code no: M - 45
Creative Thinking Workshop - Code no: M - 46
Training Needs Analysis Tools & Techniques Workshop - Code no: M - 47
Coaching Skills Workshop - Code no: M - 48
Creative Problem Solving Workshop - Code no: M - 49
Working in Teams Workshop - Code no: M - 50

What Project Portfolio Management Workshop - Code no: M - 51
Conflict Resolution Workshop - Code no: M - 52
Managing Tasks Through People - Code no: M - 53
Communication Techniques for Today's Manager Workshop - Code no: M - 54

Human Resources Workshops (38)

An Overview of HR Function for HR Professionals Workshop - Code no: HR - 2
Job Evaluation & Pay Scale Workshop - Code no: HR - 3
Fundamentals of Human Resources Workshop - Code no: HR- 4
Performance Appraisal Workshop - Code no: HR - 5
Hiring the Best Workshop - Code no: HR-6
Compensation Workshop - Code no: HR - 7
Executive Guide to Employee Testing & Evaluation Workshop - Code no: HR-8
Strategic Human Resource Management Workshop - Code no: HR - 9
Interviewing Skills Workshop - Code no: HR - 10
Finance, Accounting, Auditing & Management Reporting Workshops
Financial Planning Workshop - Code no: F/A - 2
Financial Reporting and Statement Presentation Workshop - Code no: F/A - 3
Finance Essentials for Marketing and Communication People Workshop - Code no: F/A - 4
Financial Essential for Non-Financial Professionals Workshop - Code no: F/A - 5
Modern Financial Analysis Workshop - Code no: F/A - 6
Financial Ratio Analysis Workshop - Code no: F/A - 7
Financial Analysis Tools Workshop - Code no: F/A - 7/1
Finance for Non - Financial Managers Workshop - Code no: F/A - 8
Cost Accounting Workshop - Code no: F/A - 9
Analysis & Interpretation of Financial Statement Workshop - Code no: F/A - 10
How to Detect and Prevent Financial Statements Fraud Workshop - Code no: F/A - 11
Treasury Cash Management Workshop - Code no: F/A - 12
Successful Cost Reduction Techniques Workshop - Code no: F/A - 13
Planning Budget & Cash Budget Workshop - Code no: F/A - 14
General Accounting and Code of Ethics Workshop - Code no: F/A - 15
Cost Accounting for Non-Accountants Workshop - Code no: F/A - 17
How to Price your Product Workshop - Code no: F/A - 18
EVA (Economic Value Added) Workshop - Code no: F/A - 19
Introduction to Management Accounting Workshop - Code no: F/A-20
Principles of Accounting Workshop - Code no: F/A - 21
Principles of Financial Management Workshop - Code no: F/A - 22
Corporate Finance Workshop - Code no: F/A - 23
International Corporate Finance Workshop - Code no: F/A - 24
Corporate Valuation Workshop - Code no: F/A - 25
Advanced Corporate Finance Workshop - Code no: F/A - 26
Capital Budgeting and Long-Term Financing Decisions Workshop - Code no: F/A - 27
Interviewing Dynamics for Internal Auditors Workshop - Code no: F/A - 30
Internal Audit Tools & Techniques Workshop - Code no: F/A - 31

ANNEX XII: BUSINESS INFORMATION CENTER E-LEARNING



المؤسسة العربية للتكنولوجيا التعليم عن بُعد

End User Courses:

- Desktop Computing

Access 2000 MOS
Access 2002
Computer Basics
Computing Concepts
Crystal Reports 8
European Computer Driving License
Excel 2000 MOS
Excel 2000 MOS Expert
Excel 2002
Exchange
GroupWise 5.5
International Computer Driving License
Internet/Internet Explorer
Internet/Netscape
Lotus Notes 4.6
Lotus Notes R5
Networking for End Users
Office 2000
Office 97
Office XP Upgrade
Outlook 2002
Outlook 98
Paint Shop Pro 5
PowerPoint 2000 MOS
PowerPoint 2002
Project 2000 MOS
Project 98
SAP R/3 Release 4.6
Windows
Windows 98 Tips
Windows XP Upgrade
Word 2000 MOS
Word 2000 MOS Expert
Word 2002

- Home and Small Business

Budgeting and Saving
Estate Planning
Home Business
Interview Skills
Investing Fundamentals
Money 98
QuickBooks
Quicken 98



Resumes
Retirement Planning
SAT Preparation
Works

- Business Skills Development

Business Communication
Business Management
Customer Service
Grammar Skills
Motivation
Negotiating
Project Management
Sexual Harassment
Time Management

- Finance

Basics of Business Math
Budgeting and Saving
Computer Basics
Excel 2002
Internet/Internet Explorer
Investing Fundamentals
Money 98
Project 2000 MOS
Quicken 98
Windows XP Upgrade

- Human Resources

Business Communication
Business Management
Interview Skills
Motivation
Negotiating
Resumes
Time Management

- Sales

Business Communication
Business Management
Customer Service
Home Business
Motivation
Negotiating
Time Management



- Secretarial / Admin

Access 2002
Business Communication
Computer Basics
Excel 2002
Grammar Skills
Internet/Internet Explorer
Outlook 2002
Outlook 98
PowerPoint 2002
Project 2000 MOS
Time Management
Windows XP Upgrade
Word 2002

- Young Professionals

Access 2002
Business Communication
Computer Basics
Excel 2002
Grammar Skills
Internet/Internet Explorer
Interview Skills
Outlook 2002
PowerPoint 2002
Project 2000 MOS
Resumes
Time Management
Windows XP Upgrade
Word 2002

- Test Preps

Barron's SAT
Barron's TOEFL
Barron's GRE
Barron's GMAT

- Harvard ManageMentor

Assessing Performance
Capitalizing on Change
Coaching
Delegating
Finance Essentials
Focusing on Your Customer
Giving and Receiving Feedback
Hiring



مسة العربية للتكنولوجيا التنظيم عن بعد

Keeping Teams on Target
Leading a Team
Leading and Motivating
Making a Presentation
Managing Difficult Interactions
Managing for Creativity and Innovation
Managing upward
Managing Your Time
Negotiationg
Preparing a Business Plan
Project Management
Running a Meeting
Setting Goals
Solving Business Problems
Working with a Virtual Team
Writing for a Business

Professional Courses:

- Technical General

A+ 2001 Hardware & Operating System Certification
C in 21 Days
Cisco CCDA
Cisco CCNA
Client/Server
Data Warehousing
FOCUS
LANs
Linux LPIC 101
Network+
Networking for Technical Users
Notes 5 Programming
Novell 560 CNE
Novell 570 CNE Advanced Administration
Object-Oriented Analysis & Design
OOP Using C++
Oracle
Oracle8
Oracle9i Database Fundamentals 1Z1-031
PowerBuilder 5.0
PowerBuilder 6
RDBMS Fundamentals
RPG IV Programming
SAS
SAS 8



Sybase
UNIX Systems
Visual Basic 4.0
Visual Basic 5.0
Visual Basic 6.0
Windows 2000 Basics

- Technical Mainframe

CICS/ESA
CMS
COBOL
COBOL (New)
COBOL (OS/VS)
DB2
EASYTRIEVE
ISPF
JCL
Micro Focus COBOL Workbench
MVS
QMF
REXX Programming
SQL
TSO/E
VSAM
XEDIT

- Technical MCSE & other MS

Exchange 2000 Administration MCSE 70-224
Exchange Server 4.0
Exchange Server 5.0
Exchange Server 5.5
IIS 4
Networking Essentials
SQL Server 2000 Database Design MCSE 70-229
SQL Server 6.5
SQL Server 7 Admin
TCP/IP
Windows 2000 Active Directory MCSE 70-217
Windows 2000 Directory Design MCSE 70-219
Windows 2000 Network Administration MCSE 70-216
Windows 2000 Network Design MCSE 70-221
Windows 2000 Network Management MCSA



المؤسسة العربية للتكنولوجيا التعليم عن بُعد

70-218
Windows 2000 Professional MCSE 70-210
Windows 2000 Security Design MCSE 70-220
Windows 2000 Server MCSE 70-215
Windows XP Professional MCSE 70-270
WinNT Server 4.0
WinNT Server 4.0 Enterprise
WinNT Workstation 4.0

• Technical Web Development

CGI/Perl
CIW Foundations 1D0-410
Dynamic HTML
E-Commerce
Flash MX
FrontPage
FrontPage 2000
GUI Design
HTML
Java 1.1
Java 1.2
Java 2 Enterprise Design
Java 2 Programmer Certification 310-025
Photoshop
Visual InterDev 6
Web Design & Graphics
XML

ANNEX XIII: WEBSITE HOME PAGES FOR AMCHAM EGYPT AND OTHER ORGANIZATIONS



Egyptian-British Chamber Of Commerce - Microsoft Internet Explorer

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The Egyptian-British Chamber of Commerce
Promoting Trade and Investment between Egypt and the UK

غرفة التجارة المصرية البريطانية

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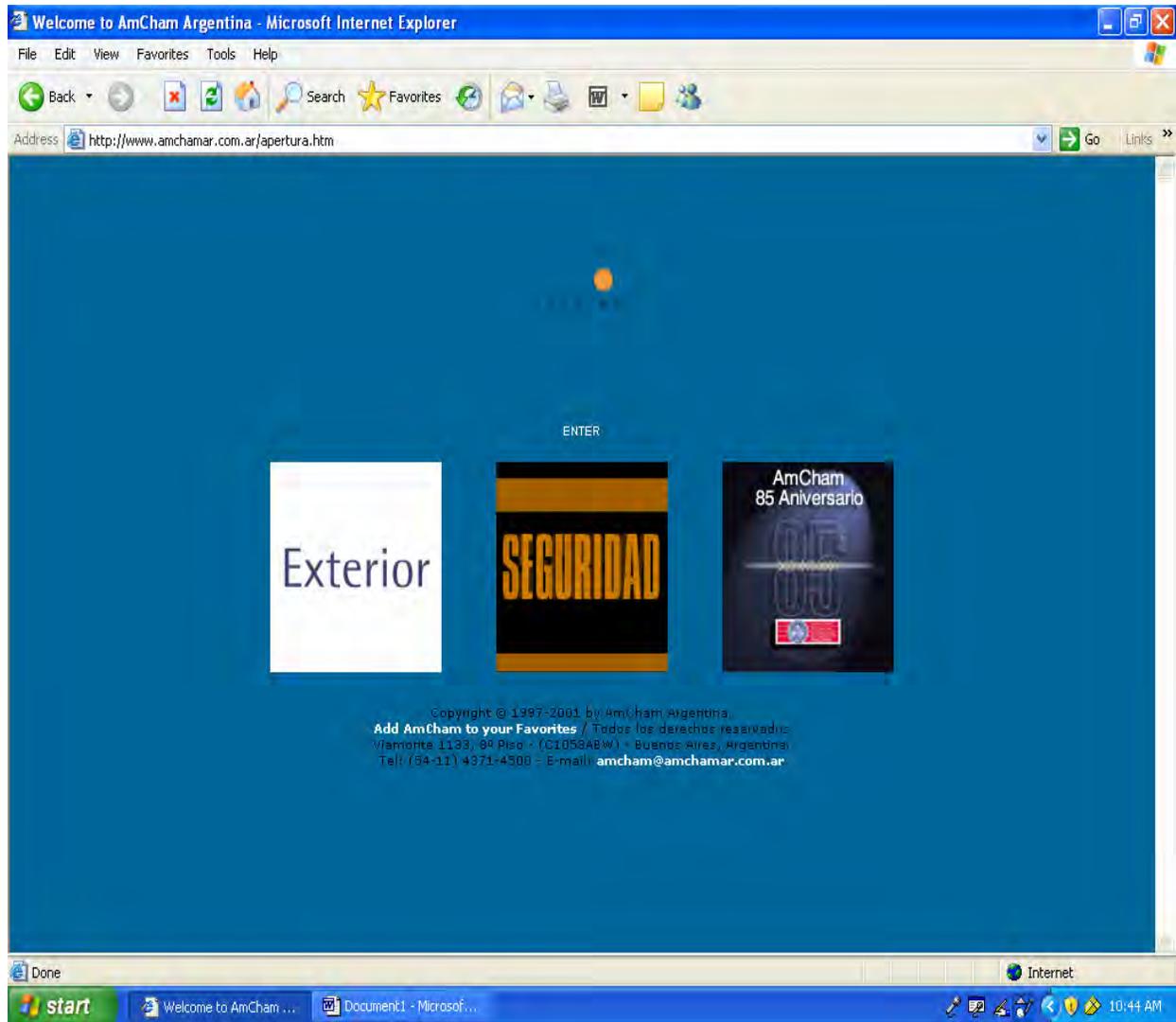
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Economic Indicators
Business Opportunities
Business Legislation
Employment Opportunities
Useful Links

Search

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BCCT

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The British Chamber of Commerce Thailand

The Chamber

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BCCT Reports

- Committee & Digest

Members Section

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- Company Profile
- Event Bookings
- eMail Archive
- Find a Member
- Directory
- Discussion Forums

Membership No:

Password:

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News and Forthcoming Events

November

- 16-Nov-2004 BCCT Networking Evening
- 18-Nov-2004 BCCT Breakfast Briefing
- 18-Nov-2004 BCCT Board of Directors Meeting
- 22-Nov-2004 Special BCCT Luncheon
- 23-Nov-2004 Joint BCCT/British Embassy Networking Evening
- 25-Nov-2004 Joint BCCT/British Club Wine Tasting
- 30-Nov-2004 BCCT Factory Visit
- 30-Nov-2004 BCCT Realbiz Quiz Night

December

- 06-Dec-2004 BCCT Office Closed
- 10-Dec-2004 BCCT Office Closed
- 14-Dec-2004 BCCT Board of Directors Meeting
- 14-Dec-2004 BCCT Christmas Quiz Night

Instant Information - 'Realtime'

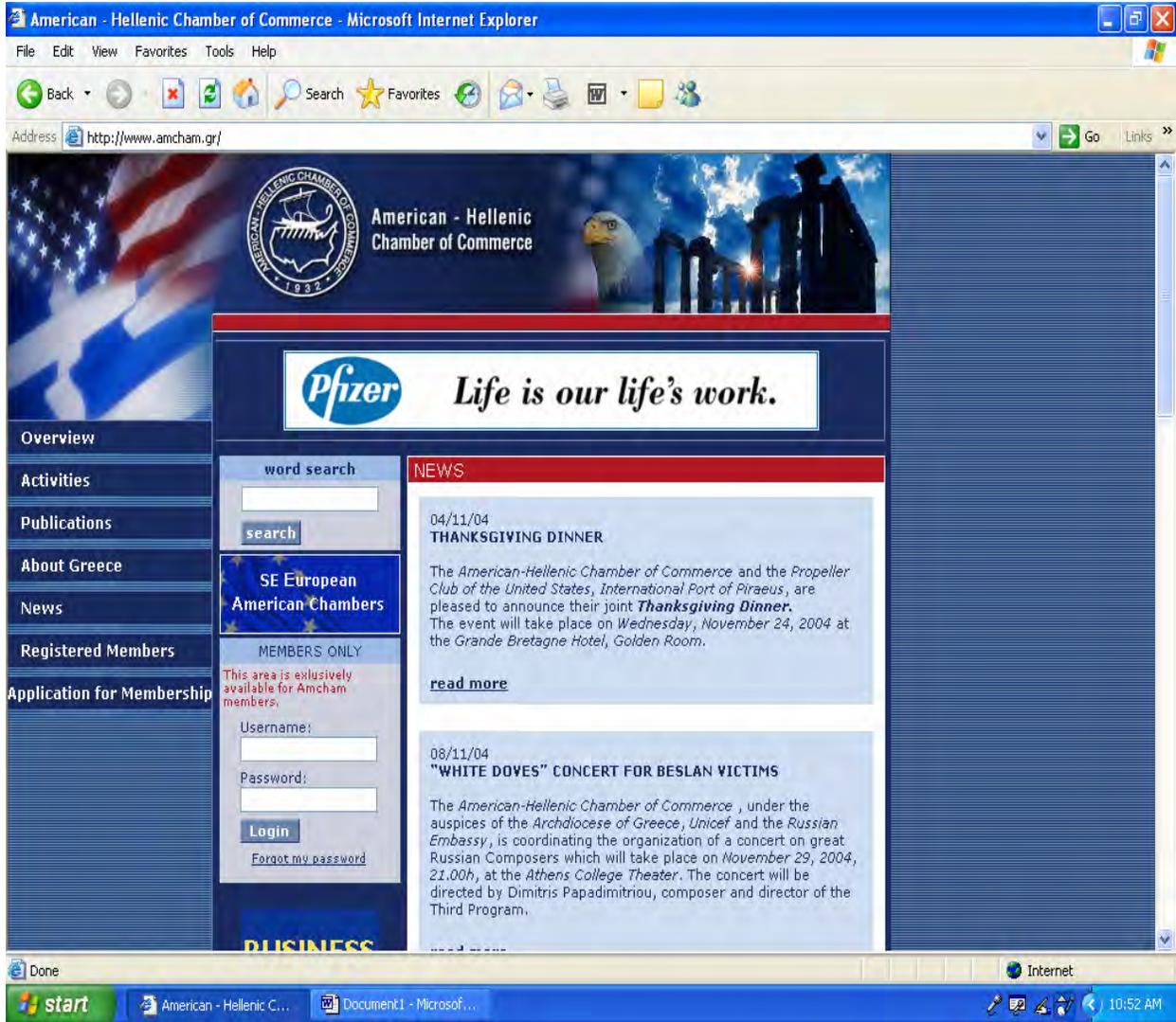
- SET: | 632.52 | +5.18 | +0.83% |
- SET: [3-month, 1yr, 2yr](#)
- THB Thai Baht - USD: 40.38 - GBP: 74.61
- [Gold, Silver, Platinum](#)
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- [Commercial Holidays 2004 \(B.E. 2547\)](#)
- [Commercial Holidays 2005 \(B.E. 2548\)](#)
- [Bangkok Post business headlines](#)

Latest Reports

- [The Aviation Industry- Nov 2004...](#)
- [Bangkok Economic Insight Nov-2004...](#)
- [BCCT Monthly Digest Oct- 2004...](#)
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- [TAFTA Sector Analysis-2004...](#)
- [Eastern Seaboard- Nov 2004...](#)
- [2004 Thailand Compensation & Bene...](#)
- [Relocation Report- Oct 2004...](#)
- [Automotive Report Oct-2004...](#)
- [Eastern Seaboard- Oct 2004...](#)

British Embassy Bangkok British Council Britain in Asia Pacific EC Delegation Thailand BoI Thailand

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American Chamber of Commerce in France

AmCham
American Chamber of Commerce in France

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AmCham France Home

AmCham France is The Voice of American Business in France, dedicated to the optimization of their investments.

AmCham France's mission is to:

- Guide and support the programs of American firms in investing in France through extensive local knowledge and a century of 1st hand experience.
- Coordinate positions common to American business interests through regular information exchange between



Manhattan Chamber of Commerce - New York City, New York Chamber of Commerce - Microsoft Internet Explorer

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BUSINESS DIRECTORY

EVENTS CALENDAR

IMPORT / EXPORT DIRECTORY

INTERNATIONAL

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RESOURCES

NEW YORK TOURISM

WOMEN & MINORITIES

MEMBER OF:

MEMBER 2004

U.S. CHAMBER OF COMMERCE

The Business Council of New York State, Inc.

WELCOME!

The Manhattan Chamber of Commerce (MCC) is a nonprofit member organization. It is the primary resource for small and medium-sized firms doing business in Manhattan, helping 1,450 members and associates deal with the ever-changing business climate in the city, state, nation and the world. The Chamber offers a wide range of programs, including seminars, events, networking and referrals.

MCC's Community Benefit Street Fairs bring out over 2.0 million people annually and have raised over \$2.0 to support quality of life programs in Manhattan.

MCC NOTES

- [Nyc Volunteer Expo Premier February 10, 11 and 12, 2005](#)
- [Opinions on the West Side Stadium Proposal](#)
- [What Is the Manhattan International Development Corp?](#)
- [Nyc School Principals Become Executives for a Day](#)

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EVENTS

- November 16, 2004**
[University for a Night - a Singular Event](#)
- November 16, 2004**
[Estate Planning & Wealth Transfer](#)
[Attend a Monthly Eastside Bizexchange Meeting](#)

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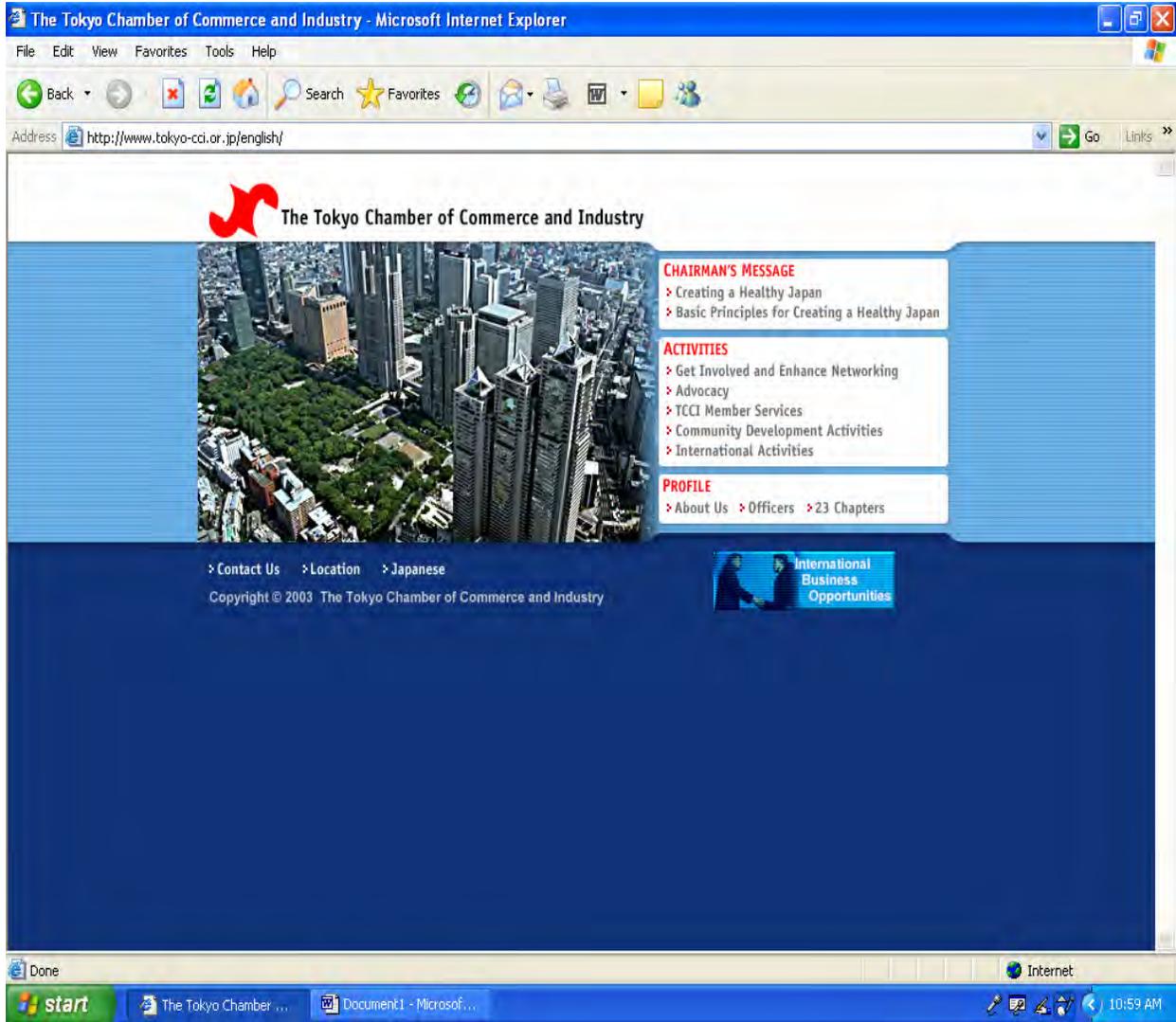
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Manhattan Chamber ...

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The Tunisian American Chamber of Commerce (TACC) - Microsoft Internet Explorer

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Tunisian American Chamber of Commerce

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ABOUT TACC **USEFUL LINKS - TUNISIA**

DIRECTORS & COMMITTEES Surfing the following websites, will give you up-to-date information and in-depth analysis on the Tunisian history, people, culture, Tourism, education and business opportunities.

SPONSORS & MEMBERS

INFO CENTER **Agricultural Investment** www.tunisie.com/APIA

AGENDA **Business & Finance News** www.tunisie.com/Business

LINKS TO TUNISIA **E-commerce and Net Trading** www.tradenet.com.tn

- Business
- Investment
- Tourism
- Education
- Useful links

LINKS TO USA **General Information** www.tunisieinfo.com

JOIN TACC **Internet Service Provider (Government)** www.ati.tn

Mosaics of Tunisia www.tunisiaonline.com/mosaics

Private ISP (gnet) www.gnet.tn

Private ISP (Planet) www.planet.tn

Telecommunication sector www.tunisieatelecom.com

The Export Promotion Center (CEPEX) www.cepex.nat.tn

Tourism and Travel www.tourismtunisia.com

Tunisia Legal Environment www.investintunisia.com

Tunisian Union for Industry, Trade & Handicrafts www.utica.org.tn

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ANNEX XIV: AMCHAM EGYPT'S MEMBERS IN GOVERNMENTAL AND LEGISLATIVE POSITIONS

#	Member name	Position
1.	Sameh Fahmy	Minister of Petroleum, Former Chairman of AmCham Petroleum committee
2.	Rashid M. Rashid	Minister of Foreign Trade & Industry AmCham Member
3.	Mahmoud Mohieldin	Minister of Investment Former researcher at ECES, a member organization of AmCham. He was heavily involved in AmCham advocacy events (Committees & Conferences) for 5 years prior to his appointment.
4.	Akil Beshir	Chairman of Telecom Egypt Former Chairman of AmCham Telecommunications Committee
5.	Hassan Hegazy	Member of Custom & Taxation Reform committee, reports to the Minister of Finance, AmCham Member
6.	Hossam Badrawi	Member of the Egyptian Parliament, Head of Education Committee Former board member of AmCham
7.	Moneir Fakhri Abdel Nour	Member of the Egyptian Parliament, Head of Minority AmCham Member
8.	Osama el Said	Advisor to the Minister of Trade & Industry
9.	Samaha Fawzi	Advisor to the Minister of Trade & Industry
10.	Farouk El Okda	Governor of the Central Bank of Egypt AmCham Member

ANNEX XV: GLOSSARY

General Members include: 1) American companies with branches, agents or representative offices in Egypt, 2) Egyptian companies with American equity and 3) Egyptian companies or individuals who have significant business relationships with the United States, and registered Egyptian agents of American companies; United States citizens who are residing in Egypt and have significant business or professional relationships with the United States.

E-Chamber means that a chamber of commerce is using the latest hardware, software, and Internet technology to conduct its day-to-day operations in programming and organizational management providing information to its target audiences and membership through electronic means.

Associate Resident Members include: 1) Egyptian companies who are not presently doing business with the United States and wish to do so, 2) Multinational companies having branches in at least three other countries besides Egypt and the United States and 3) Individuals whose status and membership would enhance the Chamber's image and effectiveness.

Associate Non-resident Members include American companies or individuals who have significant business relations with Egypt and do not qualify to be General Members.

Not-for-Profit Organization Members include organizations that have significant relationships with Egypt and the United States, and which are organized for charitable, educational or eleemosynary purposes, and not for profit.

Individual Affiliate Members include individual staff members of companies that are already members of the Chamber.

ANNEX XVI: BIBLIOGRAPHY

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