

FULL COMPANY PROFILE



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INTRODUCTION

Environmental Quality International (EQI) is a prominent Egyptian development consultancy firm with an international reputation for quality and innovation. Founded in 1981 to help meet an urgent need for environmental protection measures, the company has evolved and grown into a multidisciplinary economic, environmental and social development consultancy with major local, regional and international projects and presence.

The EQI Group is comprised of International Consultancies EQI Ltd. in the UK (1989) and EQI Inc. in the U.S. (1995); EQI Investments in Real Estate, Tourism, Agriculture and Consulting (1996), a joint stock company engaged in direct in development initiatives; Community Finance Incorporated (1998) an international microfinance firm working in Latin America and the Caribbean and Quality Finance International (QFI) a microfinance firm working in the MENA region.

MISSION

Our mission is to participate in the growth and development of the Middle East and North Africa region and contribute to the sustainable improvement of the living conditions of its peoples. We aim to help stakeholders identify and set priorities, formulate progressive and valuable policies, and implement effective, sustainable solutions for development challenges both unique and universal.

APPROACH

For over 30 years, EQI has pioneered a holistic development approach in which capacity building, not project deployment, is pivotal to program design, management and implementation. We partner with governments, community service organizations, private enterprises and beneficiaries; to promote economic and social progress that optimizes and respects the region's rich natural and human resources and cultural heritage.

EQI is a leader in training and knowledge transfer, creating enabling environments, market-led development approaches, participatory methods of problem and solution identification and other refined development tools that build individual, local and organizational capacity. Stakeholder participation and capacity building may require more investment in the short-term, but maximize program impact and assure sustainable results for clients and beneficiaries in the long-run.

At EQI, gender blind approaches to development are a thing of the past. We look at gender division unique to every context, and integrate these roles in the design, development and implementation of every initiative to achieve development outcomes. EQI helps its clients understand gender issues and integrate gender-sensitive approaches through research, strategic project design, grant management, training, and dissemination of best practices. We believe the development partnership begins at the most basic level, men and women working together towards shared goals.

HUMAN RESOURCES AND TECHNICAL EXPERTISE

EQI is structured to derive maximum benefits from the combined expertise of its in-house professionals and external consultants. This arrangement allows the company to respond swiftly and with sustained commitment to the interdisciplinary needs of development projects.

At present, EQI has about 80 full-time employees. Over 60% of the firm's employees are women, most of whom hold professional positions. Staff is carefully recruited based on talent, motivation, and communication skills. EQI's core team of professionals offers complementary backgrounds and skills that contribute to, and benefit from, the experience and institutional memory of the organization.

EQI maintains the commitment of its in-house staff by offering professional development and growth opportunities within the organization. Approximately 40 percent of EQI's staff has been in the company between five and ten years. This figure reaches 90 percent among top management. The

relationship between EQI and its members often transcends their tenure with the organization. Collaboration has continued with many of EQI's former members.

To complement our in-house capabilities, EQI maintains a large database of consultants covering a broad range of development expertise. Professional staff and external consultants work under the guidance of a management team experienced in the operating requirements of international lending agencies and the culture of Egyptian governmental organizations. Our management team combines extensive experience in development, an in-depth understanding of local conditions and sensitivity to local needs and priorities.

ACHIEVEMENTS AND AWARDS

EQI is internationally recognized as one of the regions leading development consulting firms. Our commitment to quality and emphasis on innovation has resulted in some of our projects being internationally lauded. The following awards highlight three of our most internationally prominent projects:

The Siwa Sustainable Development Initiative was selected as a Best Practice by UNCHS at the 2002 Johannesburg World Summit for Sustainable Development. The direct investment by EQI has drawn on the local community's traditional skills, knowledge and creativity to create an example of sustainable development that can serve as a source of inspiration to the world at large. The centerpiece of the initiative is Adrère Amellal, a world-class eco-friendly facility for travelers built of rock salt, using traditional techniques and materials applied in the oasis some 2,500 years ago. The project has created hundreds of jobs for the local community, revitalizing traditional handicrafts, and reviving centuries old systems for managing the environment.

The Small and Micro Enterprise Development Project was proclaimed by Habitat II, Istanbul in 1996, as one of forty "Best Practices" in the world. The project aimed to promote the development of small and microenterprises by providing them with access to small loans and technical assistance. It made available over 1 billion US dollars in credit to small and micro entrepreneurs in eight governorates in Egypt.

The Zabbaleen Environmental and Development Programme was lauded at the 1992 Rio Earth Summit for "demonstrating with inspiration how global issues can be addressed by concrete local action". The program incorporated an integrated set of environmental improvement and human development projects designed to improve living conditions and waste management practices in Cairo's largest settlement of garbage collectors. It resulted in a marked reduction in infant mortality, a higher education profile, greater access to infrastructure and environmental services and the creation of hundreds of job opportunities, with a particular focus on waste recycling.

Other major achievements include designing, establishing and launching the nationwide operations of the ***Social Fund for Development (SFD)***, whose projects have targeted millions of Egyptians and created over 375,000 employment opportunities all over Egypt for micro, small and medium businesses.

EQI was also instrumental in bringing about legislative and institutional reforms leading to the creation of autonomous and financially sustainable entities with a strengthened mandate and capability to fulfill development goals within their areas of governance. Examples of this include the creation, by Presidential Decree, of Egypt's ***Tourism Development Authority (TDA)*** and of seven public economic authorities for water and waste-water. Through successive contract awards over a period of nine years, EQI also managed the Middle East and North Africa operations of one of the largest global technical assistance programs in the urban sector. The UNDP-funded program was designed to enhance the capacity of national and local governments to contribute to poverty reduction, improved environmental conditions and economic growth.

CLIENTS

EQI has worked on projects funded by international donor agencies and non-governmental organizations, government agencies, and multilateral banks and financial institutions including:

The Canadian International Development Agency (CIDA)
The Consultative Group to Assist the Poor (CGAP)
The Danish International Development Agency (DANIDA)
The European Commission (EC)
The European Investment Bank
The Finnish International Development Agency (FINNIDA)
The Ford Foundation
The German Agency for Technical Cooperation (GIZ)
The International Finance Corporation (IFC)
The International Labour Organization (ILO)
The Japan Bank for International Cooperation (JBIC)
The Japan International Cooperation Agency (JICA)
The Konrad Adenauer Foundation
The Netherlands Embassy Development Cooperation
The Swiss Agency for Development and Cooperation (SDC)
The United Nations Centre for Human Settlements (UNCHS)
The United Nations Development Programme (UNDP)
The United States Agency for International Development (USAID)
The World Bank
The World Health Organization (WHO)

EQI's clients also include ministries, municipalities, NGOs, banks, and private companies in 17 countries in Africa, the Middle East and Asia. Our regional experience includes work in Bahrain, Egypt, Eritrea, Gaza and the West Bank, Iraq, Jordan, Lebanon, Mauritania, Morocco, Nigeria, Qatar, Saudi Arabia, Senegal, Sudan, Syria, Thailand, Tunisia, Uganda, the United Arab Emirates, and Yemen.

AREAS OF EXPERTISE AND ACTIVITIES

EQI is able to respond rapidly and effectively to the multidisciplinary requirements of development initiatives across sectors through an in-house team of professionals working in the following areas:

- [Policy, Governance and Community Development](#)
- [Environmental Management and Design](#)
- [Microfinance](#)
- [Outreach and Communication](#)
- [Program Management and Support](#)

I. POLICY, GOVERNANCE AND COMMUNITY DEVELOPMENT

At EQI, we advocate an integrated community development approach that combines effective policy, progressive government and empowered civil society organizations. We also build widespread support for proposed reforms by involving the various stakeholders, including the media, at all stages of the policy planning, formulation and implementation process.

We believe that sustained progress is only possible if both government and civil society organizations can respond efficiently to the needs of urban and rural communities. EQI helps government and civil society work together to identify and respond effectively to the concerns and needs of ordinary citizens, vulnerable and marginalized groups, and indigenous populations. We design and institute mechanisms for participatory decision-making and collaborative action that engage the private sector (particularly small businesses), civil society, and local authorities in the sustainable development of their communities.

Our projects and capabilities mirror our commitment to sound development practices and we have been instrumental in developing and mobilizing valuable social, economic and natural resources to address pressing problems and create new opportunities. Our work has been recognized on both local and international levels and we have been awarded a number of prestigious international awards for our innovative community development projects. Award-winning projects include *The Siwa Sustainable Development Initiative* and *The Zabbaleen Environmental and Development Programme*.

Areas of Expertise:

- [Policy Development](#)
- [Institutional Strengthening](#)
- [Integrated Community Development](#)

POLICY DEVELOPMENT

Thousands of man hours in the field have taught us that creating enabling environments is key to most development goals. At EQI, we work with governments and the private sector to design and implement comprehensive and integrated strategies to improve legal and regulatory environments for business, women, entrepreneurs, and the environment.

To ensure that the decision-making process benefits from the wisdom and knowledge of populations and institutions around the world, we foster global-local linkages and interactions that are conducive to intercultural exchange, experience sharing, and knowledge transfer. Our methodologies are designed to promote sustained dialogue and to break through traditional patterns of thinking.

Capabilities:

- In-depth analysis of environmental, economic and social policy reform needs
- Design of policy reform programs
- Critical assessment of policy impacts and design of mitigating measures
- Strengthening regional and sectoral linkages and promoting dialogue
- Monitoring and evaluation of policy benchmarks and program achievements

Selected Projects:

Blue Revolution Initiative Water for the Poor Strategy

Funding Agency: USAID

Period of Performance: 2007 – 2010

The purpose of this 3-year project is to promote regional cooperation in the Near East and North Africa, prevent conflict, strengthen regional water institutions, programs and initiatives (such as The Arab Water Council), and to improve water resource management. EQI provides technical expertise in a number of areas. These include resource and environmental management; improving the economic productivity of water resource management initiatives; water supply and sanitation; regional cooperation and dialogue creation; cost recovery and sustainability; training and advocacy. EQI also provides overarching program support including program performance monitoring and reporting and the production of publications and information dissemination tools.

Building a National Strategy for Microfinance in Egypt

Client: Central Bank of Egypt, Egyptian Banking Institute (EBI)

Funding Agencies: UNDP and USAID

EQI was a key player in developing a national strategy for microfinance in Egypt. Through exhaustive stakeholder engagement and research, EQI built consensus on the critical elements of a strategy to promote a policy environment conducive to MSME sector growth; address legal/regulatory constraints to industry development, promote a supportive microfinance infrastructure, and support the institutional and capacity building needs of microfinance intermediaries. EQI also conducted a comprehensive study of credit and credit guarantees to finance MSMEs to produce specific policy recommendations to address constraints in Egypt and a credit policy manual. The study contributed to the development of proposals for the reform of the financial system to remove constraints to financial services for MSMEs. An action plan, based on the national strategy, spelled out specific actions to be undertaken by the Egyptian government and the donor community.

Middle Egypt Utilities Institutional Strengthening Project/ Middle Egypt Utilities Master Plan (PADCO)

Funding Agency: USAID

These projects aimed to meet needs of Middle Egypt in terms of water supply, treatment, and distribution, wastewater collection and treatment, and effluent disposal by establish cost-effective, self-sustaining utilities by promoting increased revenue, greater decentralization of the management

of the organizations, and significant improvement in each authority's capacity to deliver safe services. A strategic plan up to the year 2022 leading to the upgrading and expansion of water and wastewater services in each of the governorates of Fayoum, Beni Suef and Minia was created. The activity included the conceptual design of a high priority capital investment program aimed at developing facilities considered to be critical to the immediate improvement of water and wastewater services. An implementation plan for the first stage investment plan through the year 2007 was also developed. Finally, an evaluation of potential options for privatization within the water and wastewater sector was performed. EQI conducted the various socioeconomic, health, environmental, financial, legal, institutional, and archeological assessments that fed into the design of the plan. EQI participated in environmental impact assessments of the high-priority projects identified in the three governorates.

Other project objectives included improved customer billing and collection, increased metering of customer accounts, improved customer relations, increased public awareness, strengthened operations and maintenance, improved network management and leak detection, improved computerization of utility processes, improved human resource management, and the strengthening of other administrative and management systems. As a subcontractor to a consortium led by PADCO, EQI is providing crosscutting support to all institutional strengthening activities, with a particular focus on finance/accounting, customer service, and community awareness activities. EQI is also providing administrative support to the project through project offices in the three governorates.

Agricultural Policy Reform Program

Client: Ministry of Agriculture and Land Reclamation

Funding Agency: USAID

As the prime Egyptian subcontractor on the project, EQI provided technical assistance in monitoring, verifying, and evaluating the Government of Egypt's performance in meeting policy benchmarks agreed to in the APRP memoranda of understanding (MOU). In addition, EQI provided policy impact analyses and studies and evaluated project activities developed and implemented under APRP. Specific responsibilities included: developing annual work plans; providing advice on the formulation of MOU policy benchmarks; advising the task force; providing specialized, short-term technical assistance in monitoring and evaluation; presenting economic and technical information in an effective manner to the PPC and decision-makers to facilitate the making of public policy; establishing and implementing a process for monitoring, verifying and reporting on the GOE's performance; developing, identifying, monitoring, evaluating and reporting annually on basic indicators of progress in achieving both APRP and USAID agriculture strategic objective results; conducting policy and APRP impact analyses; and assisting in the design, monitoring, and evaluation of local-currency funded project-like activities in support of implemented policy reforms.

The Role of the Private Sector in Egypt's Irrigation Improvement Program

Client/Funding Agency: USAID

EQI prepared a report recommending roles through which private businesses and NGOs can enhance Egypt's Irrigation Improvement Program. The company undertook a detailed review of relevant past analyses of the private sector, including NGOs, in Egypt, and conducted an additional analysis to assess the suitability of the environment for increased private sector services to the Irrigation Improvement Program. A synthesis of key results was prepared and recommendations made. Constraints to the involvement of private businesses and PVOs in irrigation improvement were identified, with recommendations for overcoming these constraints. Additional studies on the business environment or constraints to private sector development were identified. EQI also reviewed Irrigation Improvement Program objectives and means for achieving them. The 1993 IIP evaluation was reviewed and the findings updated to identify the extent to which the program addresses farmer needs for irrigation improvement. Deficiencies in Irrigation Improvement Program Services to farmers were identified. EQI reviewed agricultural development needs and identified associated irrigation constraints not addressed by the IIP. EQI evaluated avenues for private sector involvement, and identified alternatives. Special attention was given to services provided by the Irrigation Advisory Service of the IIP. Additional organizational skills needed by water user associations to function effectively were also identified.

Environmental Policy and Institutional Strengthening IQC (EPIQ)

Funding Agency: USAID

As a subcontractor to the International Resources Group (IRG), EQI set up an Environmental Policy Management Group (PMG) to provide technical assistance and support in the negotiations between USAID and the GOE regarding the design of a four-year environmental policy reform program. To this end, EQI helped the design of various policy measures to be undertaken by the GOE and in the identification of technical assistance needs. EQI also developed an environmental finance options paper outlining options for financing environmental investments and providing an overview of the key institutional strengthening needs of the Environmental Protection Fund. EQI coordinated an effort to assist EEAA in implementing the proposed modifications to the Environmental Protection Fund. Other activities include coordinating a cost-benefit analysis of service options and relative attractiveness for private sector financing of solid waste services in Alexandria. The economic study is to serve as the foundation for a strategy for privatizing municipal solid waste service delivery.

Siwa City Consultation

Funding Agency: USAID

EQI organized a City Consultation in the oasis of Siwa in May 1998 under the auspices of the Governor of Marsa Matrouh. The purpose of the Consultation was to explore key issues affecting development in Siwa. The Consultation, which was sponsored jointly by the UNCHS/UNDP-funded Urban Management Programme and by USAID, was attended by representatives of the Governorate of Matrouh, the General Organization for Physical Planning, the Ministry of Public Works, the Ministry of Irrigation, the Siwa City Council, and the 11 Siwan tribes, and local opinion leaders, donors, consultants and academicians. Informal meetings were also held with local women, to ensure that their concerns, priorities, and perspectives were included in the framework for action. The Consultation provided an opportunity to synergize and coordinate ongoing efforts and future investments to guarantee the sustainability of Siwa's development. In preparation for the consultation, EQI developed a profile of Siwa, based on field research and interviews with key stakeholders describing the area's main physical features, socioeconomic characteristics, infrastructure systems, water resource management practices, and biodiversity. The resulting issues paper formed the basis of the discussions at the consultation including Natural Resource Management and Environmental Protection, Basic Infrastructure, Socioeconomic Development, and Cultural Heritage Preservation. The recommendations of the consultation were incorporated into a final report presented to USAID.

INSTITUTIONAL STRENGTHENING

The success of any development process ultimately depends on the people and organizations that will implement and sustain it. At EQI, we identify the areas that need to be addressed to enable institutions and enterprises to perform effectively and deliver the training, systems and resources to transform weakness into strength. Our approach is two-fold:

- Strengthening Civil Society - Civil Society Organizations such as professional organizations and citizen advocacy groups give voice to people, provide demand driven services and enrich public participation in development. EQI has long worked to strengthen and empower the “third sector” by building organizational capacity for lobbying, service provision and financial sustainability.
- Institutional Capacity Building - EQI also helps build the capacity of government agencies in financial management, public service provision, local economic development, and public outreach and advises legislative bodies on institutional reform.

Capabilities:

- evaluation of existing organizational structures and management policies and procedures
- identification of staff and labor requirements
- development of organizational structures and job descriptions
- development of compensation systems
- development of management systems
- identification of management training needs
- design and implementation of training programs
- design and implementation of financing mechanisms to ensure sustainability of civil society organizations
- institution of knowledge management systems

Selected Projects:

Irrigation Management Services (IMS): Preventive Maintenance Component

Client: USAID

Funding Agency: USAID

Technical and management assistance to staff of the Ministry of Public Works and Water Resources (MPWWR), Preventive Maintenance Project (PMP) Directorate and to staff of the six PMP governorates. Services included developing organizational structures, staffing plans, and programs for monitoring maintenance; developing reporting systems; defining performance indicators; developing performance standards; assessing training needs; and developing long-term training programs and cost estimates for a five-year training program. EQI implemented the computerized management tools for spare parts, equipment management, and management of O&M services. EQI provided analytical studies to develop a five-year financial plan for the maintenance of irrigation infrastructure and rolling stock in six governorates.

Establishment of Environmental Management Units (EMU)

Client: El Sharkeya and Ismailia governorates

Funding Agency: The World Bank

EQI provided technical assistance to the Governorates of Ismailia and El Sharkeya for the establishment and staffing of environmental management units. The primary service provided was to build EMU staff capacity to undertake the following tasks: inventory environmental problems in the governorate; analyze and assess the nature and seriousness of these problems; identify the underlying causes of the problem; draft and design mitigation measures or alternative solutions and their cost estimates; prepare standards, regulations, and guidelines relevant to environmental protection;

establish and maintain an environmental database; and coordinate environmental assessments, studies, and monitoring programs. In addition, EQI organized and facilitated a series of workshops on project formulation, procurement of consulting and contracting services, water resource management, hydrology, solid waste management, air pollution control, public health, heritage protection, and municipal finance.

Egyptian Pollution Abatement Project

Funding Agency: FINNIDA

This project was aimed at enhancing the supervisory capacity of administrative environmental bodies - Environmental Management Units (EMUs), the Regional Branch Offices (RBOs) of the Egyptian Environmental Affairs Agency (EEAA) and governorate departments involved in EMU tasks - and environmental NGOs in Egypt. It also provided technical and institutional support to strengthen the technical and administrative capacity of local NGOs in monitoring and influencing industrial pollution abatement activities. EQI conducted a baseline study of Environmental Management Units (EMUs) in the governorates of Suez and Alexandria; and assessed the current status of the EMUs and of the governorate departments with industrial experience; proposed measures to improve capacity; assessed structures and functions of the EMUs and pertinent governorate departments, including their HR configuration, qualifications and training of personnel, and working methods; cooperation between EMUs, the pertinent governorate departments and the RBOs; equipment; and budgetary and other material resources.

EQI also analyzed the capabilities of environmental NGOs in the governorates of Cairo, Qaliubiya, Alexandria, and Suez to address industrial pollution issues. A short-term capacity building plan and two year timetable to of NGO activities was developed, and priority areas for long-term capacity building were identified.

El Sharkeya Water, Wastewater, and Solid Waste Utility Management Project

Funding Agency: The World Bank

As a subcontractor to CDM, EQI conducted a comprehensive assessment and analysis of existing conditions in the city of Zagazig and cities and villages in El Sharkeya governorate served by the El Abbasa regional water system. The study was conducted for a project aimed at assisting in building institutional capacity at the governorate level to decentralize planning, operation and management of water supply, wastewater and solid waste services; to promote the role of the private sector in the management and operation of these services, and to increase user charges as the quality of service improves with the goal of becoming financially self supporting. The assessment presented government decision-makers and potential investors with a clear picture of existing technical, financial and institutional aspects of the provision of the above-mentioned services in El Sharkeya, and to interpret the data to identify major issues to be resolved in improving these services. Based on the findings, EQI helped determine a program of priority investments in the project area and recommend demonstration programs for private management of selected sector services and for strengthening governorate capacity. EQI also helped prepare tender documents for the priority investments and the management contract and selecting a short list of private operators. EQI was involved in the evaluation of bids for the management contract and will assist the governorate in contract negotiations and the contract award and signing process.

Local Development II Urban Development Component

Client: GOE/USAID

Funding Agency: USAID

EQI, as a sub-contractor to Wilbur Smith and Associates, provided technical assistance to a program aimed at improving the administrative and operational efficiency of local government in six urban governorates. During Phase I of the project, orientation sessions were organized for governorate staff; training needs assessed and programs implemented; a data base on existing delivery systems was set up; and a system ensuring coordination within and between government officers and planning and implementation agencies established. During Phase II, a management information system was installed. To help with budget planning and monitoring, EQI designed and implemented a Tracking

Capital Budget System and a Current Budget System. EQI also conducted a need assessment in Giza Governorate to evaluate the automated system required for Basic Services Delivery in the governorate. Other action packages implemented during Phase II include further planning of basic services, and land management and solid waste management programs. Initially focusing on 4 governorates, during the last phase of the LD II program, the scope of services was expanded countrywide to include all 26 governorates.

Local Development II- Private Voluntary Organization (PVO) Component

Client: MSA/USAID

Funding Agency: USAID

EQI, in collaboration with DAC International, provided technical assistance to PVOs to enhance their capabilities to respond to community needs. As an integral part of the project, EQI's MIS team developed and implemented a prototype monitoring system, a financial tracking system, and an impact analysis system. The prototype system was intended as a comprehensive management and monitoring tool for PVO Federations and MoSA Directorates to assist in timely decision making and policy formulation, and in regular follow-up of PVO activities. The financial system provided an on-line interactive database to track and monitor financial transactions carried out in various governorates. Selected staff was trained in system operation, and secondary staff from MoSA was trained in system consolidation and reporting at the central level.

Management Training Program, Qena

Client: Women's Initiative Fund

Funding Agency: CIDA

EQI undertook the development of a training package for the Women's Initiative Fund (WIF), funded by CIDA, after conducting a detailed survey to identify the training needs of project beneficiaries. The package targeted women entrepreneurs, managers, administrative officers and sales officers, to enhance their skills and efficiency in project management.

The Sidi Gaber Project

Client: Sidi Gaber NGO

Funding Agency: UNICEF

Technical assistance and staff training to the Sidi Gaber NGO for the purpose of implementing a credit program for disadvantaged women in Alexandria. This program was a complementary effort to the UNICEF's Working Children Project, and consisted of three phases; 1) March-August 1993, focused on institutional aspects; 2) September 1993-May 1994 provided training for extension workers and the project manager; 3) April-October 1994, consisted of further training and problem solving.

Saudi Arabia Operations and Maintenance

Client: The World Bank

Funding Agency: Ministry of Finance and National Economy, Saudi Arabia

As a World Bank Mission consultant to Saudi Arabia's Ministry of Finance, EQI helped design a project to upgrade and improve the allocation of funds for the operation and maintenance of public facilities. The firm reviewed the following areas: municipal services, health, desalination, water, sewerage, highways and airports.

INTEGRATED COMMUNITY DEVELOPMENT

Our unique approach to community development involves integration of sustainable development values with market-led approaches and commercial enterprise to effect tangible improvement in living conditions and livelihoods. We believe in preserving tradition while creating opportunities for local populations to benefit and profit from those traditions. We actively encourage private sector investment and participation in underserved markets and help public and private actors work out collaborative arrangements that allow them to pool their resources, know-how and expertise in the implementation of development initiatives.

Capabilities:

- Mediation in conflict resolution and negotiations between government, donors, civil society organizations and the private sector
- Development of innovative public-private partnership mechanisms
- Organization of stakeholder consultations and regional information exchange fora.

Selected Projects:

Informal Settlement Participatory Needs Assessment and Activity Design Study

Client: Social Fund for Development (SFD)

Funding agency: Agence Française de Développement (AFD)

Implementation period: 2015

The *Needs Assessment and Activity Design Study*, funded by Agence Française de Développement (AFD) and managed by the Social Fund for Development (SFF) seeks to:

- Develop a program for the upgrading of four unplanned settlements in the Cairo and Giza Governorates. The diversity that exists among the four settlements is representative of the issues faced by informal settlements in the Greater Cairo Region.
- Identify employment-enhancing programs for micro and small enterprises in these settlements.

On the basis of the outputs of the Needs Assessment and Situation Report, the team will prepare indicative investment packages for each settlement. Special emphasis will be given to develop practical prioritisation criteria that can be used to phase initiatives into short-, medium-, and long-term priorities. One key criteria may refer to investments that promote synergies between public works, MSEs development, and employment generation in each area.

The Siwa Sustainable Development Initiative

Investor: EQI Investments

Funding Agencies: Ford Foundation, IFC-PEPMENA, British Embassy, Office of Overseas Assistance, the Governorate of Matrouh, UNDP

EQI's flagship endeavor, the Siwa Sustainable Development Initiative, brings market-oriented solutions to one of Egypt's most isolated and impoverished, but also unique and beautiful communities; an exciting example of the value and profitability of adopting a sustainable development approach to commercial ventures. The Siwa Initiative is a private-sector initiative demonstrating that a socially responsible and environmentally sound business approach can be financially rewarding. The initiative is an integrated development plan that addresses economic, cultural and environmental challenges. It has revived the traditional Siwan architectural style and traditional embroidery skills, both of which were becoming extinct, and created awareness among the local community and the authorities of the economic value of preserving the Siwan cultural heritage. The initiative encompasses numerous projects including the Adrère Amellal Eco-Lodge, The Shali Lodge, The SIWA Development Fund (in partnership with the UNDP) and others. Awards include:

- Global Vision Award Green/Eco Hotel Initiative Travel and Leisure 2006
- World Business Award for best practice in alleviating poverty 2006

- Talents Du Luxe 2005
- UNCHS Best Practice Award, World Summit for Sustainable Development 2002
- British Airways Tourism for Tomorrow Award 1999

Mapping Siwa's Export Potential/ EUMEDIS Networked Journey project

Client/Funding Agency: The Italian Chamber of Commerce

EQI recently completed mapping agriculture and artisan products and services in Siwa as part of the EUMEDIS Networked Journey project. The Italian Chamber of Commerce seconded EQI to gather data on Siwa tourism and industry for eventual use on the project's outstanding website; essentially a comprehensive database and networking portal connecting sectors, enterprises and individuals in the EU with their non-EU counterparts, especially those in remote and otherwise disadvantaged areas throughout the Pan Euro-Mediterranean region. The mapping exercise is part two of the first phase of the project. During phase one EQI collected data to create a "Siwa Pocket" tourism package for the site. Phase two will deliver a training component to individuals and enterprises in Siwa to build their capacity to engage commercially with EU partners and take full advantages of all opportunities created by the EUMEDIS network.

The Zabbaleen Environmental and Development Program

Client: Ford Foundation/Cairo Governorate/Zabbaleen Gameya

Funding Agency: Ford Foundation

Environmental improvement and human development projects designed to improve living conditions and waste management practices in Cairo's largest settlement of garbage collectors. Results included a marked reduction in infant mortality, higher education profile, greater access to credit, infrastructure and environmental services and the creation of hundreds of job opportunities.

The program included infrastructure, health, institutional development, legislation, income-generation, and public awareness. The project established a community development association (CDA) and built its capacity to promote development activities in the community; extending low-cost basic infrastructure to the Zabbaleen settlement; implementing community hygiene projects to address maternal and child care needs, and animal health and breeding problems; and reorganizing, legitimizing and developing Zabbaleen income-generating activities. An environmental protection company was established to provide vehicles to mechanize the garbage collection process; garbage collectors were organized into several small companies working under formal arrangements with local government; and an enterprise development component was designed to establish community-based recycling industries and additional income-generating opportunities for community residents. An important component of the project was the design and construction of a 160-ton-per-day composting plant to convert large quantities of manure and organic waste, generated daily at the settlement, into compost. A private voluntary organization (PVO) was established and trained to manage the composting plant. Profits generated by the PVO were reinvested in other development activities targeting women in particular, such as literacy classes, income-generating activities, and health programs.

The Zabbaleen Income Generating Project for Women-Headed Households addressed the most impoverished in the settlement - women with a family to support - and offered them the opportunity to increase their income by providing loans and technical assistance. EQI conducted research to determine the criteria for a credit program tailored to women's needs and priorities. The result was an innovative credit delivery program based on the provision of small short-term loans to credit groups, with flexible repayment schedules, and the use of a self-selection approach to program enrollment. Technical assistance was provided in the introduction of income-generating activities appropriate to the conditions and skills of the beneficiaries and market demand. Various income-generating activities were investigated, and feasibility studies conducted. Assistance was provided in the training of beneficiaries in the skills for their selected activity, and in basic budgeting. Assistance was also provided to identify new wholesale and retail market opportunities. The success of the project led to its replication in the main settlement of Manshiet Nasser, a larger and more typical informal low-

income community adjacent to the Zabbaleen settlement. Technical assistance was also provided by EQI.

To raise awareness of the government, donors, and NGOs of the merits of an integrated urban upgrading approach to sustainable development, EQI produced a documentary film on the program. For its contribution to the Zabbaleen project, EQI was selected as one of twelve finalists to be honored at the UNCED conference in Rio de Janeiro, Brazil.

“Demonstrating with inspiration how global issues can be addressed by concrete local action.” Rio Earth Summit, 1992

Zabbaleen Environmental and Development Program - Phase III

Client/Funding Agency: Ford Foundation

A study on the impact of the implemented Zabbaleen Environmental and Development Program, launched ten years ago, on the living and working conditions of the Zabbaleen. The study evaluated the strengths and weaknesses of the projects implemented in the settlement. The living conditions of the Zabbaleen were documented, along with the types of services and enterprises operating in the community. An assessment of their impact on the Zabbaleen’s socioeconomic development was carried out. Related aspects, such as types of technologies used, labor content, market considerations, financial and economic performance, and economic impact, were also documented. An assessment of the relationship between the Zabbaleen, their working environment, and their response to the changes in technology related to their trade over the past decade was carried out. This involved an evaluation of the social consequences of the mechanization project. The socioeconomic impact of the Zabbaleen Environmental and Development Program in relation to poverty alleviation, child labor, gender roles, health status and employment was also evaluated. Finally, the study addressed the effects of the institutional interactions on the community’s development, and identified target communities for incremental upgrading, making specific recommendations with regard to the implementation of different intervention measures.

Community Based Project for Small-Scale Industries

Client/Funding Agency: Konrad Adenauer Foundation

The objective of this project was to build an appropriate number of economically viable small wood working units in a low-income rural community close to Cairo, where project beneficiaries would receive training to establish their own workshops for the production of wooden toys. An integral part of the project was the establishment of a production cooperative through which loans would be disbursed and marketing of products carried out. EQI conducted an extensive market study of existing furniture stores and showrooms in Cairo. The study identified existing supply and demand of similar products, consumer preferences, and distribution channels and promotional tools. EQI also conducted technical and managerial training to allow beneficiaries establish their own toy-production workshops.

Development of An Environmental Management Demonstration Project, El Nazi, Dakahlia

Client: Canadian Embassy

This study concerned the village of El Nazi, Dakahlia governorate. The aim of the study was to design an integrated, replicable, environmental management demonstration project in the village of El Nazi. The study, whose overall objective was the enhancement of socioeconomic conditions in the village, addressed environmental and health conditions in rural settlements, the creation of employment opportunities in the municipal and environmental services sectors, and the introduction of income-generating activities.

Income-Generating Project for Displaced Southern Sudanese

Client: Sudanese Refugees

Funding Agency: The Ford Foundation

EQI assisted Southern Sudanese refugees living in Egypt in initiating a number of income-generating projects based on their skills and requirements. EQI determined the feasibility and scale of the projects being considered.

II. ENVIRONMENTAL MANAGEMENT AND DESIGN

Our team of environmental engineers, management specialists, ecologists and architects deliver a wide-range of environmental management and design services. Our approach is based on introducing advanced natural resource management practices to improve basic infrastructure and utilities, promote safe and affordable environmental services and ensure environmentally sustainable development.

Areas of Expertise:

- [Solid waste management](#)
- [Water supply and sanitation](#)
- [Environmental impact assessment, research and planning](#)
- [Urban planning and architectural design](#)
- [Natural and cultural resource management](#)
- [Agricultural resource management](#)

SOLID WASTE MANAGEMENT

EQI's experience in solid waste management spans over 20 years. Working in Egypt and other countries in Africa and the Middle East, we help local administration deal with the accumulation of waste in public spaces by developing innovative, community-based solutions that promote the engagement of the poor in the waste management industry. This approach creates employment opportunities for the poor, while building on their capabilities and resourcefulness to enhance the efficiency and cost effectiveness of municipal services.

Capabilities:

- Designing integrated systems for waste collection, haulage and disposal
- Instituting capacity for system management and service delivery;
- Developing strategies for waste minimization, waste separation at source, and waste recycling;
- Promoting private sector participation in service delivery
- Formalizing and mechanizing household waste collection activities;
- Promoting safer, more hygienic waste sorting practices;
- Helping the poor set up small-scale recycling activities;
- Designing and constructing composting plants, and training community members to manage them.

Selected Projects:

Siwa Environmental Amelioration Project

Funding Agency: UNDP

Preparation and implementation of the activities related to the solid waste management subcomponent. Contract value: LE 116,000

Value for Money Audit

Funding Agency: DANIDA

Period of Performance: August 2007 to September 2007

EQI conducted an audit of four DANIDA projects to ensure that funds are being properly utilized in accordance with the contract. Quality of work, procurement, and contract management were also assessed and audited. The audit focused on EMG pilot or demonstration projects and ACI cleaner technology projects. The four projects audited were two EMG components - Aswan Solid Waste Management (SWM) project in three cities and Beni Suef Integrated SWM project – and two ACI components – a cheese factory in Al-Obour city and a foundry and metallurgy factory in Choubra El-Kheima.

Livelihood and Income from the Environment (LIFE) Integrated Water Resource Management Project (IWRMP)

Client: Egyptian Ministry of Water Resources and Irrigation

Funding Agency: USAID

EQI was commissioned by IRG to provide technical assistance to support the implementation of Environmental Services for Improving Water Quality Management. EQI worked with the LIFE Team, USAID, IWMU and relevant stakeholders to prepare plans, develop alternatives and implement a water quality management pilot project. After a detailed assessment of the extent of solid and liquid waste problems in pilot areas in Sinbo and Gharbeya governorates, the EQI team put forward recommendations for further action and designed pilot projects for the management of municipal solid waste and agricultural waste.

Siwa Baseline, Solid Waste Management Component

Funding Agency: IFC

A comprehensive Environmental and Social Baseline Study was conducted for Siwa Oasis in the Western Desert. The objective of the study was to provide baseline information to facilitate monitoring and evaluation for EQI's private investments in the Oasis, and to double as a lobbying tool for environmental and social issues. A multi-disciplinary team of experts conducted an in-depth study of Siwa's land use patterns over time, existing infrastructure, the socio-economic setting, current agricultural practices, water quality, air quality, utilization patterns of natural and cultural resources, and tourism, complemented by photographic documentation. Siwa's waste management practices and the impact of tourism on waste generation rates, landfill capacity and waste disposal systems were studied. The study also examined cleanliness of streets and archeological sites by conducting surveys of specific areas. Interviews were conducted with recycling business owners and field visits were undertaken to recycling shops. A literature review of past reports relating to solid waste management in Siwa was performed.

RE-integration of the Zabbaleen into Modern Solid Waste Management Systems

Funding Agency: GIZ

EQI designed and implemented a pilot project to re-integrate the Zabbaleen into the solid waste management system following the award of waste management contracts to private, international companies in the Greater Cairo area. Aspects of the project included advocacy and community mobilization to encourage cooperation with the new solid waste management companies. The aim of this pilot project was to help mitigate the negative impacts of the transition from the previously informally-run waste management sector to one that is fully privatized and formalized.

Qalioubiya Solid Waste Management

EQI was part of a consortium bidding on municipal waste collection, transportation and disposal rights for nine cities in the Qalioubiya Governorate. EQI services included: 1) the preparation of all technical documents, including developing a complete system for collection, transportation and disposal of municipal waste for each of the nine cities; 2) preparing a complete organizational chart for the project, including all technical specifications for all required equipment and defining transportation needs; 3) preparing a detailed design, including maps, for an efficient collection routing system, including the number, size, and locations of required transfer stations; and 4) identifying equipment by type and specifications for composting plants and landfill disposal and the number of workers required, as well as their job description.

Towards Integrated Municipal Solid Waste Management in Egypt: Strategic Plan and Pilot Project in the Oasis of Siwa

Funding Agency: Ford Foundation

The primary objective of this activity is to support the efforts of the Government of Egypt in operationalizing its solid waste management strategy at the local level. The project seeks to develop a long-term, comprehensive strategy for SWM in Siwa; and to demonstrate rapid impact through the implementation of a pilot project, which would serve as a model for sustainable solid waste management that can be replicated in Egypt's other remote areas. The project relies on participatory and integrated solid waste management planning to equip local authorities with the knowledge and tools to address solid waste management challenges. EQI's approach was to mobilize all stakeholders in a participatory process to ensure that local issues are adequately taken into account in the design of policy and technological solutions. This approach also succeeded in enhancing the local population's awareness of the importance of environmental protection.

Preparation of Tender Documents for Solid Waste Management in the Cairo Governorate

Funding Agency: CGEA-ONYX

Period of Performance: 2000

EQI provided CGEA-ONYX with the resources to develop its bid for the tenders issued by the Governorate of Cairo for solid waste management in Cairo. EQI's services included: 1) logistical

support to CGEA/ONYX; 2) assistance to CGEA-ONYX in gaining access to and negotiating agreements with the representatives of Cairo's traditional solid waste management system; 3) review of all existing literature available on the current waste management system in Cairo; 4) field surveys to determine the following: composition and quantity of waste generated, population and socioeconomic status of residents and projected growth for Cairo, costs and financing of the current solid waste collection, and technology used for collection, recycling, composting and ultimate disposal of all waste types; and 5) review of all promotional materials developed by CGEA-ONYX to ensure that they are well targeted to local government officials.

Solid Waste Management Consulting Services in Seven Governorates

Client: Joint Housing Projects Agency, Ministry of Housing and Utilities

Funding Agency: The World Bank

EQI conducted feasibility studies in several Egyptian cities (Assuit, Zagazig, Tanta, Beni-Suef, Giza, Alexandria, Minya, and Mansoura) to evaluate the technical and economic merits of erecting eight 10-20 ton-per-hour composting and incineration facilities for the disposal of municipal solid waste and to examine the potential for establishing upgraded refuse collection and haulage systems. Responsibilities included drawing up performance specifications for different equipment; preparing layout plans for each city showing collection networks; drawing up performance specifications for the composting plants; preparing final designs and working drawings for all civil works; preparing bidding documents; assisting the client in selecting qualified bidders; and carrying out a final study on financial, institutional and organizational aspects of the plants.

Shoubra Composting Development Program

Clients: The Joint Housing Projects Agency, Ministry of Housing and Utilities, Governorate of Cairo

Funding Agency: International Development Association, The World Bank

EQI provided technical advisory services to the Governorate of Cairo to assess the feasibility of citywide disposal of street waste through composting. The firm carried out the original feasibility studies that determined street waste quantity and suitability for composting based on government specifications. The initial study also addressed optimum plant size and appropriate technology for the initial pilot facility. The firm also prepared tender documents for the facility, conducted bid evaluations, drafted contractual agreements, reviewed engineering drawings, and oversaw construction and provisional acceptance of the plant. Detailed market surveys were also carried out for both compost product and secondary materials to be recovered from the waste. EQI was also responsible for testing and evaluating plant performance during the start-up period and the guarantee year.

Damietta Composting Development Program

Client: Governorate of Damietta

Funding Agency: Governorate of Damietta

EQI provided the Governorate of Damietta with technical advisory services for the erection of a 160 ton-per-day pilot facility as part of its composting development program. A plan for the marketing of recovered materials and compost produced by the plant was developed, including provision for the disposal of rejects. EQI's tasks also included reviewing engineering drawings, monitoring on-going performance of the works, and evaluating the performance during the start-up period of the plant.

Old Giza Area Upgrading Project

Client: Governorate of Giza and Misr Consulting Engineers

Funding Agency: The World Bank

EQI designed a comprehensive solid waste management program for the Old Giza area. The program was designed to ensure cost recovery and to remedy environmental hazards resulting from solid waste accumulation. EQI carried out an assessment of the existing system, examined the level and technology of service, rates of compensation, background of service providers, violation patterns of city sanitary regulations, and the extent of demand for the service. Based on the results of the assessment, EQI evaluated the technical and economic merits of alternative upgraded waste collection

and haulage systems and provided tender documents for equipment and vehicles for the system of choice.

Technical Advisory Services in Solid Waste Management

Client: Governorate of Cairo

Funding Agency: International Development Association, The World Bank

EQI provided technical studies and assessments designed to serve as a basic master plan for solid waste management in the Governorate. These studies included: an assessment of available services; the level of their performance and the constraints on the public and private sectors providing these services; an evaluation of potential disposal methods (composting, sanitary land filling, incineration); and an analysis of institutional and financial systems. The firm was also responsible for providing interim solutions to pressing problems, and for creating a framework, and an agenda, for the plan.

Trial Solid Waste Collection Program for Helwan

Client: Joint Housing Projects Agency, Ministry of Housing and Utilities

Funding Agency: USAID

EQI designed, implemented, monitored, and evaluated a system of solid waste management for the community of Arab Rashed in Helwan. As part of the project, EQI conducted a study to determine the willingness and ability of residents to pay for various types of urban services, and their willingness to participate in land tenure and small business loan programs. The firm also provided training for Joint Housing Projects Agency staff to replicate the system for similar projects in Helwan. Under the implemented system, all initial capital and recurrent costs are fully recovered by user fees.

Mounira East Upgrading Project

Clients: Governorate of Giza and Misr Consulting Engineers

Funding Agency: The World Bank

A detailed solid waste management program was drawn up by EQI for this relatively new area of the city where population growth had surpassed the capacity of the system. EQI carried out an assessment of the existing system, examined the level and technology of service, rates of compensation, background of those providing the service, violation patterns of city sanitary regulations, and the extent of demand for the service. Based on the results of the assessment, EQI evaluated the technical and economic merits of alternative upgraded waste collection and haulage systems and accordingly provided tender documents for equipment and vehicles for the system of choice.

Abdine Area Upgrading Project

Clients: Joint Housing Projects Agency, Ministry of Housing and Utilities, The Governorate of Cairo

Funding Agency: The World Bank

EQI undertook socioeconomic studies on the community's use of urban services, including roads, transportation, housing, water and sewerage, and solid waste collection, and on the consumers' willingness and ability to pay for improved services. The firm also developed a new solid waste collection system for the area, complete with detailed vehicle routes and management structures. A detailed list of vehicle requirements and tender documents was prepared for the governorate.

Environmental Upgrading Project in Zeinhom and Matariya

Client: PLAN International

EQI studied the most appropriate means for environmental upgrading in the targeted areas of Matariya and Zeinhom, focusing in particular on upgrading the solid waste management system. EQI carried out a baseline investigation of local capacities, and household and street waste collection and disposal practices. In light of the findings, recommendations for upgrading the system were made.

Solid Waste Disposal in Mecca and Jeddah

Client: The Kamal Adham Group

EQI carried out an evaluation of the technical and economic merits of alternative methods for the utilization and disposal of municipal solid waste in Mecca and Jeddah. These included the following:

incineration with and without heat recovery, pyrolysis, composting and sanitary landfilling. A disposal plan was developed for both cities. Preliminary engineering and feasibility analyses for composting and sanitary landfilling were prepared.

Jordan Urban Development Project

Client: Municipality of Amman

Funding Agency: The World Bank

EQI undertook a technical evaluation of the interim master plan for solid waste management for the city of Amman and its satellites. Emphasis was placed on reducing the investment costs required to attain municipal standards, and on developing both institutional and technical flexibility in the system to allow for its expansion apace with urban growth.

Solid Waste Recycling in Cairo

Client: Waste Consultants, the Netherlands

EQI conducted a study on urban waste recycling, including its collection, transportation and environmental impact. The study covered six types of waste material: plastics, rubber, motor oil, cooking oil, batteries and broken glass. The study examined each recycling process and equipment used; recycling end products and their market; and the feasibility of small-scale waste recycling enterprises and the various labor skills required.

Employment Generation in Urban Works Programs through Efficient Waste Recycling in Uganda

Client/Funding Agency: International Labor Organization

EQI investigated the scope for solid waste recycling and the market for recycled materials in Namuwongo, Uganda. A strategy was proposed for utilizing available solid waste resources to generate gainful employment opportunities.

Rod El Farag Area Upgrading Project

Clients: Governorate of Cairo and Arab Consulting Engineers

Funding Agency: The World Bank

EQI evaluated existing solid waste collection services and identified the constraints on service providers. Overall demand for this service was assessed and consumer's willingness and ability to pay for improved services were studied. A new system of waste collection and haulage was designed, complete with detailed vehicle routes and an institutional structure for system management. The firm also carried out socioeconomic surveys designed to provide a database for overall community upgrading, and worked closely with urban planners to ensure the suitability of the designs.

Solid Waste Management in Aswan City

Client: GIZ

EQI conducted a study on the solid waste management and recycling system in Aswan city. The results of this survey were intended for the development and introduction of appropriate and environmentally sound solid waste management systems, including waste reduction, recycling, and treatment.

Feasibility Study of Private Sector Involvement in Solid Waste Collection and Disposal in Cairo

Client: Solid Waste Management Investment Group

EQI carried out a detailed technical and economic evaluation of the merits of establishing a large private sector firm for solid waste management in one of Cairo's twelve districts. In-depth surveys of current waste management practices in the district were undertaken, both within households and within public and private sector waste collection companies. Assessments were made of consumer willingness and ability to pay for improved services. Institutional and social factors that might limit company performance were identified. Overall system revenues and costs were calculated and detailed recommendations were made to potential investors, identifying the conditions under which involvement in the industry would be productive and self-sustaining.

WATER SUPPLY AND SANITATION

EQI provides broad-based support to water and wastewater utilities to build organizational capacity and improve water and wastewater management services. As part of our participatory philosophy, we help government agencies and the private sector develop and implement appropriate strategies for ensuring that water resources are utilized in a sustainable manner and that safe, affordable drinking water and proper sanitary drainage services are widely accessible.

Capabilities:

- Strengthening the capacity of government agencies to undertake water resource planning and management;
- Building the capacity of water user associations to manage water resources;
- Decentralizing, modernizing, and commercializing the operations of water and wastewater utilities;
- Developing master plans for upgrading and expanding water and wastewater services;
- Assisting in the planning and design of water and wastewater facilities and in managing their construction;
- Promoting private sector participation in water and wastewater service delivery;
- Helping to address water resource conflicts, and instituting capacity for water resource dispute resolution.

Selected Projects:

Further Advancing the Blue Revolution Initiative (FABRI) and the Water for the Poor Strategy in the Middle East and Africa Project

Client: DAI Alternatives

Funding Agency: USAID

The main purpose of the project is to (1) build and exchange regional scientific and technological capacity in water management; (2) improve water resources planning and management; (3) expand access to potable water supply and sanitation; (4) improve water productivity, and; (5) minimize cross-border water conflict.

Environmental Quality International (EQI) teamed up with Development Alternatives, Inc. (DAI) to prepare a proposal for this project. EQI brings expertise for overall project coordination and activity implementation. With its 31 years of experience, EQI will participate in activities including policy development, integrated water resource management, and building public private partnerships within the framework of FABRI.

Blue Revolution Initiative Water for the Poor Strategy (ABRI)

Client: DAI Alternatives

Funding Agency: USAID

The purpose of this 3-year project is to promote regional cooperation in the Near East and North Africa, prevent conflict, strengthen regional water institutions, programs and initiatives (such as The Arab Water Council), and to improve water resource management.

EQI provides technical expertise in a number of areas. These include resource and environmental management; improving the economic productivity of water resource management initiatives; water supply and sanitation; regional cooperation and dialogue creation; cost recovery and sustainability; training and advocacy. EQI also provides overarching program support including program performance monitoring and reporting and the production of publications and information dissemination tools.

Red Sea Sustainable Development and Improved Water Resource Management—Red Sea Sustainable Development (RSSD) Component

Funding Agency: USAID

Period of Performance: 2005

The objective of this project was to provide core management and analytical technical support for several components of the Egyptian Environmental Policy Program (EEPP) and to assist the GOE in promoting sustainable development and improved water resource management in the Red Sea area. EQI was responsible for coordination and monitoring of project activities and providing core management and analytical technical support to the project.

Fostering the Resolution of Water Resources Disputes Project (FORWARD)

Client: USAID

Funding Agency: USAID

EQI worked closely with local governments, NGOs, water resource experts, and USAID staff to address long-standing and divisive national and trans boundary water resource conflicts through applied studies, workshops, seminars, and negotiated meetings. EQI assisted the USAID Mission to Egypt and Cairo Governorate in developing a strategy to address the need for water and wastewater system cost recovery. By reframing the problem in terms of mobilizing resources to improve the quality of water and wastewater services and to extend the service to non-connected or poorly served areas, the FORWARD team was able to garner political support for a series of water tariff increases.

Sustainable Water Resources Management: Technical Assistance to the National Water Resources Authority (NWRA), Yemen

Funding Agency: UNDP, Netherlands, World Bank

Client: Yemen Government

EQI provided technical assistance to NWRA in strengthening its institutional and organizational capacity to assume a lead role in water resources planning and management. EQI undertook the following: 1) reviewed the internal organizational structure of NWRA and the existing line of authority within the organization in light of a) NWRA's mandate and functions; b) by-laws of NWRA; and c) general civil service rules of the country, with the objective of determining the weaknesses of the existing system; 2) examined the role of senior NWRA staff in terms of work program to be implemented by them and their authority to execute the proposed work program; 3) identified major organizational and management constraints impeding the performance and functioning of NWRA and proposed measures to address these constraints, prescribing, specifically, ways and means to: a) improve the flow of information at different levels within NWRA; b) make NWRA's decision-making mechanism more participatory; c) improve the organizational discipline; and d) create job awareness among staff and motivate them to work; 4) recommended administrative functions and authority that should be delegated to staff at different levels within the organizational structure, and prescribed a set of rules and procedures to exercise this authority; and 5) prepared a mission report covering the abovementioned items, and discussed major findings with the NWRA management team.

Institutional and Technical Strengthening of the Water Resource Assessment Yemen Program (WRAY)

Client: General Department of Hydrogeology, Government of Yemen

Funding Agency: Government of the Netherlands

EQI services involved building the management, technical, and administrative capabilities of the General Department of Hydrogeology - Ministry of Oil & Mineral Resources, Yemen - to allow it to assume its responsibility of undertaking hydrogeological investigations and services countrywide. Training programs were prepared and delivered in hydrogeology; organization & management; data base management; administration & finance; and trainer trainings.

Irrigation Support Project for Asia and the Near East (ISPAN)

Client: ISPAN

Funding Agency: USAID/Washington

The ISPAN project was a seven-year, USD 26 million project covering 14 countries in Asia and the Near East. This water resources and water policy project provided technical assistance in irrigation engineering, agriculture and the social sciences to USAID missions. EQI fielded a team consisting of a water resource engineer, an urban water supply and wastewater engineer, an industrial and toxic waste specialist, an environmental health/sanitation specialist, an environmental assessment specialist, and a social scientist to work with an expatriate team on collecting and analyzing data for a report on water resource management in Egypt.

Project Assistance Completion Report (PACR) for Cairo Sewerage II (CSII) Project

The institutional development component of the project aimed to provide CGOSD with the support to complete implementation of policy reforms towards institutional autonomy and full recovery of O&M costs. The PACR reported on the status of completion of the project elements, reviewed project accomplishments, assessed the extent to which the project had resolved or made progress toward resolution of the original problem, defined USAID's post-project monitoring responsibilities in consideration of the proposed water/wastewater sectoral reform, and provided a summary of lessons learned from the project which were relevant to the programming, design, and /or implementation of future activities. The assignment involved meetings with CWO and CGOSD Chairmen and CWO Managers, data collection, and site visits to CWO managed facilities and to CSII Project wastewater facilities.

CWO Management Assessment

The CWO assessment provided recommendations to enable the Organization for the Execution of the Greater Cairo Wastewater Project (CWO) to develop the appropriate organizational capacity. The assessment focused on CWO's governance and organizational structure, strategic planning capability, performance management function, management support systems, personnel systems and programs, human resource development and training programs, and ability to manage the implementation of contracts for and maintenance of wastewater collection and treatment facilities under CWO responsibility. Based on the assessment, recommendations for institutional sustainability were presented. The recommendations focused on what CWO would be capable of achieving in relation to its mission, within the existing and proposed legal, political, and economic framework of the Egyptian water and wastewater sector. The assignment involved meetings with CWO and CGOSD Chairmen and CWO Managers, data collection, and site visits to CWO managed facilities and to CSII Project wastewater facilities.

Water Master Plan for Alexandria General Water Authority (AWGA)

Funding Agency: USAID

The purpose of this project was to develop a 20-year comprehensive master plan to guide the Alexandria Water General Authority (AWGA) in planning for future potable water needs in Alexandria. As a subcontractor to a consortium led by Camp Dresser & McKee (CDM), EQI was responsible for a number of components including the following: a) an integrated description and evaluation of the present status of water supply, treatment and distribution systems in AWGA's service area, including assessment of AWGA's current operation and maintenance capabilities; b) an assessment of the facilities critical to immediate service improvement; c) an evaluation of the existing raw water supply facilities, assessment of future needs and identification of short-term and long-term improvement programs; d) a plan for the implementation of water improvement programs in the poor neighborhoods of Alexandria; e) a long-term strategic plan and affordable first stage investment program for AWGA to meet its estimated needs for the adequate provision of water supply services; f) a feasibility study for the First Stage Facilities Improvement and Expansion Program; g) an initial environmental examination to identify potentially adverse environmental impacts resulting from the implementation of the proposed water supply improvements and suggest mitigating measures; h) maps, a GIS system, and a hydraulic model of the water system in Alexandria; and i) a study on opportunities for private sector participation in water supply services now provided by AWGA.

**Egypt Utility Management Project: Middle Egypt Utilities Construction Management
Funding Agency: USAID**

The purpose of the Egypt Utility Management Project was to assist the GOE in expanding and improving its institutional reform efforts in the water and wastewater sector. The Middle Egypt Utilities component addressed the needs of three governorates: Fayoum, Beni Suef and Minia. Under the Construction Management component, USAID contracted Harza, EQI, ECG and CDM to provide engineering and construction management services and environmental assessments for the design and construction of new water and wastewater facilities in the three governorates. The design/build contract included full design, construction, expansion of treatment capacities at current facilities, and construction of support facilities; procurement of all equipment, materials, design, construction and start-up, training, operation and maintenance period for the facilities. EQI provided technical resources for project field construction observation and logistical support.

Water and Sanitation for Health (WASH) Project

Client: Water and Sanitation for Health

Funding Agency: USAID

EQI fielded an interdisciplinary team of consultants to conduct an in-depth evaluation of Egypt's rural development programs in cooperation with a team of international consultants. Over the course of four months, the team designed a detailed survey instrument, and conducted a rapid assessment of socio-economic conditions in a purposeful sample of 21 villages spread across the Nile Delta, and 15 villages spread along the Nile valley. Field visits involved household interviews, meetings with local government officials, and site visits to assess the performance of physical plants and equipment procured under different programs. Fresh water and treated wastewater samples were collected to supplement field measurements with more sophisticated laboratory tests in Cairo. At the end of each field visit, a village assessment report addressing engineering, institutional, financial, and socio-economic considerations was prepared. Finally, a financial and organizational profile of each governorate was constructed. EQI was also responsible for the provision of training and logistical support for the team.

Evaluation of the Sewage and Water Sector in Egypt

Funding Agency: Swedish International Development Agency (SIDA)

Period of Performance: 1992 - 1996

The objective of this assignment was to review and evaluate cooperation between SIDA and the National Organization for Potable Water and Sanitary Drainage, and assess possibilities for continued cooperation in the water and wastewater sector. The evaluation included a feasibility study for water supply and sewage in Menoufiya (1989 – 1992), a sewage network analysis (1992 – 1996), a pilot project implemented in El Hamoul that included a training program and action plan (1993 – 1996), and the El Hamoul public laundry (1994). The evaluation focused on analyzing the projects' relevance, long-term impact, and sustainability and cost effectiveness. It concluded with a set of recommendations for future cooperation in related areas, including the identification of potential future project and the assessment of the institutional capacity of counterparts to implement such projects.

Feasibility Study on Water Supply and Sanitary Drainage for Qena and Aswan Governorates

Client: National Organization for Potable Water and Sanitary Drainage

Funding Agency: DANIDA

EQI conducted a study on the institutional and financial assistance needed for the development of a comprehensive plan for the water and wastewater sectors in Qena and Aswan. Responsibilities included an investigation of mechanisms to improve water and wastewater management and organization at both central and local levels, and a financial analysis to determine an appropriate tariff structure to recover capital and recurrent costs associated with the plan.

The Environmental Improvement Project: Al Dayoura and Kom Ghorab

Funding Agency: SFD

As part of the environmental improvement project launched by Cairo Governorate, EQI conducted preliminary studies of the water and wastewater sector in Al-Dayoura and Kom Ghorab, two of the poorest shiakhnas in the district of Misr al-Qadima (Old Cairo) to examine issues related to population size, consumption rates, service shortages, and operation and maintenance problems, and to determine present and future needs. Based on the studies, EQI prepared the designs for a more expanded network to supply water and sewage connections to almost 400,000 inhabitants. EQI prepared the tender specifications, evaluated the bids, and supervised implementation.

Water and Wastewater Debt Restructuring Study

Client: GOE

Funding Agency: USAID

EQI also assisted the GOE in examining options for restructuring the debt burden carried by water and wastewater utilities. The study covered the Alexandria General Water Authority (AWGA), the General Organization for Sanitary Drainage (GOSD), the Beheira Water Company, the Qena Water and Wastewater Department, the 6th October Utility, and the Fayoum Economic General Authority for Water and Sanitation (FEGAWS). EQI documented the finances of these public economic authorities (PEAs), analyzing revenues and expenditures, balance sheet information, assets and liabilities, and debts, to examine options for restructuring current local and foreign debts, and developed a model to determine the sensitivity of the utilities' financial picture to various changes in revenues and expenditures. EQI also examined legal and institutional issues to identify appropriate vehicles for debt restructuring. The team assessed the organizational structure of these entities to identify opportunities for increased operational and performance efficiency, rationalization of expenditure, and financial reform. The team also examined laws and regulations governing the establishment and operation of these entities, providing recommendations for a suitable legal framework to allow for debt restructuring.

ENVIRONMENTAL IMPACT ASSESSMENT, RESEARCH AND PLANNING

EQI offers in-depth environmental planning and research services including the preparation of environmental impact assessments, environmental profiles, feasibility studies for ‘Green Business’ and resource reuse initiatives, pollution prevention and environmental action plans. We also assist our clients in the design and implementation of environmental management systems (EMS) to achieve measurable environmental improvements.

Capabilities:

- Formulation of environmental policy and implementation benchmarks
- Environmental and social impact assessments (ESIA)
- Audits and pollution prevention strategies
- Environmental profiles
- Environmental action and management plans
- Feasibility and market studies for market-based environmental initiatives
- Measurement of environmental indicators and receptors

Selected Projects:

Infrastructure Projects in Egypt (2014 – 2015) Baseline Condition Report

Client: The Japan External Trade Organization in Cairo (JETRO)

Period of Performance: 2015

JETRO has requested the implementation of a study of the infrastructure projects’ market in Egypt. Egyptian construction contractors have in recent years experienced a shortage of the heavy machinery and expertise required for the implementation of large public works, and it is believed that specialised Japanese firms could potentially complement their Egyptian counterparts operating in the infrastructure sector. The purpose of this study is therefore to provide information that would help Japanese firms identify where their skills would be most beneficial to the Egyptian people.

This study thus focuses mainly on public works, not private developments projects. Its scope covers the current status of infrastructure in Egypt, the Government of Egypt (GOE)’s investments plans, and an overview of the infrastructure public works market in Egypt. The specific infrastructure elements covered in the study, as requested by JETRO, include:

- -Transportation and logistics
- -Urban development
- -Waste water treatment and desalination
- -Energy (power plants’ interconnectors).

Environmental and Social Impact Assessment of Cairo Metro Line3-Phase 3, 2011-2012

Client: The National Authority for Tunnels (NAT), Egypt

Funding Agency: French Development Agency (FDA), and European Investment Bank (EIB)

The French Development Agency (AFD) and European Investment Bank (EIB) are contemplating co-financing the construction of Greater Cairo Metro Line 3 – Phase 3. The National Authority for Tunnels (NAT) is the executive agency and owner of the entire Cairo Metro Line 3 project. Environmental Quality International (EQI) will undertake an Environmental and Social Impact Assessment Study (ESIA) for the Project on behalf of NAT, in conformity with Egyptian Law and AFD and EIB requirements.

Cairo Metro Line 3 - Phase 3 consists of 15 stations over 17.7 km, divided in three sub-phases.

The ESIA has three objectives:

- to help the Project owner, NAT, design a project which respects the environment and the population by jointly defining activities and measures which need to be implemented in order

- to improve the environmental and social quality of the project,
- to inform the Lenders' decision-making process by verifying the social and environmental viability of projects put forward for their financing and thus limit legal, financial and reputation risks, to allow stakeholders to be informed and to participate in the Project design.

Environmental and Social Impact Assessment of the Dashit el Dabaa Hotel

Client: Egyptian Tourism Development Company (ETDCO) / Export Development Bank of Egypt (EDBE)

Period of Performance: 2011

In accordance with the requirements of the Egyptian Environmental Affairs Agency (EEAA) and Tourism Development Agency (TDA) for tourism projects in coastal areas, EQI undertook the environmental and social impact assessment of a seaside resort south of Hurghada, Red Sea. A team of socio-economic specialists and marine biologists, prepared the ESIA report. The study covered the construction and operation phases of the project, and included an ESMP to mitigate potentially adverse impacts of the project upon the surrounding communities and natural environment, with a particular focus on the marine flora and fauna.

Strategic Urban Development Master Plan Study for Sustainable Development of the Greater Cairo Region in Arab Republic of Egypt. Line 4 Metro and the 6th of October City Bus way network, 2008

Client and funding agency: JICA

The study included a detailed socio-economic survey of the proposed project area, interviews and focus group meetings with members of the community. A detailed pre-Environmental and Social Impact assessment (Pre-ESIA), of the physical and biotic elements of the environment was produced. Adverse impacts that may occur during the construction and operation of the project were then identified and evaluated. A plan for mitigating adverse impacts was developed in consultation with the local communities and other stakeholders.

The Arab El Raml – Alexandria line signalling system and central traffic management centre, 2008

Client: Egyptian National Railway

Funding agency: World Bank

EQI's team conducted an Environmental and Social Impact Assessment (ESIA) of the Egyptian National Railway Restructuring Project. The ESIA of this project required extensive public consultation along the railway line, as it cuts across a very densely populated region of the country. Positive and negative impacts from the construction and subsequent operation of the new signalling system and traffic management centre were identified and compared, and a mitigation plan was devised to alleviate adverse impacts to the communities living near the railway track.

Egyptian National Railway Restructuring Project: The Upper Egypt line signalling system and central traffic management centre, 2008

Client: Egyptian National Railway

Funding agency: World Bank

An Environmental and Social Impact Assessment (ESIA) was carried out to identify all positive and negative impacts from the project's construction and operation phases. Public consultation with the communities living in close proximity to the railway line were carried out, and mitigation measures were identified to address their concerns, as described in the social and environmental management plan.

Giza South-1 Well Test: Environmental and Social Impact Assessment

Client: BP

Period of Performance: 2007

An ESIA was performed to assess the impact of a proposed well test according to the standards of both the World Bank and the EEAA. The ESIA included an assessment of the physical and natural environment of the area, the program and its activities and the development of an air quality dispersion model, to assess the air quality impact of the well test.

Egypt Solar and Biomass Market Survey

Client/Funding: EVD, Kingdom of Netherlands' Ministry of Economic Affairs

Period of Performance: 2006 - 2007

EQI conducted a market survey of solar and biomass technologies with the objective of assessing market opportunities. Interviews were conducted with key stakeholders to determine the supply and demand characteristics for technologies in both fields. The results of the survey were presented in two reports, a solar technologies and a biomass technologies survey.

Egyptian Environmental Market Assessment

Client: RCG/Hagler Bailly Inc.

Funding Agency: USAID/Egypt

EQI conducted a survey of companies currently providing, or capable of providing, environmental goods and services in Egypt. The objective of this research was to provide data and information on the Egyptian environmental industry market and to assess its anticipated developments.

Environmental Pollution Prevention Project (EP3)

Client/Funding Agency: USAID

Period of Performance: 1994 - 1995

EQI provided technical and logistical support to the EP3 country program managers in Egypt. This project was a five-year program designed to promote pollution prevention activities in developing countries. The program undertook assessments of industrial pollution prevention schemes; provided technology demonstrations; and conducted training and information dissemination. EQI fielded long & short-term Egyptian consultants to work with the US team on a sustainable pollution prevention program in Egypt and on the adaptation of environmentally sound industrial technologies to local conditions. The team also conducted industrial plant surveys and diagnostic assessments to identify opportunities for employing no cost/low cost pollution prevention techniques, and clean production technology; and preparing training courses to introduce the EP3 methodology to policy makers and industrial leaders. To help EP3 to identify opportunities for pollution prevention interventions with significant environmental and financial benefits, EQI developed a database of 630 public and private sector plants, including plants in the textile, chemical, petroleum, building material, metallurgic and engineering industries. The database provided information on general plant statistics, utility consumption and waste generation characteristics.

Technical and logistical support to the EP3 country program managers in Egypt was provided. EQI's services also included: fielding long and short-term Egyptian consultants to work with the US consulting team to establish a sustainable pollution prevention program in Egypt and environmentally sound industrial technologies for local conditions; industrial plant surveys and diagnostic assessments to identify opportunities for employing no cost/low cost pollution prevention techniques and clean production technology; and preparing training courses to introduce the EP3 methodology to policy makers and industrial leaders.

Environmental Health Project (EHP): The Cairo Receptor Modeling Study

Client: Camp Dresser & McKee

Funding Agency: USAID

EQI participated in training National Research Center (NRC) staff to use receptor models and interpret results, in preparation for the Cairo Air Project. EQI liaised with NRC, Ministry of Health (MOH), and EHP staff, to ensure timely coordination of consultant inputs with sampling schedule. In addition, EQI provided logistical support, including clearance of equipment and set-up of sites.

As a sub-contractor to Camp Dresser & McKee, EQI participated in training National Research Center (NRC) staff in the use of receptor models and the interpretation of results in preparation for the Cairo Air Project. EQI also liaised with NRC, Ministry of Health (MOH), and EHP staff to ensure timely coordination of consultant inputs with sampling schedule. In addition, EQI provided logistical support for the training.

Depletion of the Ozone Layer in Countries in the ESCWA Region

Client: United Nations - ESCWA

Funding Agency: United Nations - ESCWA

EQI fielded a team of environmental and financial specialists to conduct a study on the depletion of the ozone layer in the countries of the ESCWA region, including Egypt, Bahrain, Iraq, Jordan, Syria, Lebanon, Saudi Arabia, Yemen, Qatar and the United Arab Emirates. The study entailed the assessment of prevailing practices and conditions in ESCWA countries that are related to ozone layer deterioration; the development of a data base system; and the establishment of a methodology for programming and controlling intervention measures. Factors, parameters and variables affecting the problem were identified; and substances depleting the ozone layer were characterized and categorized. Regional strategies and requirements were critically appraised and their relevance to the ESCWA region assessed. Moreover, the costs of phasing out ozone depleting substances over the coming twenty years were estimated for the ESCWA countries.

AVICENNE - Renewable Energy Project

Funding Agency: European Union

EQI acted as the Egyptian representative on a research program covering Germany, Turkey and Egypt to investigate the fermentation of sewage sludge and organic waste as a source of both renewable energy (biogas) and hygienic fertilizer/soil improver. The project's objective was to develop a system to collect and ferment wastewater sludge and bio-wastes from different sources (tourism, cities, agriculture, food industry and water plants), with the intention of using the resulting biogas for energy production and the fermented product as fertilizer and soil improver. EQI was contracted to analyze the housing and social structures of a test city; identify agricultural wastes which pose problems when aerobically destructed; test the use of aquatic plants for the treatment of wastewater and harvest the plants for fermentation; test different mixtures of bio-wastes, hydrophytes, and wastewater sludge for joint fermentation; select project test sites, taking into account social acceptability, ecological and infrastructural impact, and local markets for energy, heat, and fermentation products; collect data on the available bio-wastes and wastewater sludge at the test sites and analyze samples taken; assess the use of hydrophytes to clean wastewater in terms of water treatment quality and subsequent exploitation of the biomass; conduct fermentation experiments at both laboratory and pilot scale; and evaluate technological options employing fermentation in relation to the analyzed sites in view of optimized production of biogas and fermentation products. EQI was also contracted to generate evaluation reports from the different test sites indicating advantages, disadvantages and conditions of success, intended to be of use to waste and wastewater managers around the Mediterranean region.

Assessment of Environmental Problems in Egypt

Funding Agency: Japan International Agency (JICA)

EQI undertook a preliminary survey of environmental problems in Egypt, assessing prevailing environmental conditions and practices in Egypt, and providing an action plan for environmental risk management. The study covered: air, water, marine, and inland lake pollution, as well as solid waste and sludge management; existing legislation and the roles and capabilities of various ministries and government agencies involved in environmental management; and the participation of selected donor organizations in environmental programs in Egypt. Based on the results of the survey, EQI presented a set of guidelines for priority action, focusing on programming needs and requirements for immediate intervention.

Local Environmental Services Project: Environmental Priorities and Action Plan for the Governorates of Greater Cairo and Fayoum

Funding Agency: USAID

EQI assisted the Cairo Regional Branch of EEAA in developing an operational plan to address environmental issues in the Greater Cairo and Fayoum regions in the areas of wastewater, air pollution, energy, solid waste, cultural heritage, natural heritage, and land and water resources. The plan was prepared on the basis of a thorough review of published and unpublished reports and information on environmental conditions in the governorates of Cairo, Giza, Qaliubiya, and Fayoum. It was also based on extensive interviews with the main stakeholders at the local and national levels, including representatives of EEAA and its regional branch for Greater Cairo and Fayoum, local government officials in the governorates concerned, and representatives of non-governmental organizations and the private sector. The plan identified priority environmental issues in each of the governorates of the Greater Cairo and Fayoum region. For each governorate, basic data on the physical, biotic, and human aspects of the environment were provided. Major environmental issues and problems were identified and described in detail. Actions required to deal with these problems were discussed and then translated into specific project packages, with well-defined objectives and preliminary budgets.

The Egyptian Engineered Wetland: Rehabilitation Plan for the Affected Population of Bahr El Baqar, Lake Manzala

Client: UNDP

EQI undertook a review of existing data and previously prepared material on the social environment and population of the Bahr El Baqar, Lake Manzala project site, and carried out further research. The study considered the social implications of the proposed engineered wetland to be established in the southeastern part of Lake Manzala. A plan for the rehabilitation of the inhabitants of the area who are expected to be displaced/relocated was developed.

Social Development Study: Environmental Action Plan, Governorate of Dakahleya

Client: ENTEC

A social development study aimed at identifying and prioritizing actions that are required to improve environmental management and protection in the governorate of Dakahleya to improving the quality of life and working conditions of residents in the governorate.

Urban Giza Environmental Profile

Funding Agency: Dutch Development Cooperation

The project aimed to identify, quantify, analyze and present environmental problems in Urban Giza, and to recommend and prioritize specific actions and policies to improve the situation. The approach was based on a consultative process that engaged the various stakeholders, with special attention to women. As a subcontractor to Tauw Milieu, EQI conducted an assessment of environmental conditions in urban Giza in the areas of biodiversity, water and wastewater, domestic and industrial solid waste management, and industrial pollution. EQI provided technical assistance in conducting assessments on traffic-related air quality and on general urban air quality in Giza, with emphasis on traffic emissions. EQI provided assistance in obtaining permits, selecting locations, installing passive samplers, and performing air quality measurements. EQI helped to relate information on air pollution and other environmental problems, identified possible actions, and based on findings prepared the iso-concentration map and a report with information on the methodology, data, and steps to be incorporated in the Environmental Profile and recommendations for air quality monitoring activities. Finally, EQI identified and prioritized the major environmental issues in Urban Giza and proposed a set of integrated interventions to address them and assisted on the final technical document.

Cairo International Airport Project: Environmental Impact Assessment

Funding Agency: The World Bank

In collaboration with Dar El Handassa, EQI conducted an environmental impact assessment of the new Cairo International Airport facilities including a new terminal building; runway; and cargo facility. As the capacity of the Cairo International Airport increases, traffic along airport access roads will increase and the expansion will also affect socioeconomic conditions in nearby neighborhoods, and have other impacts like increased noise and air pollution. EQI studied the impact of the new project on the existing environmental setting - including biological and socio-cultural characteristics -

during both the construction and operation phases. Hearings to inform the public and obtain feedback about the new project were conducted throughout the process.

Environmental Impact Assessment for Cairo Airport Authority (see environment for more information)

Funding Agency: Dar El-Handassa /World Bank

A socio-economic impact assessment measuring the potential adverse/favorable impacts caused by the construction of the new terminal building and runway at Cairo Airport was carried out. In-depth interviews and surveys were conducted with a purposive sample of airport employees and technicians, businesses inside and surrounding the airport and the public residing in neighborhoods around the airport. Based on this study, recommendations and points of concern were to be taken into consideration during and after the construction of the terminal building and runway. (2003)

The American University in Cairo (AUC) New Campus Project

Client: AUC

EQI conducted an environmental impact assessment of AUC's new campus, to be built on 1,500 acres in the northeastern suburb of "New Cairo". The project involves the construction of buildings and infrastructure, land forming, and landscape work. As a result, the project is expected to have a significant impact on the local community in New Cairo. The EIA provided the project's planning, architectural and engineering teams with the information to maximize the sustainability of the environmental resources of the area and minimize potential negative impacts of the project's components and activities. The EIA provided a detailed description and analysis of the area's existing environmental physical, biological, and socio-cultural setting, in addition to offering an account of the project, its components, and activities throughout the construction and operation phases. Moreover, the EIA investigated the potential impact of the proposed project throughout, evaluating relative significance and examining different design alternatives and mitigation measures to reduce the expected negative impact of the project. The EIA also included the development of an environmental management and monitoring plan for the project during construction work and following the operation of the new campus.

Environmental Assessment for Egyptian Factories

Client: FGU - Kronberg GMBH

EQI participated in an evaluation of environmental conditions within fifteen major Egyptian factories. Their production flow was described; emissions with a potential adverse impact on employees and/or the environment were determined; and environmental protection equipment was inspected. In addition, pollution control mechanisms adopted by each factory were assessed; factory-specific rules and regulations on environmental protection were examined; and recommendations for improvement were developed.

Environmental Impact Study for the Export Development Bank of Egypt Resort – Phase I

Client: Export Development Bank of Egypt (EDBE)

An environmental impact assessment was undertaken of the first phase of a self-contained tourist complex situated on the west coast of the Red Sea, 18 km south of Hurghada. The EIA included a review of subdivision plans and conceptual engineering designs, field investigations to assess the project's likely environmental impacts on air, land, and sea. Particular emphasis was placed on marine life ecology to safeguard against potential damage during construction or operation of the proposed resort. Findings of the study were analyzed, and recommendations for protecting the area's environmental assets were provided.

Environmental Impact Study, of Sahl Hasheesh Tourist Resort Development Project

Client: Sahl Hasheesh Development Company

An environmental impact assessment study was undertaken for the first phase of a self-contained tourist resort complex in Sahl Hasheesh on the west coast of the Red Sea, 20 km south of Hurghada. Multidisciplinary experts carried out technical investigations on site and developed a report

illustrating and predicting significant adverse and/or beneficial impacts of proposed developments. The report also recommended measures to attenuate, and whenever possible remedy anticipated adverse impacts. Furthermore, it indicated areas in need of monitoring programs to detect unwarranted burdens on the environment.

URBAN PLANNING AND ARCHITECTURAL DESIGN

Our approach to urban planning and architectural design is both multidisciplinary and participatory. At EQI, we incorporate environmental, social, infrastructure and governance capabilities and considerations in the design of urban upgrading projects. Our goal is to ensure that target populations derive tangible benefits from planning and upgrading activities while preserving the fundamental nature of each unique community and its core traditions.

Capabilities:

- Development of participatory urban upgrading and management strategies
- Design and implementation of urban upgrading initiatives
- Development of best practices manuals, case studies and guidelines
- Stakeholder consultations and mediation
- Development of regional linkages and knowledge-sharing networks
- Creation of architectural designs and drawings

Selected Projects:

Informal Settlement Participatory Needs Assessment and Activity Design Study, 2015 - 2016

Client: Social Fund for Development (SFD)

Funding agency: Agence Française de Développement (AFD)

The Needs Assessment and Activity Design Study, funded by Agence Française de Développement (AFD) and managed by the Social Fund for Development (SFD) seeks to:

- Develop a program for the upgrading of four unplanned settlements in the Cairo and Giza Governorates. The diversity that exists among the four settlements is representative of the issues faced by informal settlements in the Greater Cairo Region.
- Identify employment-enhancing programs for micro and small enterprises in these settlements.

On the basis of the outputs of the Needs Assessment and Situation Report, the team will prepare indicative investment packages for each settlement. Special emphasis will be given to develop practical prioritisation criteria that can be used to phase initiatives into short-, medium-, and long-term priorities. One key criteria may refer to investments that promote synergies between public works, MSEs development, and employment generation in each area.

Local Environmental Services Project: Pre-Feasibility Study to Establish an Architectural Studies Center

Client: Egyptian Environmental Affairs Agency (EEAA)

Funding Agency: USAID

EQI provided support for activities related to the Sustainable Tourism Component of the US-Egyptian Partnership for Economic Growth and Development. One objective of the Partnership's Program is to take advantage of the traditions that have long made Egypt a popular destination, and to emphasize the importance of these traditions if Egypt is to sustainably expand its tourism industry. The objectives were to determine the feasibility of establishing an Architectural Studies Center, and select a possible location for the center. EQI helped determining the interest in an Architectural Center, and the legal requirements to establish it; identifying a suitable site and determining physical feasibility; a possible Egyptian patron, U.S. partner(s), and regional partners; undertaking a one-day workshop to discuss the feasibility of the center; and preparing a management and financial plan.

Methodology for Environmental Health in Urban Planning

Clients: The World Health Organization (WHO), The United Nations Environmental Program Committee of the USSR (UNEP/COM), The Center for International Projects of the USSR (CIP)

Funding Agency: WHO

As proposed at the meeting of environmental health experts in Moscow on November 27-December 1, 1989, EQI prepared a chapter entitled "A Methodological Basis for Environmental Health in Urban Planning" for a WHO guidance document. The methodology was geared primarily towards helping urban planners, urban managers, decision makers, and educators, to develop coordinated environmental and urban management policies. Main areas of focus included the evaluation of needs, priorities and conditions; formulation and evaluation of alternative strategies and programs; development of institutional arrangements; mobilization of public support; and finance.

The Mega-Cities Project

Client: Megacities

Funding Agency: UNDP

EQI provided support to the National Association for the Protection of the Environment in promoting the Mega-Cities project in Cairo, and producing an analytical and evaluative case study on urban environment and poverty innovations in Cairo as part of the project. The project's aim is to create a network amongst cities with populations of over 10 million to providing transfers of knowledge and technology, and promoting cross-cultural participation in solving problems related to greater urbanization.

The Aga Khan Al Darrassa Park: An Attitudinal Study

Client: Aga Khan Cultural Services Company

A study of the expected utilization patterns of a proposed park to be established/funded by the Aga Khan Trust in the densely populated and low-income al-Darrassa neighborhood of Cairo. The investigation focused on ways to facilitate the design of the park to attract users from a variety of socioeconomic groups. The main objective of the study was to address the needs of the low-income community, by eliciting the views of residents and by integrating their opinions and needs into the proposed park design. Another goal was to discover ways of attracting members of other socioeconomic groups prepared to spend on revenue-generating activities which, in turn, could be used to maintain the standard of all park services.

Establishment of an Analytic Typology for Informal Settlements in Giza

A detailed analysis was conducted of the physical environment, settlement history, and quality of life in communities in Giza. The analysis was designed to serve as a strategic and analytic basis for community development programs.

Development of a Typology of Informal Communities in Cairo

Clients: The Joint Housing Projects Agency, Ministry of Housing and Utilities and the Cooperative Housing Foundation

Funding Agency: USAID

Baseline community research designed to first develop a functional typology for informal urban settlements, and then to create strategies for upgrading these communities. This upgrading would take place by providing basic infrastructure (water, sewerage and roads), education, and health and welfare services, and by enhancing economic opportunities for residents. Emphasis was placed on the potential for community participation, and on the capacity for cost recovery from program beneficiaries.

Participatory Urban Upgrading of Boulaq El Dakroul

Funding Agency: GIZ

This project aimed at: 1) analyzing the settlement of Boulaq Dakroul to identify specific project areas; 2) analyzing and describing the specific problems of the project areas to generate a project design showing ways to overcome the problems and how to initiate and to promote a future development process of the area; and 3) developing a set of immediately implementable measures that would assist

the inhabitants of the project areas. EQI assessed the available data, and gathered information on the social infrastructure, describing and assessing forms of formal and informal organization of the inhabitants in the area (NGOs, youth clubs, ethnic groupings, women associations, etc.); identifying formal and informal leaders/organizations through whom the project could gain access to the population; describing major problems of the inhabitants of the area as seen by them; and recommending ways and means of ensuring community participation in solving these problems.

Urbanization and Environment Study

Funding Agency: UN Economic & Social Commission for Western Asia (ESCWA)

EQI conducted a study of environmental problems related to urban development to assist in the development of a comprehensive policy targeted towards urban management and environmental protection. The study examined the process of urban development and related manifestations of environmental deterioration, while reviewing the principal considerations and necessities of sustainable urban development. As a result, EQI presented practical guidelines for containing and limiting environmental degradation.

The Near East and North Africa (NENA) Urban Forum

Funding Agency: USAID

EQI was selected to host the temporary Secretariat of the Urban Forum for two years. The purpose of the NENA Urban Forum was to identify key urban challenges facing the NENA region and, accordingly, to define an urban agenda for the region. The Forum assisted its individual and institutional members and their respective countries in initiating and promoting innovative practices in support of improved urban development policies. The Forum served as a mechanism to share experiences and information among members and promote partnerships among members' institutions. Acting as the Secretariat of the Forum, EQI was responsible for implementing decisions made by the General Assembly and the Executive Board; coordinating activities of the Forum; managing the continuous flow of information; and providing all logistical and administrative support to enable the Forum to meet its objectives.

Sustainable Urban Management (SUM)

Client: USAID

Funding Agency: USAID/Washington

EQI is a subcontractor to The Communities Group International (TCGI), a Washington-based firm, for the Sustainable Urban Management Indefinite Quantity Contract (SUM IQC) issued by USAID Washington. Under this contract, EQI provides USAID with quick-response, short, medium and long-term advisory services. The SUM IQC covers the following functional areas: 1) expanded and equitable delivery of urban services; 2) more effective and accountable local government; 3) reduced urban pollution and; 4) credit program monitoring. The IQC's geographical coverage comprises Latin America and the Caribbean, Asia, Africa and Eastern Europe. As member of the SUM Implementation Team (SUMIT), a consortium of firms, EQI's principle areas of focus include environmental institution strengthening and training, environmental management practices, public participation in local government and municipal and project finance. EQI has primary responsibility for the Middle East and North Africa but also field consultants to the other geographical areas. The total financial envelope is \$120 million for the five year contract.

Cairo Extension of Municipal Services Project

Client: Governorate of Cairo

Funding Agency: The World Bank

In consortium with Culpin Planners and Arab Consulting Engineers, EQI developed a comprehensive system of land management for the city of Cairo. This program was designed to service, subdivide, and release 1000 feddan of land for industrial, commercial, and residential purposes, and to establish a

land development institution that can control future land planning and management. EQI was specifically responsible for designing the new institution; carrying out basic studies on demand for various types of plots; conducting affordability studies of land particularly for low-income Cairenes; designing an appropriate system for construction loans and mortgage financing; and designing a comprehensive system of solid waste management capable of rapid expansion to serve an estimated 250,000 residents.

Giza Extension of Municipal Services Project

Client: Governorate of Giza

Funding Agency: The World Bank

EQI, in consortium with Culpin Planners and Arab Consulting Engineers, established a land development and municipal services program on behalf of the Governorate of Giza. The first phase of the project included the development of 500 feddan, and EQI's role was equivalent to that in the earlier Cairo program.

Tora Upgrading Project

Client: Architects Sans Frontières (ASF)

EQI, in consortium with Architects Sans Frontières, designed and planned a rehabilitation project at the Tora garbage collectors' settlement, located on the highway connecting North and South Cairo. Based on the analysis of the community's social and economic nature, alternative development strategies were produced. Engineering designs, complete with infrastructure requirements and cash-flow projections, were prepared for each strategy. Accordingly, a coherent strategy was developed that both promotes socioeconomic development of the community and that is at the same time financially viable. The strategy relied on community participation as one of its components.

Manshiet Nasser Integrated Participatory Upgrading Project II – Concept Study

Funding Agency: KfW & GIZ

In collaboration with SUM Consult, EQI undertook a concept study for a participatory upgrading project in Manshiet Nasser to improve living conditions in selected geographies in a cost effective and sustainable manner with maximum participation of the community. It also aimed to help establish a demonstrative model of integrated participatory upgrading with a high potential for replication in other urban areas of Egypt. The concept study portrayed the envisaged project and the pertaining cooperation proposal. Accordingly, the concept study focused on four major components: 1) infrastructure development, including the improvement of the existing water and wastewater networks, upgrading of roads inside Manshiet Nasser and of the Autostrade (Highway) frontage; 2) improvement of public facilities, including schools, health facilities, youth and sports facilities, post office and police station, markets, workshops and landscaping, through extensions, rehabilitation and new construction and, most importantly, the improvement of the quality of service delivery; 3) community development (addressing vulnerable groups such as single mothers, working children, and youth with drug problems, and groups with the high potential for development contributions, such as informal enterprise owners and workers, community leaders, and youth), including capacity building, awareness campaigns, improvement of garbage removal, resettlement of a very limited number of families living on badly needed public space, and local initiative support; and 4) promotion of economic development through the provision of informal business loans, business development services and the improvement of vocational training.

Dahab Tourism Development Project

Client: EPIC

EQI studied the feasibility of, developed, and designed a 700-bed holiday village at Dahab in South Sinai. EQI prepared a tourism package for EPIC to present to potential investors, complete with land already purchased, off-site infrastructure, detailed architectural designs, a feasibility study, architectural drawings for government permits, and a financing structure. EQI undertook the promotion of this package to investors.

Morena Resort Development Project

Client: The Arab Development Group

EQI was responsible for the development, design, and master plan of a 125,000 sq.m seaside tourism resort project in Hurghada. To compile the plan, different architectural systems were investigated and tested. A cost-competitive new system was developed that was both suitable to the area and made use of available local material, resulting in a financially viable and attractive resort development proposal.

Quaroon Tourist Village

Client: Private investors

EQI developed a master plan for the village, using both modern methods of construction and those of the traditional domes and vaults. This allowed the design to best take advantage of both styles; the former for constructing multi-story buildings and the latter for the unique atmosphere it conveys. The village contains a total of 450 units in addition to public space.

Tourist Village for the Armed Forces Club's Administration

Client: The Armed Forces Club's Administration

The harmonious incorporation of modern and traditional building methods was built into the designs for this project of developing a tourist village composed of cabanas and villas. Elements unique to the project included the necessity of conforming to the small area of the village (60000 m²) and the late stage addition of a number of villas for use by high-ranking visiting officials.

Jabal Al Harim Resort Development Project

Client: Kamal Al Korie

EQI developed a 23,000 m² seaside resort project in Hurghada. The master plan included the architectural interior design of 26 luxurious villas, landscape design and infrastructure layout. EQI performed a financial feasibility study, as well as preparing cost estimates, bills of quantities and formulating a sales and promotion plan for the project.

Mansoureya Palm Gardens

Client: Halim Brothers

EQI carried out a technical and financial feasibility study for the development of an eighty-feddan site located in northwest Cairo. The study included a market structure review and a legal and location analysis. Alternative construction costs for sewerage, water wells, and roads systems were compared. The study resulted in a development strategy, cash-flow projections, and engineering drawings for the first twelve-feddan portion of the property to be converted into an agro-residential development.

Noubareya Landscaping

Client: Dallah Company for Animal and Agricultural Production

EQI undertook a technical and financial assessment of the company's farm of 6000 feddan in the newly reclaimed area of Noubareya. The farm produces fodder, dairy products, and meat. EQI developed a landscaping project along the main road that runs through the farm, connecting its plants, agricultural areas, and employee quarters. An avant-project was designed creating focal points, buffer zones, baffles and other landscaping techniques.

Heliopolis Nursery and Day-Care Center

Client: Dallah Company for Animal and Agricultural Production

EQI re-designed an already existing villa that was used as the headquarters for Dallah Company for Animal and Agricultural Production, to make it compatible with its new function as a nursery. A field study of comparable reuse projects was carried out to determine the profitability of the project and based on the field study and the desires of the client, recommendations on child-friendly interior decoration/design were made.

Ras Abu Soma (RAS) Tourism Development Project

Client: Abu Soma International, Ltd.

EQI carried out a feasibility study for the development of a fully integrated tourist village in the RAS region. The development plan included the construction of a self-sufficient complex of four 5-star

hotels with 300 rooms each, a marina, and an infrastructure plan. Upon completion of the feasibility study, EQI prepared an official memorandum to raise the equity and bank financing needed for the project.

Kobbah Towers Project/ Dallah Business Center Project/Feasibility Study for Refrigerated Transport in Egypt

Client: Dallah International Holding Company

EQI conducted various feasibility studies for this company including: (1) a technical and financial study to evaluate the conversion of three residential towers, on an area of 20,400 sq.m in the Kobbah gardens, into a hospital, a hostel and an apartment building A technical and financial study to evaluate the conversion of three residential towers, on an area of 20,400 sq.m in the Kobbah gardens, into a hospital, a hostel and an apartment building. The study included interviews with doctors and a survey of existing private-sector hospitals identifying services offered, price range, occupancy rates and management operations. In addition, the study determined the demand for hostels, identifying the target market and the pricing strategy.; (2) a technical and financial study to assess the potential of transforming a commercial space in downtown Cairo into a high-technology service center, to include an information center, a computer center, and a standardized business support service; (3) a study to assess the feasibility of setting up their own refrigeration transportation network in Egypt.

NATURAL AND CULTURAL RESOURCE MANAGEMENT

EQI's approach to natural and cultural resource management is to develop economically viable projects that are environmentally, culturally and socially sustainable. Recognized as pioneers in the promotion of eco-tourism in the region, our projects mirror our commitment to integrated community development and range from coastal zone management and biodiversity conservation of fragile desert habitats to the adaptive re-use of historic buildings in heavily-populated, urban areas.

EQI specializes in the design and application of tourism development strategies that capitalize on the region's unique natural and cultural assets while preserving and regenerating them to ensure their sustainability. Our approach is to employ local workers, apply traditional systems of building and environmental management and use local materials and products. We aim to market the region as a special travel destination, in order to attract highly cultured and environmentally sensitive travelers that bring added value to the local community and to the economy. Our work has encouraged local authorities to reassess existing institutional, legal and regulatory structures, and to look more closely at alternative strategies for tourism development.

Capabilities:

- Development of strategies for preserving the region's varied ecosystems, diverse fauna and flora, and unique geological features.
- Design and implementation of environmentally sustainable tourism strategies
- Preparation of impact studies, best practices manuals and feasibility studies
- Design of projects to protect coral reefs and establish protected areas.
- Capacity building of local communities and regulatory agencies in resource management
- Development of small and micro enterprises that profit from natural and cultural resources in a sustainable manner
- Design and implementation of innovative eco-tourism initiatives

Selected Projects:

The Revival of the Moqbil Mosque in the Shali Fortress of Siwa

Client: The British Council for Cultural Preservation

Period of Performance: 2017 – 2019

This project will see the restoration of a traditional rock-salt mosque in the old fortified city of Shali, Egypt. Environmental Quality International will employ and supervise local master craftsmen to train local labourers in traditional conservation techniques, in turn (re)building skills in Shali residents in repairing their homes in a traditional and sustainable way. This project will preserve the Mosque of Moqbil, (Masgid el Moqbil) using traditional materials and building methods including the use of rock-salt (Kershef blocks) which is the traditional building method for the area. During the restoration, partially fallen or rotten palm trunks and olive beams will be replaced, and walls will be finished with hardened clay known as tafla.

The Revival of the Egyptian Museum

Client: The European Union, the German Government, private donors

Period of Performance: On-going

The Revival of the Egyptian Museum project has two main components. The first is aimed at bringing Egypt's prime National Museum back to its former glory, which, over the past decades has seen significant deterioration. The second component will address wider sustainability issues with respect to preventative conservation measures for the Museum's priceless artefacts. The project will address the pressing physical needs of the Museum, ensuring it remains a reference destination for both national and international visitors. Moreover, since it is recognised, even among MSA management, that there is a general lack of practical training in the national universities for young professionals seeking employment in archaeology or museums, the project will include capacity-building activities to enhance the skills of the MSA's current and future curatorial staff.

Saqqara Archaeological Site Management and Visitation Plan

Client: AFD and SCA (Egypt)

Period of Performance: 2012 - 2013

The Saqqara Site Management Project is about enhancing the value, significance and attraction of the Saqqara archaeological site and its vicinity as a reference destination for both national and international visitors. Increased revenue following project implementation will allow for the site's conservation in synergy and harmony with its natural and human environments. The project will also increase the capacity of the Supreme Council for Antiquities (SCA) to formulate, implement and administer site management and visitation plans. It will provide high quality site management tools, facilities and interpretation panels that will add value to - and increase the visibility of - the actions of the French missions and the SCA on the site. EQI drew the environmental profile of the study area, administered training on environmental profiling and provided insight into the relevant environmental management actions to be incorporated in the site management plan.

Mobilization of the Dahshur World Heritage Site for Community Development Joint Program: (Social Component)

Funding Agency: UNESCO

Dahshur comprises an integral section of the UNESCO World Heritage Site (WHS), Memphis and its Necropolis (MN). The study aimed at undertaking a social study for the Dahshur WHS to obtain regional and local information on the project area aiming at setting suitable criteria to delineate the Buffer Zone at the regional and local levels and to feed information into the Master Plan. This was done through a baseline survey on the social and economic situation in the Dahshur WHS. The aim of the study was to 1) identify the main socio-economic characteristics and land uses of the study area focusing on the Date Palm Grove to present its socio-economic importance, 2) determine the unique cultural attributes of the selected communities under study, including intangible cultural heritage, 3) identify and highlight communities' perceptions and attitudes towards the proposed Buffer Zone, 4) highlight socio-economic divergences of the different locations encompassed by the project area as well as "Zones of Special Importance", 5) assess potential conflicts that may arise due to the establishment of the Buffer Zone and the nature of these potential conflicts as well as possible solutions, and 6) indicate additional studies that may be required that could not be addressed within the time and resource constraints of the assignment.

Bedouin-Operated Wildlife Resource Management Program - Qattara Depression, Western Desert

Funding Agency: Swiss Fund for Development

EQI developed an integrated plan for the management and sustainable utilization of the wildlife resources of the northern region of the Egyptian Western Desert. The plan aimed to protect the biodiversity of the area, including highly threatened, globally important habitats and wildlife, while maximizing the economic gains to be made by the local Bedouin community through the regulated and sustainable exploitation of these resources. The plan was developed by the local Bedouin communities, with technical assistance provided by EQI. It was based on a detailed assessment of the wildlife resources of the area, and their present and potential utilization patterns. An in-depth investigation of selected, high priority areas for biodiversity protection provided the basis for the identification of protected area boundaries and management zones, type of protection, and equipment, infrastructure and manpower needs. A public awareness campaign, along with a training package tailored to meet training needs of Bedouins and other stakeholders, was designed to prepare them to take an active role in the development and implementation of the plan.

St. Katherine Protectorate Development Project

Funding Agency: European Community

EQI conducted a feasibility study to examine the socioeconomic, ecological and infrastructural ramifications associated with the development of a model project for sustainable Bedouin-managed ecotourism. The study involved: 1) a socioeconomic assessment/legal study of the proposal, involving participatory analysis of the social/tribal context, local community attitudes to the proposal, ecological impact in terms of water consumption, fuel wood and waste generation, social impact, local

organizational and management capacity, legal implications, land rights, and benefit sharing; 2) a market study to determine international demand, capacity and promotional requirements, financial viability, and site carrying capacity; 3) an infrastructure/architectural needs assessment and preliminary design study, focusing on the potential for sensitively converting established Bedouin houses to ecolodges, proposing sustainable, passive or low maintenance operational systems for space/water heating, cooling, and waste disposal, identification of service needs and costs, as well as building costs for the ecolodges; and 4) a preliminary financial viability assessment of the enterprise, involving an analysis of potential revenue flow to all stakeholders, estimates of development costs, and options for financing.

Restoration of Two Ancient Roman Springs in Siwa Oasis

Client: Governorate of Matrouh

Two of Siwa's most famous ancient Roman springs, Cleopatra's Bath and Fatnas, had been tiled using historically and culturally inappropriate modern ceramics. EQI was asked to remedy the restore the historical integrity of the springs and so mobilized its team of Siwan master builders and craftsmen to restore the springs. The team efficiently worked to encase the springs in local rock from the mountainside, while ensuring that the springs stayed active and in continuous flow.

Local Environmental Services Project: Feasibility Study for Establishing Two Adaptive Re-Use Pilot Activities in Medieval Cairo

Client/Funding Agency: USAID

As part of the Environmentally Sustainable Tourism component of the U.S.-Egyptian Partnership for Economic Growth and Development, EQI conducted a study to examine the feasibility of establishing an adaptive re-use activity in both Bayt El Kady and the house of Uthman Khatkhuda in the Gamaleya district in Medieval Cairo to generate revenues for conservation and maintenance of these sites. EQI identified a number of appropriate adaptive re-use activities, and developed preliminary plans and designs for these activities. EQI also assessed the demand for appropriate adaptive re-use activities and provided preliminary cost estimates of conservation and restoration, as well as capital and operating costs of adaptive re-use activities. Potential investors were identified, possible forms of lease contracts examined, and institutional issues and other constraints affecting these projects analyzed.

Local Environmental Services: Gulf of Aqaba Clean-Up

Client/Funding Agency: USAID

In support of activities related to the Sustainable Tourism Component of the US-Egyptian Partnership for Economic Growth and Development, EQI coordinated a four-day clean-up campaign in Sharm El Sheikh. EQI supervised the design and production of printed material (in both Arabic and English) for the awareness campaign undertaken by Egyptian youth, including the printing of posters, brochures, banners, bill boards, T-shirts, buttons, etc. The firm also helped the filming and photography of the event, providing technical advice and funding of the required materials. In addition, the firm was responsible for all logistical arrangements, including transportation, accommodation, conference hall rental, and coordination with the governorate, municipality, Ras Mohamed Protectorate, hotel owners and other entities to ensure the removal and adequate disposal of collected solid waste.

Promotion of Environmentally Sustainable Tourism: NGO Development

Client: USAID/Egypt

As a subcontractor to Winrock International Institute for Agricultural Development, EQI's efforts to provide technical services for the promotion of environmentally sustainable tourism include a commitment to institutional development. An extensive program for assistance to HEPCA (Hurghada Environmental Protection and Conservation Association) was developed and initiated by EQI, to include institutional strengthening, administrative/financial management assistance and public relations assistance. This program is designed to enable HEPCA, to better carry out its mandate to

protect the marine and land environments along the Red Sea Coast. One major initiative was assisting in the installation and maintenance of mooring buoys to reduce damage to fragile coral reefs. The EQI project has procured 250 mooring buoys and related equipment for installation by HEPCA at key dive sites. Further support includes assisting with buoy installation and performing a rapid underwater assessment of the health of corals at representative dive sites, to obtain baseline monitoring data for developing future access plans. EQI supported HEPCA's implementation of a training course to teach dive boat captains how (and why) to utilize the buoys and also will provide logistical support and advanced training funds for rangers selected under a Memorandum of Agreement with EEAA. EQI is assisting EEAA in developing and implementing an improved regulatory system for monitoring diving operations and enforcing environmental laws and regulations applicable to maritime recreation activities. In addition, other NGOs currently active in the Red Sea region have also been encouraged to submit proposals for funding support.

Promotion of Environmentally Sustainable Tourism: Protectorates and Coastal Zone Management Training

Client: USAID/Cairo

As a subcontractor to Winrock International Institute for Agricultural Development, EQI developed of a program for protectorates and coastal zone management training. EQI developed a plan for and initiated a series of inter-related training activities addressing both tourism and environment sectors, including training and education for EEAA, governorate, private sector and NGO staff. The program covers three main areas: leadership development, organizational development, and manpower constraints relief. Leadership development efforts support the attendance and participation of agency, NGO, and private sector participants in environmentally sustainable tourism conferences, seminars, and case studies. The organizational development component includes site-specific train-the-trainer activities; technical assistance and advisory services; and capstone workshops. Efforts to relieve manpower constraints include on-site training at Ras Mohammed National Park for EEAA rangers; US-based training for rangers at National Park Service/NOAA coastal and protected area sites; on-site training for environmental audit and impact assessment staff; advanced medical training for staff from the South Sinai Hyperbaric Medicine Center; assistance to the Tourism Development Authority in developing an effective environmental impact assessment system; training for hotel supervisory staff in food handling, service, and waste management activities; and intensive training for tourism sector personnel in destination management theory and practice.

Promotion of Environmentally Sustainable Tourism: Development of a Tourism Resources Data Base for the Sinai and Red Sea.

Client: USAID/Egypt

Funding Agency: USAID

As part of a project to advance recognition by developing country policy makers of the linkages between economic policy and sustainable environmental and natural resources use and development, and to assure that they have available to them the requisite analyses to develop appropriate policy options and the technical resources to perform such analyses, EQI is assisting in the development of tourism resources data base for the Sinai and Red Sea. The database will be used by tourism planners to better understand the potential for the development of the natural, cultural, and historical resources of the Sinai and Red Sea regions. It will include information on coastal and desert areas, historical sites, and indigenous peoples, and will help in understanding the magnitude, character, and potential of tourism in each area.

Promotion of Environmentally Sustainable Tourism: Comparative Advantage Review of the Egyptian, Red Sea and Sinai Regions' Tourism Industries

Client: USAID/Egypt

As a subcontractor to Winrock International Institute for Agricultural Development, EQI is providing USAID missions and central AID bureaus with technical services to implement the Environmental and Natural Resources Policy and Training (EPAT) Project. As part of this effort, EQI conducted a comparative advantage review of the Egyptian, Red Sea and Sinai Regions' tourism industries. Through a series of workshops, interviews, and survey questionnaires, this review focused on the

views of industry leaders and tourists of Egypt's appeal as a tourism destination compared with other regional competitors. In particular, the review sought to identify ways of enhancing the Egyptian tourism sector's ability to improve the quality of facilities and services to increase annual visitation and visitor revenues. Several key needs emerged, including establishing environmental tourism as Egypt's highest tourism priority, assembling accurate data on visitation and visitor revenues, improving quality of service in all areas, and creating and supporting the institutional capacity to conduct research, collect and analyze data, and provide policy analysis in support of tourism planning decisions.

Promotion of Environmentally Sustainable Tourism: Promotion of Tourism in the Red Sea Governorates

Client: USAID/Cairo

A comparative advantage review of the Egyptian Red Sea and Sinai region's tourism industries as part of a project aimed at advancing recognition by developing country policy makers of the linkages between economic policy and sustainable environmental and natural resources use and development, and ensuring that they have available to them the requisite analyses to develop appropriate policy options and the technical resources to perform such analyses. EQI is currently analyzing selected sites to determine their suitability for the development of eco-tourism facilities. The database will be used to assist the tourism sector in identifying critical issues and formulating strategies that forge linkages and create synergy within the region, including potential alliances with Jordan and Israel.

Promotion of Environmentally Sustainable Tourism: Hotel Capacity and Growth Strategies for the Red Sea Region

Client: USAID/Egypt

EQI conducted a Hotel Capacity and Growth Study addressing the future demand for hotel rooms along the Egyptian Red Sea Coast, focusing on current supply capacity of hotel rooms, capacity increases, effective and anticipated demand for hotel services, probable outcomes under different scenarios, and possible course of action by the GOE in the event of an economic downturn. This study was conducted with assistance from public and private sector officials and organizations, including the Ministry of Tourism (MOT), the Tourism Development Authority (TDA) and the governorates. The study compared the official projections of demand for new rooms with the actual rate of growth in new demand and analyzed the impact on both natural systems and infrastructure facilities of the differences found. The report's recommendations on the basis of these findings aimed at encouraging an investment climate more compatible with orderly and sustained growth. The resulting report will serve as a planning and strategy document by the GOE for the Red Sea region.

Promotion of Environmentally Sustainable Tourism: Adaptive Re-Use Feasibility Study

Client: USAID/Egypt

Following a pre-feasibility study conducted for USAID by EQI under the Local Environmental Services Project, EQI, as a subcontractor to Winrock International Institute for Agricultural Development, completed a feasibility study of the adaptive re-use concept as applied to a specific site in the Gamaleya District of Medieval Cairo -Qa'at Muhammad Muhibb al-Din al-Muwaqqi, also known as Bayt Uthman Katkhuda. The EQI study was based on social, technical, and financial surveys of the site's urban environment, its physical condition and restoration possibilities, and its re-use potential. The study proposed appropriate re-use activities and laid the groundwork for a future Adaptive Re-Use Demonstration Project, to be undertaken with and on behalf of the Supreme Council of Antiquities. This will include seeking participation of investors/operators; the development of plans, specifications, and estimates for physical restoration and construction; the preparation of a disposition agreement; and the creation of a not-for-profit fund to receive rental income from the re-use tenant, which can be used to fund future projects of the kind.

Promotion of Environmentally Sustainable Tourism: Environmental Care Program

Client: USAID/Egypt

As part of an effort to promote the active participation of the owners and operators of hotels and other tourism facilities in the achievement of environmentally sustainable management practices, EQI is sponsoring a series of activities to increase awareness and improve management capacity. Organized in collaboration with USAID's Energy Conservation and Environmental Protection (ECEP) project, these activities include a two-day Environmental Care seminar for environmental managers of hotel properties in the Red Sea region; a quarterly roundtable for hotel environmental managers to share experiences and problems; environmental audits in participating Red Sea region hotels; Environmental Care Program assistance to enable hotel/resort managers to formulate their own Environmental Care programs; an Environmental Equipment and Materials source book listing environmentally preferred equipment and materials for use by hotel/resort and other tourism operations; and seminars in conjunction with USAID's Commodity Import Program (CIP) and the Tourism Development Authority to increase awareness in the CIP program, which gives special incentives for the use of environmentally preferred products and materials.

Promotion of Environmentally Sustainable Tourism: Solid Waste Management Action Plan

Client: USAID/Egypt

Solid waste was identified by the Red Sea Governorate and by the Red Sea Investors' Group as the number one landside environmental issue in the Red Sea region. In line with this recognition, EQI created a Solid Waste Management Action Plan for the Red Sea cities of Hurghada, Safaga and Quseir which (a) recommends how to deal with the ten-year accumulation of trash at the hazardous Hurghada solid waste dump site; (b) proposes how best to re-design and operate the solid waste disposal facilities of Hurghada, Safaga and Quseir, with preference given to private-sector involvement; and (c) formulates a proposal for consideration by the USAID Secondary Cities (or other) project to assist in funding the actions and improvements. Technical assistance was provided to solid waste managers and to major generators of solid waste (such as hotels and resorts) to assist in developing waste minimization plans, waste separation at source, and waste recycling strategies. The appropriateness of creating an NGO or utilizing private enterprise to encourage and facilitate economically sustainable recycling programs was being explored, and micro-enterprise funding sought, as appropriate.

Promotion of Environmentally Sustainable Tourism: Action Plan for Urban Preservation and Improvement - Quseir

Client: USAID/Egypt

EQI developed an action plan to identify, preserve, protect, and manage the ancient seaport of Quseir's rich cultural and natural resources and create a demonstration city for the promotion of environmentally sustainable tourism. Quseir is likely to undergo major redevelopment pressure in coming years as a result of projected expansion of tourism activity in the region. To better manage these changes, EQI conducted a reconnaissance survey and designed a socioeconomic survey to form the basis for the action plan, to identify critical improvements needed to enhance the quality of basic municipal facilities and services while preserving the historic core of Quseir.

Promotion of Environmentally Sustainable Tourism: Preliminary Environmental Audit of Recreational Marinas and Ports

Client: USAID/Egypt

As part of an effort to promote environmentally sustainable tourism in the Red Sea area, EQI conducted preliminary environmental audits of five private recreational marina facilities and one general purpose port facility (such as Quseir), including a description of each facility's existing and proposed physical features, use, and management. Recommendations regarding physical management improvements in each facility and the development of potential regulations governing port facilities and practices were made.

Promotion of Environmentally Sustainable Tourism: Best Practices Manual

Client: USAID

EQI worked with Tourism Development Authority (TDA) to develop a list of problems and issues to form the basis of a manual on environmentally supportive planning and design practices and technologies that solve typical problems in developing hotel/resort facilities in the Red Sea region. Detailed technical information was provided, covering such topics as: analysis of generic physical development problems with the potential to have significant environmental implications; conceptual design of facilities; and preparation of conceptual environmental impact assessment, impact monitoring and impact mitigation plans, to be adapted to site-specific cases. Technical assistance was provided to the TDA in preparing regions such as Wadi El Gamal for future investor commitment and in reviewing the Shoreline Protection Plan of the South Hurghada Zone. A "Best Practices" environmental planning, design, and operations handbook for use by the TDA and their developer clients will be developed based on the gathered information.

Promotion of Environmentally Sustainable Tourism: Red Sea Islands and Coast Region Strategy

Client: USAID

As a subcontractor to Winrock International Institute for Agricultural Development, EQI prepared a Policy Framework for Developing an Environmentally Sustainable Tourism Strategy for the Egyptian Red Sea Coast. The purpose of this document is to summarize the issues impeding the achievement of environmentally sustainable tourism in the Red Sea region. It identifies policy reforms and other actions which might be taken by the GOE, USAID, private investors, NGOs, and other participants to improve the planning, design, construction, and operation of tourism services and facilities. A workshop during which 30 representatives participated in an issue identification process and a roundtable discussion co-sponsored by the Tourism Development Authority provided input to the Policy Framework document. It is expected that the document will be adopted by the relevant GOE agencies as an official expression of environmentally sustainable tourism development and management policy in the Egyptian Red Sea region.

Local Environmental Services: Regional Tourism Conference

Client/Funding Agency: USAID

EQI provided USAID/Egypt and the Egyptian Environmental Affairs Agency (EEAA) of the Government of Egypt (GOE) with support for environmental activities, including activities related to the Sustainable Tourism Component of the US-Egyptian Partnership for Economic Growth and Development. Under this contract, EQI determined the feasibility of a regional cultural heritage preservation conference and provided assistance in the planning of the conference. This included organizing a brainstorming workshop for the design and implementation of the conference; selecting counterparts to assist in conference planning; providing logistical support in conference planning and preparation; and working with conference planners to develop the conference agenda and budget.

AGRICULTURAL RESOURCE MANAGEMENT

EQI's agricultural economists and engineers work with a variety of partners, especially farmers, to foster development of the agricultural sector and realize a better quality of life for producers and their families. We have the expertise to design and implement best practice agricultural programs throughout the region.

Capabilities:

- Agricultural policy formulation and analysis
- Agricultural surveys
- Technical assistance to farmers for the development of organic and export crops
- Organizational support for farming cooperatives, community service associations and regulatory agencies.

Selected Projects:

Site Selection Study for Land Reclamation and Farming Systems Development Project - Qena Governorate

Client: DANIDA

A study to identify an appropriate site for a land reclamation project. Aside from addressing environmental and economic issues, the study identified and briefly described potential settlers in the area. Drilling tests conducted to assess the suitability of proposed sites for land reclamation.

EL SHAMS Project

Client: CARE

Funding Agency: USAID

The purpose of EL-SHAMS is to increase on- and off-farm jobs and rural incomes in Upper Egypt by building the capacity of small and medium sized farmers to improve production, processing and marketing of horticultural products. The objectives of EL-SHAMS are to improve the capacity of small holders to identify and respond to high-value horticultural marketing opportunities, both foreign and domestic and to increase the quality and expand the quantity of horticultural produce for high-value foreign and domestic markets. EQI provided technical assistance and training to farmers to help build their organizational, marketing and technical capabilities by using participatory, farmer-to-farmer approaches. Smallholder farmers associations were trained on the use of internet resources, negotiation with buyers and exporters and demand-driven business plan development. FAs were also trained on how to keep accounts, monitor progress and evaluate results as integral to develop sound FA production and marketing plans, including alliances with processors and exporters. Farmers were trained on modern techniques of production, harvest and post-harvest handling methods.

Reform of Agricultural Cooperatives (RAC)

Funding Agency: Deutscher Genossenschafts, und Raiffeisenverband e.V (DGRV)

EQI developed business plans for a sample of agricultural cooperatives to form the basis for developing a strategy for the reform of agricultural cooperatives to be adopted by the Ministry of Agriculture and Land Reclamation (MALR) nationwide. Developing these plans was implemented on two phases. In the first phase, EQI conducted an assessment of the sample of cooperatives covering their structure and ownership, activities, human resources, financial status and formal and informal influences. In the second phase, EQI trained the boards and staff of the cooperatives on business planning, provided technical assistance for the cooperatives as they were developing their business plans to cover their goals and objectives, organizational structure, activities and services, finance and accounting, internal procedures. Afterwards, EQI screened the submitted plans, selected cooperatives showing more commitment to reform, and provided technical assistance for the cooperatives with approved plans in their implementation.

Agricultural Exports and Rural Incomes (AERI) Project – Horticulture Sub Sector Grant

Client and Funding Agency: USAID

This project aims at increasing on-farm and agro-business jobs and rural incomes. The horticulture component focuses on organizational development support and technology transfer to small farmer groups around common problems such as low yields, low quality produce, high post-harvest loss, and market access requirements. Efforts will be made to strengthen linkages among producers, wholesalers, processors and exporters. As a subcontractor to Care International, EQI is responsible for the following: 1) Providing second tier organizations (federations, regional associations, business support organizations, or companies) with any needed assistance in developing their business plans (including management plans, financing schemes, implementation plans, and financial projections), conducting feasibility studies (particularly in relation to setting up post-harvest facilities), identifying sources of financing for their activities, and preparing the necessary documentation to be eligible for loans; 2) Assisting second tier organizations in accessing and managing technology information and providing global access to their services, through such activities as developing their information systems; collecting and organizing information on production, processing, pricing and marketing issues; establishing linkages with available marketing information sources; establishing a presence on the Internet, etc.; 3) Strengthening the performance of second tier organizations by conducting short training courses in specific topics (business planning, policy analysis, and management training) in accordance with their needs; 4) Collecting performance measurement data against indicators relevant to the project and conducting the necessary studies (baseline, spot checks, end-line) to monitor progress towards achieving project objectives and intended results, and to analyze project impact; 5) Providing data and information on related environmental issues and conducting environmental analyses (e.g. environmental impact assessments).

Dallah Agriculture Management Reorganization Project

Client and Funding Agency: Dallah Company for Animal and Agricultural Production

EQI undertook a study of the company's 6000 feddan farm in the newly reclaimed area of Noubareya. The study identified the supply of and demand for company products; the market gap; consumption patterns and distribution networks; and sales strategies employed by the competition in Egypt. The institutional component evaluated the company's management procedures and organizational structure. The financial study included a projection of the company's financial structure and an analysis of revenues and cost estimates.

III. MICROFINANCE

One of the greatest constraints facing the development of small and micro enterprises (SMEs) in Africa and the Middle East is their limited access to formal financial services. In an effort to bridge the huge gap between the supply and demand for such services, EQI has worked since 1985 to provide the SME sector in the region with access to different sources of financing and diverse financing mechanisms.

EQI's standardized technical assistance package is designed to equip microfinance institutions, including NGOs and banks, with the management skills, loan extension methodologies, and information systems necessary for the implementation of microfinance operations. The package allows an organization to meet the minimum requirements to become completely functional in a matter of months and financially sustainable soon after. It has been tested and refined over the past 15 years to accommodate the operational and market needs of SMEs in the Middle East, while taking into account constraints typically facing SME lending institutions in the region.

Areas of Expertise:

- [Program design](#)
- [SME sector development](#)
- [Fund management](#)

PROGRAM DESIGN

At EQI, we design microfinance projects with the objective of integrating microfinance into the formal financial sector and reshaping financial service markets to cater to the needs of the poor. Our SME programs are based on in-depth needs assessments and comprehensive surveys of lending institutions, target markets and beneficiaries to ensure that lending programs and mechanisms are effective and efficient.

Capabilities:

- Developing and instituting appropriate policies, systems and procedures
- Implementing microfinance lending schemes that fit market demand
- Performing on-going analysis to improve design
- Developing methodologies to analyze credit applicants, monitor credit quality, enforce repayment, market products, and build a sustainable portfolio
- Overseeing lending operations.

Selected Projects:

Study on Microfinance Sector (MFS) of Social Fund for Development (SFD)

Client: Japan Bank International Cooperation (JBIC)

Funding Agency: Social Fund for Development (SFD)

Contract Value: USD 19,649

Period of Performance: August to September 2007

This study aims at identifying and clarifying the major features of the microfinance operations of the Social Fund for Development (SFD), and selected intermediate Non-Governmental Organizations (NGOs). This is done with the purpose of assessing the functioning of the SFD – Microfinance Sector (MFS) in reality, and identifying areas for further improvements and required training and technical assistance program

Engendering Key M/MSE Policies of the SMEPoL Project

Client: SMEPoL and Ministry of Finance/International Development Research Center

Partner: The Association of Former International Civil Servants in Egypt (AFICS-Egypt)

Contract Value: 99,250 LE

Specific Value of EQI services: 25% of contract or ~25,000LE

Period of Performance: November 2006 to February 2007

The purpose of this project is to perform a gendered evaluation of the M/SME projects. Noting that the political environment often actively or passively discriminates against women and prevents them benefiting fully from M/SME projects, this project entails a review of current studies and policies of SMEPoL in Egypt and of selected international best practices case studies. A subsequent action plan includes specific actions, responsible entities, and an implementation framework and timetable. Specific activities include: a survey of M/SMEs in Greater Cairo, including equal numbers of male and female owned enterprises, a review of international M/SME projects in search of best practices to emulate, the amendment or creation of new policies with a gendered sensitivity, and the design of six gendered studies that provide a consolidated action plan and implementation timetable. Specific duties of EQI are to carry out the review of current M/SME policies/studies, research international best practices, provide administrative and logistics support, and to perform final publications editing.

IFC Africa MSME Finance Program, Banque Agricole et Commerciale du Burkina (BACB) S.A.

Client & Funding Agency: International Finance Corporation

Contract value: US\$ 934,340

Period of Performance: March 2007 to February 2010

The IFC Africa MSME Finance Program seeks to significantly increase support to African SMEs by providing a replicable, scalable approach adapted to the particular challenges of regional financial

markets. The program is designed to deliver maximum impact rapidly through a combination of IFC financing and up to 24 months of on-site, intensive advisory services through advisory firms. EQI and Credit Agricole Consultants (CAC) have signed a Memorandum of Understanding with the IFC and contracted to facilitate and support the implementation of the Africa MSME Finance Program with Banque Agricole et Commerciale du Burkina (BACB) S.A., in Burkina Faso. Advisory services include developing and instituting appropriate policies, systems and procedures and implementing microfinance lending schemes that fit market demand; performing on-going analysis to improve design; developing a methodology to analyze credit applicants, monitor credit quality, enforce repayment, market products, and build a sustainable portfolio; and overseeing lending operations. A policy level dimension is incorporated in the assignment through engagement in policy dialogue and coordination with IFC staff and the government to identify key issues and potentially promote legal and regulatory reform to facilitate MSME sector support and microfinance.

Technical Assistance to Savings Bank, Syria

Grant value: US\$ 104,000

Funding Agency: International Bank for Reconstruction and Development (IBRD)

Client: The Consultative Group to Assist the Poor (CGAP)

Period of Performance: February 2007 to August 2007

EQI's subsidiary Quality Finance International (QFI) has received a grant from the World Bank's International Bank for Reconstruction and Development (IBRD) through a program for the Consultative Group to Assist the Poor (CGAP). The grant will be used to assist QFI in preparing the Savings Bank in Syria for the launch of its pilot micro and small enterprise (MSE) financing project at nine savings bank branches. The project will facilitate setting up the environment, preconditions, procedures, and products to increase access to finance for poor and low income families involved in business activities in Syria. The technical assistance package includes training in strategies planning, a market study, business plan development, development of programs and policies, product design, and systems and procedures development, including development of an operations manual.

Technical Assistance to Cairo Amman Bank (CAB), Jordan

Contract Value: US\$ 200,000

Funding Agency: International Finance Corporation (IFC)

Client: The Consultative Group to Assist the Poor (CGAP)

Period of Performance: October 2005-October 2006

EQI is assisting the Cairo Amman Bank with improving the capability of 8 branches to operate microfinance activities. EQI conducted a baseline needs assessment survey (including MIS needs) of the first set of branches; provided services related to business planning; operations and policies development; development and promotion of the new microfinance product; selection and training of loan officers; and installation of the el.mohassil® software.

The project was designed to increase access to financial services for micro and small enterprises (MSEs) in Jordan by setting up and launching lending operations designed to serve this target group in selected branches of CAB. EQI delivered a technical assistance package to eight CAB branches, including providing training in strategic planning; conducting a market study on demand structure, geographic locations and financial products; developing a business plan and operations manual; developing program policies and procedures; designing loan products; installing an MIS system; providing all required training for line staff and supervisors; and maintaining on-going technical support. Topics covered through the training included outreach techniques, loan disbursement procedures, client assessment, program marketing, and delinquency management.

Building a National Strategy for Microfinance in Egypt: Project Management Unit

Client and Funding Agency: United Nations Development Programme (UNDP)

This major multi-donor policy reform project executed by the Central Bank of Egypt (CBE), with the support of a Steering Committee composed of representatives of the CBE, UNDP, USAID, KFW, and the Social Fund for Development (SFD) solicited the participation of major Egyptian microfinance stakeholders in reaching a consensus on a Microfinance Sector Development Approach for Egypt. The main project outputs were: 1) a draft national strategy designed to promote a policy environment

conducive to the sector's growth, address legal/regulatory constraints to the development of a mature microfinance industry, promote the development of a supportive microfinance infrastructure, and support the institutional and capacity building needs of microfinance intermediaries; and 2) an action plan spelling out specific initiatives to be undertaken by the Egyptian government and the donor community. EQI led the implementation of (and provided expert input to) this one-year consultative process. EQI coordinated with all concerned stakeholders, including donors represented on the project's steering committee, to ensure that the strategy is translated into workable initiatives within the overall framework of donor microfinance support policies. In addition to undertaking all required research activities, EQI developed issue papers on critical issues impacting microfinance sector support in Egypt; performed a review of the legislative and regulatory environment; identified microfinance best practices relevant to the Egyptian context; organized study tours (to South Africa and Uganda); organized stakeholder roundtable discussions; synthesized roundtable outputs into the development of a draft national strategy and action plan; and ensured that the strategy was disseminated to all concerned parties. EQI worked to obtain donor 'buy-in' for the action plan, which identified specific donor inputs and contributions to implementing the strategy.

Social Fund for Development, Egypt (SFD)

Client: Government of Egypt (GOE)

Funding Agency: UNDP/The World Bank

EQI was assigned the responsibility for creating a Social Fund for Development for the Government of Egypt. EQI undertook an accelerated preparation of the Egypt Social Fund for Development Project over a period of three months and the promotion of SFD activities. Project preparation was completed on time, and covered four components: Labor Mobility, Community Development, Enterprise Development, and Municipal Services. EQI undertook the technical preparation of all components, complete with a full-fledged implementation plan and associated cost estimates. Responsibilities also included developing the Fund's organizational structure, staffing requirements, and job descriptions; formulating draft bylaws; and designing management and accounting systems. EQI developed the Fund's management information system, incorporating the information plan entity model and detailed system architecture. Applications included the development of a Fund management system, a project tracking system, a loan tracking system, an accounting/general ledger system, and a procurement system. A financial accounting system for SFD operations was developed designed to track document flow within the accounting department and across the organization. The tracking system was designed to be flexible enough to allow the transactions to be documented by funding source or by SFD activity. Provisions were also made for producing aggregated financial reports for government authorities and international lending agencies. An accounting manual was developed, with all procedures, standards, and forms for an effective system of internal controls.

Alternative arrangements for the management of the SFD were formulated and compared. This included a detailed assessment of the relative merits of contracting out the operation of the Social Fund to specialized private firms. Handbooks and manuals governing all aspects of Fund operations were prepared. EQI also served as an interim Technical Secretariat for the Fund. Responsibilities included the development of a Year I implementation program for all project components; and advancing the preparation of various sub-projects, including the development of sample framework agreements, technical assistance contracts, and civil works contracts. Sub-project appraisal manuals and training manuals for participating nongovernmental organizations were designed, and mechanisms for program implementation were detailed for each component. EQI produced promotional materials for the SFD, including letterheads, a brochure, and a logo.

New Directions for SME Programs in Egypt: The Issue of Regulation

Client: USAID

EQI conducted a study aimed at identifying policy reforms needed to equip NGOs with the capacity to better serve members of the SME sector by providing them with greater access to credit. The study entailed a detailed examination of international and local NGO experience in the field of microfinance, an in-depth examination of the legal structures available to NGOs in Egypt, an analysis

of legal constraints to the effective operation of SME lending programs, and the identification of policy reforms required to enhance NGO effectiveness in their assistance to SMEs in Egypt.

Market Survey of Microfinance in Jordan

Client: GAP

EQI carried out a market survey of microfinance in Jordan. Findings of the study point to a growing and vibrant market for small and micro-credit lending in Jordan. Results show that there are currently in existence 246,672 enterprises in this sector, representing 78 percent of the total formal and informal enterprises in Jordan, and that these enterprises are willing to engage in small and micro borrowing if and where the opportunity avails.

Increasing Accessibility of M/SMEs to Finance Credit and Credit Guarantees (CGC) in Egypt, SMEPoL

Funding Agency: CIDA

Client: Small and Medium Enterprise Policy Development Program (SMEPoL) - Ministry of Foreign Trade (MoFT)

Credit and Credit Guarantees (CGC), SMEPoL study conducted as part of the Ministry of Foreign Trade's efforts to build the capacity of MoFT staff and concerned stakeholders on MSME related issues. The main purpose of this study was to review M/SME accessibility to credit finance in Egypt, and the feasibility of implementing a credit guarantee mechanism to further leverage available finance to this sector. The study comprised a review of international experiences with credit mechanisms and guarantee schemes that suitable to small and medium businesses, stakeholder discussions on the pertinence of findings to the Egyptian context, interviews with banks and other institutions that provide finance or guarantees to the MSME sector, and a survey of 200 enterprises to determine the perspective of businesses on issues affecting access to and cost of credit, and their awareness of the existence and requirements of service providers. EQI conducted a thorough and comprehensive study of credit and credit guarantees as a means for increased financing for M/SMEs, to provide a series of specific and explicit policy recommendations aimed at addressing existing constraints in Egypt, and to produce a credit policies manual. The recommendations identify the framework and implementation strategy for developing and expanding the credit/credit guarantee industry in Egypt, with specific tasks – including timeframe - set out for the various parties involved. EQI provided a background on credit and credit guarantees, reviewed international experience and best practices, and assessed the feasibility of developing and expanding credit and credit guarantees facilities in Egypt.

Developing a Microfinance Vision for Sudan

Client: UNICONS/Central Bank of Sudan

EQI was seconded by the private firm Unicons to assist the Bank of Sudan initiated project “Formulation of a vision for the development and expansion of the microfinance sector in Sudan.” EQI collaborated on creating a sound microfinance vision and framework for the country. The EQI team studied the Sudanese context; developed data collection tools and an outline of the Situational Analysis Report; and completed the preliminary design of a best practices training workshop. Future activities under Phase One include preparing terms of reference for the legal/regulatory and macro economic studies; contributing to the Situational Analysis Report study methodology and international microfinance experience; and assisting in the identification of issues for discussion during upcoming roundtables.

Business Start-up Simplification in Alexandria –Survey

Client: GOE

Funding Agency: International Finance Corporation (IFC)

As part of its efforts to improve the business-enabling environment, IFC PEP-MENA has designed a program to assist and support the simplification of business start-up registration procedures in Egypt. The Business Start-up Simplification in Alexandria Program aims to diminish the regulatory burdens of business registration on new enterprises, especially SMEs, by assisting the GOE as it endeavors to simplify and restructure these procedures. EQI conducted a survey with a representative sample of firms to assess the business start-up registration process in Egypt; to identify the effect of the current

business registration system on members of the private sector, including the time and costs of the process, and their overall level of satisfaction with these procedures.

Eritrean Community Development Fund (ECDF) - Savings And Credit Program (SCP)

Funding Agency: World Bank

The ECDF established a pilot Savings and Credit Program (SCP) that provides access to capital for micro, and eventually small-scale enterprises at the village or town level with the purpose of assisting income-generating activities and job creation within the Eritrean village communities. The SCP program had been operational for less than two years (start date July 1996) and faced many challenges to provide viable financial services to poor clients. EQI was requested to conduct a diagnostic assessment to identify the constraints hindering the viability of the program. In this regard, capacity building was identified as a constraint for future sustainable operation of the SCP program. The EQI assessment summarized key issues and made recommendations for improvements to the performance and sustainability of the SCP program. EQI was further requested to provide training and other capacity building interventions to the SCP program. One year following the assessment, the World Bank requested a follow-up visit, during which significant advances in the SCP program were observed. Most of the EQI recommendations had been implemented, the SCP program had generated a loan portfolio of extremely high quality and it was rapidly approaching institutional sustainability.

Microfinance and Business Development Services Market Study

Client: CARE Egypt

A literature review to assess CARE's strengths and experience gained throughout its operations and projects in Egypt; and to identify potential future interventions by CARE in the microfinance sector. EQI performed in-depth interviews, discussions and focus group sessions with microfinance stakeholders to gauge potential market needs for microfinance services compliant with CARE's mission and core values. Subsequent activities included data analysis and validation of findings, based on which EQI presented recommendations for future CARE interventions in this field.

Baseline Surveys and Impact Assessments for Small and Microenterprise Development Project/Technical Assistance to Small and Emerging Business Development Organizations (SEBDO)

Client: USAID

Part of the USAID-funded Small and Microenterprise Development Project/Technical Assistance to Small and Emerging Business Development Organizations (SEBDO) designed to develop the SME sector through the provision of credit and technical assistance. Baseline investigations examined the potential for expanding the scope of the SME Development Project to other governorates. The investigations provided a general profile of the SME market in the governorates (including poor and marginal groups such as women); examined constraints to the development of businesses; assessed entrepreneurs' interest in participating in the program; and identified their financial and non-financial needs. Impact Assessment Surveys were also conducted during the lifetime of the project for the purposes of monitoring project progress, and evaluating project impact. Findings served as a basis for developing the SME programs of NGOs participating in the project

Identification and Analysis of BDS Providers and Facilitators in Four Governorates

Client: BDSSP Project

BDSSP builds on CIDA's extensive involvement in the SME sector in Egypt, working within the following four SME sector support niches: 1) testing and developing innovative non-financial services for SMEs; 2) testing and developing new approaches to improving the enabling environment for SMEs at the Governorate level; 3) supporting existing and new BDS Providers who work with SME start-ups and existing firms; and 4) supporting BDS Providers that take a business-like and responsive approach to service delivery (sustainability through cost recovery). To inform The BDSS Project for the development of the Project Implementation Plan, EQI was requested to design and implement field research in four selected governorates in view of the following objectives: 1. assess the needs of SMEs in identified governorates and the demand for specific business development services; 2. identify the availability of business development services for SMEs in identified governorates; 3.

analyze the existing gap between demand and availability for business development services; 4. identify existing and potential providers and facilitators of business development services and assess their potential as a partner to the BDSS project. EQI designed and implemented a study that included desktop research, focus group discussions with SMEs, in-depth interviews with identified BDS providers and facilitators, and focus group discussions with BDS providers and facilitators. EQI designed and prepared all research tools, performed all data collection, analysis and synthesis, and presented a comprehensive final report with conclusions and recommendations.

Small Business Advisory Project for the Delta Region

Client: CIDA

A preliminary investigation of the status of small-scale enterprises in the Delta region, and of the potential for providing business advisory services to this sector was carried out by EQI. The objective of the assignment was to assess the nature and size of the small enterprise sector to determine the type of intervention required and identify the most appropriate channel/s for the delivery of technical assistance services. The findings were submitted to CIDA's Economic Reform Team to serve as a guideline for the development of a business assistance program in the Delta region.

Assessment of Business Development Service (BDS) Providers

Funding Agency: USAID/National Council for Women (NCW)

EQI carried out an assessment of business development service (BDS) providers in Greater Cairo, with particular emphasis on services delivered to small and medium enterprises. The assessment identified potential competitors and/or partners to the Women Business Development Center (WBDC), affiliated to the NCW, and helped develop its future business plan. Structured interviews were carried out with a sample of 15 service providers including NGOs, private companies and consulting firms. A directory of BDS providers working in Greater Cairo was developed. (2003)

SME SECTOR DEVELOPMENT

Developing the capabilities of lending institutions, intermediaries and SME loan recipients is vital to the success of any SME program. EQI's standardized technical assistance package is designed to equip microfinance institutions, including NGOs and banks, with the management skills, loan extension methodologies, and information systems necessary for the implementation of microfinance operations. The package allows an organization meeting minimum requirements to become completely functional in a matter of months and financially sustainable soon after. It has been tested and refined over the past 15 years to accommodate the operational and market needs of SMEs in the Middle East, while taking into account constraints typically facing SME lending institutions in the region.

We also provide the MIS systems and training that responds to their operational, data and analysis needs. EQI's pioneering el.mohassil® microfinance loan tracking software has been instrumental in facilitating loan tracking and monitoring and ensuring accountability and transparency for numerous microfinance projects.

Capabilities:

- Organizational development of financing institutions and business development service providers
- Capacity building and training of SMEs
- Development of appropriate management procedures and tools
- Preparations of manuals and best practices guidelines
- Design and implementation of management information systems and innovative software applications

Selected Projects:

Survey on Assisting the Development of Egyptian Financial Markets for Micro, Small and Medium Enterprises

Funding Agency: The Japan International Cooperation Agency (JICA)

The Japan International Cooperation Agency (JICA) is playing an active role in supporting Government of Egypt efforts to support the growth and expansion of the MSME sector in Egypt in a number of ways. There are real obstacles that face MSMEs and there are efforts that are being exerted to address them, as well as a clear governmental interest in supporting this sector. EQI conducted a study whose main aims were to 1) examine the bottlenecks for financial institutions in the course of expanding their portfolio in MSMEs market, 2) examine the bottlenecks for MSMEs to access financial institutions' lending, 3) propose solutions for the bottlenecks, and 4) provide recommendations for both operational expansion, and increased lending. The activity included field surveys and interviews to make an analysis and propose solutions including potential technical cooperation areas for JICA.

Social Fund for Development Market Survey

Funding Agency: The Japan International Cooperation Agency (JICA)

The survey involved a mix of quantitative and qualitative research tools, including structured questionnaires, interview guides and focus group discussions. Analysis of issues such the finance demand/supply gap, competitor MFIs, and SFD operations allowed for the development of recommendations for targeted actions to improve SFD outreach and performance in these two governorates. The study team worked in close cooperation with JICA and the SFD's Microfinance Department and Small Enterprise Development Organization (SEDO). The survey was designed to explore the market share and market performance of the SFD in the governorates of Gharbeya and Aswan.

Reefy Microfinance Company

Client/Funding Agency: Private Investor

EQI was instrumental in setting up Egypt's first privately-owned microfinance services company, Reefy. EQI established all company operational policies and procedures, identified and set up branch offices, recruited and trained all staff (administrative, technical and financial), developed loan products, negotiated bank agreements, and developed employee incentive schemes. EQI also instituted all required accounting and loan tracking systems, as well as monitoring and evaluation and reporting processes.

Egypt Microenterprise Finance (EMF) Project

Client/Funding Agency: Chemonics/USAID

Contract Value: US\$ 1,618,994.71

Period of Performance: Jan 2006 to Dec 31, 2007

The overall objective of the USAID-funded EMF project is to expand provision of microcredit in a sustainable manner by increasing outreach (particularly to women) through group lending; strengthening the internal systems and human resources of NGO and Bank MFIs to build capacity and support long-term sustainable growth; fully integrating microfinance into the formal financial system; assisting NGO MFIs to transform into commercial financial entities; and forging a common strategy, approach and agenda that unites the public and private sectors around microfinance best practices at the meso and macro levels. As a subcontractor to Chemonics International, EQI is providing long- and short-term technical assistance to commercial banks and NGOs including training, organizational development, policy and regulatory advice, public awareness, communications and surveys and research.

Technical Assistance for Financial Investment and Sector Cooperation (FISC)-Social Component

Client: Social Fund for Development (SFD)

Funding Agency: European Union

Contract value: Euro 205,655.80

Period of Performance: July 1, 2006-June 30, 2007

The goal of this project, and its precedent projects, is to strengthen the role and capacity of the Small Enterprise Development Organization (SEDO) and the Microfinance Sector within the SFD (MFS) and its intermediaries to sustainably provide financial and non-financial services MSMEs to contribute to poverty and unemployment reduction. As a subcontractor to ARCADIS BMB Management Consultants, EQI, working in collaboration with ARCADIS, is delivering a TA package to enable SEDO and its partner banks to offer financial and non-financial services to SME clients using a sustainable business model. The project entails enhancing the banks' technical capacity and governance procedures to improve overall performance. Elements of this comprehensive project include research, training, organizational changes, strategic planning, formulating operational policies and procedures and more.

Small and Micro Enterprise Development (SMED) Project/Technical Assistance to Small and Emerging Business Development Organizations (SEBDO)

Client: NGOs, Banque du Caire, and the Credit Guarantee Corporation

Funding Agency: USAID

EQI has worked for over 14 years with the National Cooperative Business Association (NCBA) on the design, implementation and expansion of two successive major microfinance development programs. EQI played a central role in establishing and strengthening Egyptian NGO microfinance institutions (MFIs) and dozens of micro lending branches around Egypt; and helped them achieve sustainability. The program focused on building the capacity of: 1) 6 business associations, to provide credit and technical assistance services to SMEs and emerging businesses, including extremely poor entrepreneurs (mostly women); 2) 60 additional small and emerging business (SEB) support units, to provide loans to SEBs in urban and rural areas; 3) the Credit Guarantee Corporation (CGC), to provide financial, technical assistance, training and other services to SEBs; 4) Banque du Caire,

Egypt's third largest commercial bank, to incorporate small and micro finance into the operations of 120 of its bank branches throughout Egypt.

Services provided by EQI included: 1) program design; 2) designing a credit program and establishing an organization and management structure for each business association or NGO, instituting their credit delivery systems, training management staff and extension officers, developing promotional tools, and providing ongoing support during program operations; 3) developing the systems for CGC to manage USAID microenterprise guarantee trust funds; 4) assisting CGC in planning and implementing specialized international training; 5) instituting systems to allow Banque du Caire to implement microfinance activities and to monitor and report on performance, including a on-line loan tracking and reporting system developed by EQI; and 6) designing, instituting and operating an impact tracking system to provide quantitative and qualitative information on project results.

The Small & Micro Enterprise Development (SME) Project/Technical Assistance to Small & Emerging Business Support Services

Client: NGOs, Banque du Caire, and the Credit Guarantee Corporation (CGC)

Funding Agency: USAID

In collaboration with the National Cooperative Business Association (NCBA), EQI has been engaged over the past 14 years in building the capacity of NGOs, and more recently a leading commercial bank and a credit guarantee company to address the financial and non-financial needs of small and micro enterprises in various governorates in Egypt on a financially sustainable basis. EQI has established an organization and management structure for each institution to ensure timely and efficient delivery of credit and provision of technical support to SMEs. This involved assessing the requirements of the central and branch offices of these institutions; determining personnel requirements and preparing job descriptions; identifying departmental breakdown and staffing requirements; and developing personnel policies, including staffing, hiring and promotion procedures, compensation policies, and salary structures. It also has involved the recruitment of key personnel. In addition, operational plans, manuals, loan forms, and monitoring and reporting systems have been developed.

Members of the Board are oriented to the project, its goals, objectives, scope, and preconditions. Orientation is also provided to Executive Directors, Financial Managers, and financial staff, who are familiarized with the project cycle and project procedures. Management staff, at both central and branch office levels, are trained in general and project-specific skills, such as principles of management and components of the management process; planning, identification of goals and objectives, and identification of problem areas; monitoring and evaluation of performance; project promotion & public relations; portfolio management; cash flow projections; loan extension and recovery; accounting and bookkeeping; leadership skills; and inter-office communication and reporting. Support staff receive training in modern secretarial systems and contractual and purchase procedures.

Training programs for extension officers are designed to develop the skills required to promote the project, identify, assess and select potential clients, assess client needs, fill in contracts, and follow up on loans and repayments. Practical training is also provided in dealing with borrowers.

Training of trainers is also conducted, covering training objectives; training principles and techniques (adult education); training resources (material, human); training skills; and evaluation. Other services include establishing a MIS and Impact Tracking System. An automated accounting and reporting system was developed help management monitor portfolios. Foundation staff management is offered intensive training in system operation SME beneficiaries receive training in the form of on-site technical assistance with emphasis on enhancing their business management and marketing capabilities. Training in marketing, accounting, record keeping, technical operations management, quality control, and financial management is given.

Small and Micro Enterprise (SME) Development Project

Client: USAID, Cairo

In collaboration with the National Cooperative Business Association (NCBA), EQI provided technical assistance for SME credit delivery organizations in five governorates. An Operations Research Unit was added to the project in 1994 to study the outreach and sustainability of SME operations in Egypt. The Unit has completed studies on issues ranging from savings mobilization, backward and forward linkages between small, medium and large businesses, and the status of small and micro enterprise in Egypt. One of the major accomplishments at the project level was to establish a system to track the project impact on its clients. The team has also completed a study on female entrepreneurs and is currently working to develop a strategic plan to expand the project's outreach to female entrepreneurs throughout Egypt.

Assuit Business Profile

Client: Japan Bank for International Cooperation (JBIC)

EQI conducted a desktop review of Assuit and its business market. Interviews were conducted with key stakeholders and the resulting report details business opportunities and makes recommendations for investment.

Northern Cairo Public Awareness Campaign for Environmental Development, Literacy Incentive Scheme for Women and Girls in Zawya El Hamra

Client: The National Council for Childhood and Motherhood

The Literacy incentive scheme provides packages of services including the financing of income-generating activities. EQI undertook the following tasks in capacity-building, monitoring and follow-up including an intensive period of training and preparation; preparation of portfolio projections; operating expense budget and breakeven analysis; development of the scheme's credit and accounting policies and procedures and reporting. Orientation and on the job training for chairman, board members, NGO management and staff was done as well as technical support and supervision of portfolio management and incentive disbursement procedures.

Management Training Program, Qena

Client: Women's Initiative Fund

Funding Agency: CIDA

EQI conducted a detailed survey to identify the training needs of the beneficiaries of a project management training package targeting female entrepreneurs, managers, administrative officers and sales officers.

Technical Assistance for Small and Emerging Business Development Organizations in Egypt

Funding Agency: USAID

Since 1993, EQI was providing technical assistance to SME credit delivery organizations to enhance their capacity to respond effectively to the financing and training needs of small and micro entrepreneurs. Starting with two foundations, one each in Cairo and Alexandria, the project has expanded to provide technical assistance to 200 select Egyptian small and emerging business support units, including NGOs and commercial bank branches. In addition, the new contract entails expanding and strengthening the Micro Enterprise Development Unit (MEDU) of the Credit Guarantee Corporation (CGC) to allow CGC to provide financial, technical assistance, training and other services to Egypt's small and emerging businesses (SEBs) through credit guarantees to NGOs and banks; and providing technical assistance services and expert advice for the development of the staff and systems of 60 small and emerging business support units (SEB-SUs) to operate as financially self-sustaining units. Specific tasks include: 1) developing the systems to allow CGC to manage USAID Microenterprise Guarantee Trust Funds, including financial and accounting policies and procedures, a procurement system, and systems for monitoring and reporting on the usage of USAID microenterprise guarantee trust funds and for monitoring and reporting on the financial and operational performance of the participating business support units; 2) assisting CGC in planning and implementing specialized international training in the form of custom-designed study tours and

international conferences on microenterprise development; 3) instituting the systems and developing the skills to allow 200 additional business support units, including branches of NGOs and a leading commercial bank, to provide loans to small and micro-enterprises and to extremely poor entrepreneurs (mostly women) engaged in simple income-earning activities; and 4) designing, instituting and operating an impact tracking system to quantify the number of jobs created by the project and provide additional qualitative information on project impact.

Small and Micro Enterprise Development (SME) Project

Client: Alexandria Business Association (ABA)/Egyptian Small Enterprise Development Foundation (ESED)

Funding Agency: USAID

EQI provides technical assistance to SME credit delivery organizations to enhance their capacity to respond effectively to the financing and training needs of small and micro entrepreneurs. The Financial Advisory Services team assists the foundations in setting up manual and automated accounting systems and training finance managers and chief accountants in accounting, finance, budgeting and reporting. The team also prepares the cooperative agreements grant budgets for all SME foundations, monitors and projects financial performance, and assists foundations in financial reviews and audits conducted by CPA firms. Other tasks include periodic reviews of internal controls, compliance with USAID regulations and preparation of quarterly financial statements and break-even analysis for all existing foundations.

MicroStart Bahrain

Funding Agency: UNDP

EQI provides technical assistance in the development of the SME sector in Bahrain, with emphasis on women and other disadvantaged groups. Technical assistance ranges from identifying and selecting five to seven NGOs interested in engaging in the delivery of financial and non-financial services to small and micro entrepreneurs, to developing their organization and management structure and providing the training to management staff and field officers to ensure timely and efficient delivery of credit and provision of technical support to clients. The project also includes building local capability for the provision of technical assistance and training to ensure the sustainability of the project beyond the life cycle of EQI's contract.

MicroStart Yemen

Funding Agency: UNDP

EQI provided technical assistance in the development of the SME sector in Yemen, with emphasis on women and other disadvantaged groups. Technical assistance ranges from identifying and selecting five to seven NGOs interested in engaging in the delivery of financial and non-financial services to small and micro entrepreneurs, to developing their organization and management structure and providing the training to management staff and field officers to ensure timely and efficient delivery of credit and provision of technical support to clients. The project also includes building local capability for the provision of technical assistance and training to ensure the sustainability of the project beyond the life cycle of EQI's contract.

Loan Tracking System Project

Client: Principal Bank for Development and Agricultural Credit (PBDAC)

Funding Agency: Ford Foundation

EQI designed, developed, and implemented an integrated Accounting and Loan Tracking System for the Principal Bank for Development and Agricultural Credit. The developed system monitors loan delivery to and recovery from small and micro entrepreneurs at the Damietta Branch of PBDAC. The system also assesses beneficiary performance in terms of profits retrieved and evaluates the overall impact of the system on the Small Business Community.

West Bank and Gaza Micro Finance Project

Funding Agency: USAID

EQI is assisting in the establishment of a microcredit program through commercial banks operating in the West Bank and Gaza. EQI's role is to provide the participating banks with a microcredit management information system, and initial operation trainings. In addition, ongoing on-the-job training will be provided for supervisory and field loan officers at participating branches to assist them in identifying target clients, assessing client business operations and monitoring and evaluating program activity.

Small and Micro Enterprise Development (SME) Project/Technical Assistance to Small and Emerging Business Development Organizations

Client: NGOs and Banque du Caire

Funding Agency: USAID

In collaboration with the National Cooperative Business Association (NCBA), EQI provided technical assistance to microfinance intermediaries, including NGOs and a leading commercial bank, to enhance their capacity to respond effectively to the financing and training needs of small and micro entrepreneurs. This involved the development of a loan tracking system and its installation in twenty lending units of six financial intermediaries operating in seven governorates of Egypt. EQI is currently providing similar services to the Credit Guarantee Corporation (CGC), and to 200 units belonging to NGOs and Banque du Caire operating in urban and rural areas in different parts of Egypt.

Clients of el.mohassil® software include:

- Banque du Caire
- Banque Misr
- El Mobadara Association in Aswan
- The Assuit Businessmen's Association (ASBA)
- The Association for the Development & Enhancement of Women (ADEW)
- The Aswan Businessmen's Association (ASWBA)
- The Beni Suef Small Enterprise Development Foundation
- The Egyptian Small Enterprise Development Foundation (ESED)
- The Fayoum Small Projects Development Association (FSPDA)
- The Lead Foundation
- The North Sinai Businessmen's Association (NSBA)
- The Sharkeya Businessmen's Association for Community Development (SBACD)
- The Small Enterprise Development Association of Port Said (SEDAP)
- The Social Fund for Development (SFD)
- The Sohag Community Development Association (SCDA)

FUND MANAGEMENT

EQI successfully administers several microloan funds, most notably the ‘Siwa Poverty Reduction and Enterprise Development Fund’. We design and implement innovative investment mechanisms to create employment opportunities and attract sensitive segments of society such as women and the poorest of the poor. We provide them with the organizational support and training necessary to successfully manage their initiatives and improve their living standards

Capabilities:

- Design of innovative microloan mechanisms
- Capacity building and training of local implementing agencies
- Comprehensive support to loan recipients
- Loan application evaluation, risk analysis and project selection
- Fund disbursement, tracking and administration

Selected Projects:

Gender Equality Pilot Fund

Client: CIDA

The Gender Equality Pilot Fund is targeted at local NGOs. By supporting small projects in support of greater gender equality in Egypt the Pilot Fund collects practical experience that contributes to the design of a larger Gender Equality Fund. EQI managed and administered the Fund. Responsibilities included identifying competent local implementing agencies in the public, commercial and voluntary sectors with interesting ideas in support of gender equality; studying proposals submitted for funding and providing recommendations; assisting associations in proper planning of projects; visiting project sites; submitting recommendations for funding; preparing project approval documents; monitoring project implementation and disbursements; and project monitoring.

The Siwa Poverty Reduction & Enterprise Development Fund

Funding Agency: EQI Investments / UNDP

In partnership with the United Nations Development Program (UNDP), EQI has set up a Fund aimed at combating poverty in the oasis of Siwa by promoting the development of small and micro enterprises and the creation of greater employment opportunities. The Siwa Poverty Reduction & Enterprise Development Fund relies on innovative financing mechanisms based on traditional informal investment strategies, such as cost sharing. Currently at the project preparation stage, the Fund will help Siwans improve their livelihoods by giving them the opportunity to own and operate businesses that build on their local knowledge and expertise. Eligible for financing are environmentally sensitive activities that impact all segments of Siwan society, including women and the poorest of the poor. These include traditional activities in the fields of animal husbandry and livestock production, cultivation, retail and service activities, and women’s home-based activities. Non-traditional sectors with strong growth potential, such as tourist-related services and eco-businesses, are also eligible. In addition to investing financially in these activities, the Fund can secure grants to provide non-financial services to its investment partners, including marketing support and access to technical assistance for low-cost technological improvements. Profits on the Fund’s investments will revert to the Fund, ensuring its growth and sustainability. In addition to sharing in the costs of the Fund, EQI will be managing day-to-day operations. Siwans will be employed in the day-to-day management of Fund operations. An Advisory Board composed of tribal sheikhs, local opinion leaders, and Siwan women will evaluate the proposed investments and give direction to the Fund’s long-term strategy.

Canada Fund for Local Initiatives (CF)

Client: CIDA

The Canada Fund for Local Initiatives is a special Fund from CIDA for small-scale local initiatives. The aim of the Canada Fund is to finance small, grassroots, and community run projects that provide economic, educational, technical and/or social development assistance to local communities in Egypt. The program operates in all geographical parts of Egypt. The Fund aims to respond to pressing needs in local communities to improve living conditions and projects involve community participation; foster self-reliance by encouraging local management, local financing and local initiatives; make maximum use of local resources; exercise sustainability; involve women as active participants and beneficiaries; and promote environmental protection and sustainability. EQI is responsible for: identifying and appraising projects and NGOs with strong local development initiative that may benefit substantially from the CF Program; providing technical and administrative support to NGOs in the design and implementation phase of the projects; preparing and compiling Project Approval Documents (PADs) to CIDA recommending the funding of these projects; monitoring financial and technical progress in the field and following up on the implementation of the different projects; disbursing funds; preparing work plans and reports; evaluating project outputs and assisting recipient organizations in fulfilling their objectives.

IV. OUTREACH AND COMMUNICATION

EQI harnesses the power of information and communication to further the aims of sustainable development initiatives. We draw public attention to the issues underlying sustainable development by garnering the interest of the mass media and making development topics accessible to the general public. Our multidisciplinary media and communications specialists work with a diversity of clients—donors, corporate social responsibility funds, NGOs, the private sector and government to synthesize key messages and deliver them to target audiences using the most appropriate and effective methods and technologies.

Areas of Expertise:

- [Campaign design and implementation](#)
- [Marketing tools](#)
- [Conference organization and training](#)

CAMPAIGN DESIGN AND IMPLEMENTATION

We design and execute awareness and social marketing campaigns that effectively raise the public profile of development issues and get stakeholders on board. EQI offers comprehensive communication services ranging from field research and design and production of promotional and educational materials to information dissemination and advocacy through workshops, conferences and the media. We also maintain strong ties with local and international media and regularly organize value-packed public relations events focusing on important development issues and measures.

Capabilities:

- Needs assessment and primary field research
- Identification of campaign messages and issues
- Message testing and optimization
- Design of appropriate media mix and information dissemination methods
- Content development
- Capacity building of implementing agencies
- Campaign implementation
- Message impact evaluation
- Press and public relations management

Selected Projects:

Communication Campaign to Maximize EU Presence in Egypt

Funding Agency: European Union

In response to the EU Service Procurement Notice Media activities: Maximizing EU presence in the ENP region, Environmental Quality International (EQI) implemented a targeted and comprehensive media campaign to raise awareness of the diverse and valuable initiatives in Egypt that are supported by the EU. The main objective of the campaign was to create a positive perception of the EU's role in Egypt, and, by extension, to contribute to an atmosphere of greater mutual respect and understanding across the board.

The campaign stresses the human dimension, focusing on maximizing awareness of the EU's presence in Egypt, as well as enhancing the potential scope for interaction, communication, and cultural understanding between EU and Egyptian citizens.

Accordingly, EQI designed and produced 20 radio episodes and 5 television documentary film that illustrate the positive cooperation that exists between the EU and the Egyptian Government through numerous successful projects and initiatives.

Media and the Culture of Democracy NGO Creation

Client: USAID

Award: \$627,835

Under the Dialogue for Development (DfD) initiative, EQI and its identified media partners will create a Media NGO from members of the media sector and then build this NGO and a network of media professional through a participatory consulting process. The professional media network will advocate on behalf of the media and the general public for a freer, more enabled media and a greater “culture of democracy” in mass media. EQI will analyze and work to seek solutions to overcome the obstacles to sustainable media. Also, EQI will host a series of participatory workshops on different media issues—thereby strengthening the media network and seeking further answers to overcoming the obstacles of an enabled free media. This project will directly benefit the media sector and indirectly benefit the public by raising awareness of the role of public participation in democracy. A series of different media consultations will be tackling different issues pertaining to Egyptian media challenges, requirements, and recommendations.

Egypt Microenterprise Finance (EMF)-Communications Component

Client: USAID

EQI, in collaboration with Chemonics International, is implementing TAMA to maximize access of the economically active poor to microfinance services. The “Enabling Environmental Support” component, implemented by EQI Media Department, is developing a comprehensive, gender-sensitive communications strategy to raise awareness on the MF industry among the public, the GoE about best practices in supporting the MF industry; technical assistance providers on the commercial viability of the MF industry and the services needed by it; to measure awareness post-campaign and to brief the media on TAMA..

Egypt Utility Management Project: Middle Egypt Utilities Institutional Strengthening

Funding Agency: USAID

This project aims to establish cost-effective, self-sustaining utilities in the governorates of Fayoum, Beni Suef and Minia by promoting increased revenue, greater decentralization of the management of the organizations, and significant improvement in each authority’s capacity to deliver safe services. Project objectives are being addressed through improved customer billing and collection, customer relations and public awareness, increased metering of customer accounts, strengthened operations and maintenance, and improved network management and leak detection, computerization of utility processes, and human resource management, as well as the strengthening of other administrative and management systems. As a member of a consortium led by PADCO, EQI is providing crosscutting support to all institutional strengthening activities, with a particular focus on finance/accounting, customer service, and community awareness activities. EQI is also providing administrative support to the project through project offices in the three governorates.

National Environmental Action Plan (NEAP): Environmental Information Program

Client: Ministry of Environment

EQI designed the Ministry's Environmental Information Program in support of Egypt's National Environmental Action Plan (NEAP). The program aimed to deepen citizens' understanding of environmental issues in an effort to induce behavioral change and to involve the media as an active partner in support of the preparation of the NEAP. EIP activities entailed promoting the media's role as an active partner in policy development among government bodies, development planners, experts, NGOs, and donor agencies; building the capacity of journalists in thirteen governorates in Egypt to provide adequate coverage of NEAP activities; and engaging the journalists in a series of information dissemination and awareness raising activities aimed at reinforcing the Ministry's role, building consensus on NEAP objectives and activities, and effecting policy change.

Local Environmental Services Project: Awareness Campaign

Client: Egyptian Environmental Affairs Agency

Funding Agency: USAID

EQI managed an awareness campaign designed to promote understanding of the 1994 Egyptian Environmental Protection Law (No.4), and to clarify the Egyptian Environmental Agency's role in implementing it. The campaign targeted policy makers, special interest groups and the general public. To guarantee campaign outputs, background research was conducted to measure the existing level of awareness of the new environmental law and of the EEAA's role. A qualitative baseline survey was conducted of forty-three representatives from various line ministries, academic institutions and the media to assess their knowledge and understanding of environmental issues, the law, and the role of the EEAA.

Based on the findings of the investigations, EQI developed the campaign materials, which included the new EEAA logo, a campaign slogan, four brochures, four radio spots, and four TV spots, one of which was based on computer-generated graphics. All public service announcements were pre-tested on focus groups for message clarity and effectiveness. Campaign materials also included a 30-minute film in three parts highlighting the importance of environmental protection, the Egyptian Environmental Affairs Agency and the Environmental Law. To introduce the new environmental law and the EEAA, EQI organized ten regional conferences for the leadership of twenty-four governorates

throughout the country. Media representatives, special interest groups, local private sector business leaders, NGOs, line ministry representatives, legislators and government officials were represented at each regional conference. EQI prepared all supporting material in both English and Arabic.

Urban Management Programme – Arab States Region

Client: UNCHS

Funding Agency: UNDP

The UMP is one of the largest global technical assistance programs in the urban sector designed to strengthen the capacity of national and local governments to contribute to poverty reduction, improved environmental conditions, and economic growth. EQI developed a regional communication strategy to popularize development issues. A comprehensive program was implemented in each of the seven member states. A principal feature of the strategy was strengthening media capacity to provide effective coverage of development issues through improved networking and greater access to information, tools, and resources. Media NGOs were created in each member state and were linked through a regional forum of media NGOs, which was in turn linked with an international media forum. This structure provided an effective network for experience sharing and collaborative action. EQI promoted exchange in the UMP's areas of focus by organizing and funding inter-regional, regional, and country workshops and seminars, coordinating study tours, and financing the participation of experts in regional and international conferences. EQI also organized development policy consultations with local governments, NGOs, the private sector, the media, and other stakeholders to discuss strategies and agree on concrete actions. Channels for information dissemination and exchange included a website, developed by EQI, publications, and forums.

Local Development II - Private Voluntary Organizations Component

Client: Ministry of Social Affairs (MAS)/USAID

Funding Agency: USAID

EQI developed an Information and Education Program to promote the activities of private voluntary organizations throughout Egypt, and enhance their ability to raise funds and solicit local voluntary participation. A comprehensive and staged communication plan was developed for the production and distribution of various print materials and the implementation of information and promotional activities.

Small and Micro-Scale Enterprise Development Project (SME)

Client: The Alexandria Businessmen's Association (ABA), the Egyptian Small Enterprise Development Association (ESED); the Assuit Foundation, and the Port Said Foundation

Funding Agency: USAID

As part of its technical assistance to SME credit delivery organizations, to enhance their capacity to respond effectively to the financing and training needs of small and micro entrepreneurs, EQI designed and implemented a promotional campaign addressing policy makers, SME project beneficiaries, banks, cooperatives, industrial and vocational secondary schools, and training centers, among others. The campaign introduced the activities of the organizations and promoted the SME sector as a whole. EQI designed and produced brochures for the ABA and the ESED; business cards and a logo for the ESED, the Assuit Foundation and the Port Said Foundation. EQI also designed and produced a multi-media presentation for the ESED. EQI produced a 30-minute video documentary highlighting major problems faced by SMEs in Cairo and Alexandria and illustrated mechanisms for enhancing the productivity of small businesses. The film is designed for use both as an educational tool and as a public relations tool for the SME Development project, and targets project staff, potential project clients, banks, the local business community, and government officials. The film was selected for screening at the Habitat II awards ceremony honoring the program as one of forty "Best Practices" in the world.

NGO Environmental Awareness and Support Program

Client: The National Association for the Protection of the Environment (NAPOE)

EQI provided technical assistance to the NAPOE in the design and implementation of an environmental awareness campaign for various sectors of society. Services included: production of

media messages linked to environmental action programs; design of promotional material to raise environmental awareness; and development of fund-raising plans and programs to support environmental advocacy activities undertaken by NAPOE. To determine the most appropriate audio-visual, promotional and fund-raising material to use in the campaign, a study was conducted on environmental awareness programs broadcast by Egyptian radio and television, and interviews were conducted with television officials, with EEAA officials, and private sector firms engaged in environmental awareness campaigns or potential sources of corporate funding. Based on study results, five television spots were developed on issues of garbage disposal, air pollution, water conservation, and noise pollution. Project deliverables included brochures, leaflets and a quarterly newsletter. EQI was also instrumental in developing NAPOE's contact network with national, regional and international environmental organizations to widen the scope of information dissemination activities. Finally, EQI evaluated the impact of the campaign, assessed the appropriateness of the material used, and made recommendations for implementation in future campaigns.

Information Exchange and Gender Awareness in Urban Development Initiatives in the Middle East and North Africa

Client: Ford Foundation

EQI established networks of NGOs at regional and country levels for information exchange and dissemination to raise awareness on environmental and gender-related issues in cities across the region. This included a gender sensitization plan with two main activities: the organization of a regional gender sensitization and planning workshop, which was held in Cairo in March 1994, and the production of audiovisual materials. As a result of the workshop, Tunisia, Lebanon, Syria and Jordan have increasingly integrated gender concerns into their urban management activities. EQI also developed a directory listing key members of the media and communication industry working in environment and development. In addition, EQI established a coordination capability within selected NGOs in the region to ensure network sustainability.

MARKETING TOOLS

We have in-house capability to design and implement a wide array of marketing tools designed to propagate both social marketing and commercial messages.

Capabilities:

- Documentary, training and promotional films
- Radio and television commercials and public service announcements
- Books, newsletters, directories and brochures
- Web sites (visit the Urban Management Programme website; and the SME Development Project website)
- Promotional gifts

Selected Projects:

For the Coming Generations... the Egyptian Environmental Affairs Agency

Client: USAID/EEAA

This documentary film presents the detailed organizational structure of the EEAA, describing the Agency's different departments and the responsibilities and activities of each. The film, which is presented in Arabic and is approximately 28-minutes long, also features interviews with key EEAA personnel and includes footage of the various projects and activities undertaken by, or in collaboration with, the Agency. The film is intended for use as part of the EEAA's staff training. Government officials at all levels, counterpart agencies and institutions, universities, schools, and other educational organizations are also targeted. In addition to its utilization as training material, the film will be used to promote the Agency's activities at conferences and events co-sponsored by the EEAA and counterpart agencies and institutions. An English version of the film is currently being produced to serve as an informative tool for the EEAA in international workshops, seminars and conferences and for donor agencies.

Because It Belongs to All of Us

Client: Egyptian Environmental Affairs Agency

EQI produced a 30-minute film in three parts on the importance of environmental protection, the Egyptian Environmental Affairs Agency and the Environmental Law #4 for 1994. The film was produced as part of the awareness campaign conducted under the Local Environmental Services Project.

Private Efforts

Client: The Ford Foundation

EQI produced a 20-minute documentary film on community participation in low-income settlements in Egypt. The film illustrates how two low-income communities -residents of public housing projects, and garbage collectors -cope with urban problems. The film highlights some of the necessary elements for the successful implementation of community-based programs. It also emphasizes the positive social and economic impact of private initiatives. The film addresses government officials, funding agencies, and the general public. It covers a number of issues such as patterns of group interaction and means of soliciting group participation; the role of government officials and local authorities in supporting local initiatives; and socio-cultural and financial obstacles encountered in voluntary upgrading programs. Produced in both Arabic and English, the film is used in training sessions related to development, urban anthropology, public policy, and environmental issues.

Small and Micro-Scale Enterprises

Client: USAID

As part of its public awareness program for the Small and Micro Enterprise Development Project, EQI produced two films: a five-minute promotional film on the project's activities in Cairo and

Alexandria; and a 30-minute film, documenting the achievements of the SME project in both cities. The 30-minute film illustrates the credit delivery mechanism; informs the viewer of training and technical services available; and highlights the project's contribution to enhancing the productivity of small businesses. The film is designed to be used as both an educational and a public relations tool, and is targeted at SME project staff - particularly extension officers - potential project clients, banks, the local business community, and government officials. It will be used primarily in small group discussions at the Project's Central Office, and in workshops and seminars. The SME project was selected by Habitat as one of forty Best Practices in the region, and the video film was selected for screening during the award ceremony.

Village Physical Planning

Client: Chemonics International

EQI produced two films for Chemonics International. The first, a 40-minute training film on the Village Physical Planning (VPP) pilot project in Batra, Dakahleya Governorate, was designed as a working model for similar physical planning projects. It introduced the concept of village physical planning in a simplified form, recording, in sequential order, the implementation of the VPP project. The film demonstrated the effectiveness of local initiatives and local councils in stimulating greater awareness, demanding more governmental responsiveness, and in collecting local resources to augment central government funding required to develop and implement the village physical plan. The film targeted governorate, district, and village staff, and residents, who would be working in teams to replicate the pilot project in other villages. The film was intended as support for other training material in small discussion groups and workshops. The second film, which targeted policy-makers and government officials, was a short promotional film highlighting the achievements of the project.

The Zabbaleen Environmental and Development Program

Client: Cairo Governorate

EQI participated in the design and implementation of an integrated environmental and human development program to improve solid waste collection and disposal in Cairo. The program's immediate objective was to upgrade the waste management practices and living conditions of the traditional garbage collectors (Zabbaleen). EQI produced a five-minute documentary film on the project to illustrate how an innovative solution to an environmental and development problem is generated by the combined efforts of government and by a local community. The documentary raises awareness among government, donor agencies, and NGOs of the merits of an integrated urban upgrading approach to achieving sustainable development. Because of the success of the Zabbaleen program, Cairo Governorate was selected by the UNCED Local Honors Programme in the 1992 Rio Earth Summit as one of "twelve local governments who have demonstrated with inspiration how global issues can be addressed by concrete local action." The film was screened at the award ceremony.

Gender By Choice

Funding Agency: Ford Foundation

EQI produced a 17-minute long training film, entitled 'Gender by Choice', that provides a basic introduction to the concept of gender, and presents a development approach that takes gender into account. The film relies on interviews, graphics, and footage to produce a stimulating and informative presentation on the subject. The documentary is primarily geared toward professionals in the field, government officials, and policy planners. However, due to the film's non-technical approach, it can be used to train general audiences as well. "Gender by Choice" was produced in English and Arabic.

Connections

Client: American British Consultants (AMBRIC)

Funding Agency: American British Consultants and USAID

A 25-minute documentary on the Greater Cairo Wastewater Bank Unsewered Area Program was done. The film, entitled 'Connections', documented the provision of sewerage in previously unsewered areas. The documentary focuses on the Embaba district of Cairo, where the majority of the areas

served by the project are situated. 'Connections' also explored the wastewater project's impact on local private sector development and on the living standard of the residents in the targeted areas. Currently, an Arabic version of the film is being produced for use in USAID's Secondary Cities project.

T.V. Commercials

Client: Various

EQI Media Department has produced several television commercials for various international companies including Nestle, Clorox, Tang, and Ideal Standard. The team's responsibilities included reviewing storyboards, casting talent for the commercials, preparing for the production, directing, and editing the final version for T.V. broadcast.

Social Fund for Development - (SFD)

Client: Social Fund for Development

Funding Agency: World Bank

EQI was responsible for the promotion of SFD activities. Promotional materials produced included letterheads, a brochure, and a logo. Through the brochure, the SFD addresses various sponsoring agencies including key government agencies and ministries among others, vital to the successful implementation of its core programs. The brochure describes the Fund's objectives over its five-year life span, provides a clear description of the five main core programs the Fund will be implementing, and identifies the Fund's primary beneficiaries.

CDM/ISC Project

Client: CDM

A detailed slide presentation on the CDM/ISC project to be implemented, involving slide and text production was done. This presentation required the development of appropriate images and graphics, using the most sophisticated computer technology available. The images used were designed to encapsulate the administrative organization, objectives, and methodology of the project in a visually stimulating format.

Women-Headed Households Income-Generating Project

Client: The Association for the Development and Enhancement of Women (ADEW)

Funding Agency: The Ford Foundation

A brochure and logo for ADEW, addressing the importance of the role of women in development, and the plight of poor women in low-income urban areas was designed.

Coca Cola Promotional Material

Client: Coca Cola

EQI produced printed material for Coca Cola Company, including greeting cards, business cards, checkbooks, and the 1995 calendar.

CONFERENCE ORGANIZATION AND TRAINING

EQI provides complete logistical support in the organization of local, national and regional conferences, policy consultations, seminars, and workshops. Coverage of these events is ensured through EQI's wide network of relations among the media in the region, including radio, television, and the press.

Capabilities:

- Pre-conference planning and agenda development
- Counterpart liaison activities
- Venue selection and organization
- Budgeting and logistical support
- Press relations and event publicity
- Press packs, information kits and training material
- Event moderation and session management
- Recording and report preparation

Recent events include:

EMF Media Awareness Conferences and Press Club, USAID

Nationwide, throughout 2006 (50 participants)

Building a National Strategy for Microfinance, UNDP

Cairo, December 20, 2005 (100 participants)

One-Stop-Shop Conference, CIDA

Cairo, 2004 (350 participants)

Exploring and discussing possible replication of the successful Mansoura One-Stop-Shop that provides non-financial services to SMEs.

Microfinance Training for Branch Managers, Credit Officers & Supervisors NCBA – EQI/USAID/Banque du Caire

Nationwide training series, January-July 2003. (More than 100 branches nationwide with 450 participants).

Public Awareness Water and Wastewater Campaign Middle Egypt Utilities Institutional Strengthening Project/USAID

25 seminars in Beni Suef, Minia and Fayoum, November 2001 - October 2005

(Attended by hundreds of community opinion makers, religious leaders, city council members, and educational representatives).

On-site training on el.mohassil® Loan Tracking System, Banque du Caire/USAID

108 branches in Cairo, Hurghada, and Marsa Matrouh, July 2001 – May 2004 (over 170 trainees)

Annual CIDA Egypt Program Workshops, CIDA

Ismailia, Aswan, Sharm El Sheikh, Ras Sudr, Ein Sokhna; annually 1999-2007 (100 participants/workshop).

V. PROGRAM MANAGEMENT AND SUPPORT

EQI specializes in providing turn-key project management and support services. We have internalized substantial experience in all program administration aspects and provide a range of services ranging from socioeconomic and market research to logistical, administrative and financial advisory services. Activities such as contract administration, recruitment of professional staff, procurement of goods and services conducting orientation sessions and workshops, arranging for shipment of goods and customs clearance, and the management and maintenance of office space and facilities constitute a large portion of our day-to-day company operations. We continuously track performance and optimize our operations in order to provide our clients with maximum benefit from available resources.

Areas of Expertise:

- [Program management](#)
- [Social and market research](#)
- [Monitoring and evaluation](#)
- [Management information systems](#)

PROGRAM MANAGEMENT

In addition to our technical expertise, we offer our clients quick response program management services. We handle all aspects of program administration including initial contracting and negotiation, budget preparation and management, implementation, monitoring and reporting.

Capabilities:

- Contract administration
- Budgeting and accounting services
- Recruitment of professional staff, and procurement of goods and services
- Shipment of goods and customs clearance
- Arrangement of visas, work permits, residence, and housing
- Pre-departure/arrival briefing and orientation sessions
- Logistical, secretarial and translation/interpretation services
- Management and maintenance of office space and facilities
- Report production and editing

Selected Projects:

Egypt Program Support Unit (PSU)

Client: Canadian International Development Agency (CIDA)

Funding Agency: CIDA

As the local executing agency, EQI provided professional, administrative, technical, and logistical support for all project and program activities funded by CIDA in Egypt. Typical activities include research and analysis; impact assessments; policy advice and program development, particularly the development of project initiatives addressing economic reform; and the organization and facilitation of workshops and seminars in the fields of economic reform, technical cooperation, environment, microfinance, community participation, and gender. Services are also provided to personnel of aid projects and their dependents, CIDA officials, visiting missions and consultants, NGOs, CIDA funded trainees and students, and attendees of CIDA/Government of Canada (GOC) funded seminars and conferences. These include: meet and assist; reservations; provision of office space at the PSU; provision of information on schools; student advisory services; housing and travel assistance, customs clearance, visas, work permits and residencies; secretarial services; interpreters and translation of documents; and procurement of goods and services.

EQI also administered CIDA's Egypt Intercultural Program (EIP), of continuous training activities to CIDA-funded personnel on cross-cultural dimensions of CIDA programming for Canadian advisors, their dependents, Egyptian counterparts, and Egyptian students and trainees on study or work assignments in Canada. It focuses on promoting intercultural understanding and insight and methods to enable Canadians and Egyptians to overcome professional and sociocultural barriers. EQI provides comprehensive information services, including pre- and post-assignment assistance; country reports; publishing regular English/Arabic newsletters; developing and maintaining a resource bank of skilled individuals to assist in program implementation; and assisting in research projects. EQI also provides regular quarterly and annual evaluation reports on training results and activities.

This contract was recently renewed. EQI will continue to manage the PSU during Phase 3 of the project (2007 – 2012) for a contract value of Cdn\$ 4.9 million.

Local Environmental Services Project

Client: Government of Egypt (GOE)

Funding Agency: USAID

EQI provided USAID/Cairo and the Egyptian Environmental Affairs Agency (EEAA) with technical assistance and services in institutional development; environmental analysis and monitoring;

assessment, planning, and design of environmental activities; and policy formulation. Activities included assisting the Cairo Regional Branch of the EEAA with an operational plan to address wastewater, air pollution, energy, solid waste, cultural heritage, natural heritage, and land and water resources issues in Cairo and the Fayoum; the design of a donor newsletter to increase communication and cooperation among donors and to inform the general public of environmental related issues and the impact of donor-financed environmental projects and programs; developing a staff training film for the EEAA; managing a broad-based awareness campaign explaining the 1994 Egyptian Environmental Protection Law (No.4) and the EEAA's role; coordinating and providing logistical support for study tours between Egypt and Jordan designed to develop stronger linkages in regional eco-tourism; providing logistical support for EEAA participation in the Conference on Environmental Compliance and Enforcement in Thailand, and to EcoPeace in its participation in Our Shared Environment Conference in Jerusalem; conducting a feasibility study of establishing adaptive re-use activities in both Bayt El Kady and the house of Uthman Khatkhuda in the Gamaleya district in Medieval Cairo to generate conservation and maintenance revenues; coordinating a clean-up campaign in Sharm El Sheikh, including the design and production of printed material, coordination of logistical arrangements, and media coverage of the event; and conducting a pre-feasibility study for an architectural studies center in Luxor.

Promotion of Environmentally Sustainable Tourism

Client: USAID/Cairo

As a subcontractor to Winrock International Institute for Agricultural Development, EQI provided USAID missions and central AID bureaus with technical services to implement the Environmental and Natural Resources Policy and Training (EPAT) Project. The purpose of the Project was to advance recognition by developing country policy makers of the links between economic policy and sustainable environmental and natural resources use and development, and to give them the requisite analyses to develop appropriate policy options. The project had six components: state-of-the-art research; applied in-country research; information dissemination; support for policy dialogue; institutional strengthening; and human resources development. EQI's activities included establishing a Regional Office for Technical Coordination (ROTC) in the Red Sea Governorate; developing protectorate and coastal zone management training programs; conducting a comparative advantage review of the Egyptian, Red Sea and Sinai tourism industries; developing a tourism resources data base for the Sinai and Red Sea; developing hotel capacity and growth strategies for the region; conducting a feasibility study for the adaptive re-use of a historical site in the Gamaleya District of Medieval Cairo; preparing a policy framework for an environmentally sustainable tourism strategy for the Egyptian Red Sea coast; developing a solid waste management action plan for the Red Sea cities of Hurghada, Safaga and Quseir; conducting preliminary environmental audits of recreational marinas and ports; developing a best practices manual of environmentally sound planning and design practices and technologies for hotels/resorts; and developing an action plan to identify, preserve, protect, and manage the ancient seaport of Quseir's rich cultural and natural resources and create a demonstration city for the promotion of environmentally sustainable tourism.

The Urban Management Programme (UMP)

Client: UNCHS

Funding Agency: UNDP

As the Regional Support Office (RSO) for urban management initiatives in eight Arab States, EQI provided technical assistance in the areas of municipal finance and administration, urban environmental management, heritage protection, and poverty alleviation. The RSO promotes the exchange of experience and expertise in these areas by holding inter-regional, regional and country-based workshops and seminars, coordinating study tours; conducting diagnostic, market and feasibility studies, and reviewing legislation; organizing policy consultations at city and country levels, bringing together local governments, NGOs, the private sector, media, and other stakeholders to discuss development strategies and agree on concrete actions; developing action plans, and follows up on project implementation; developing a regional media strategy focusing on the popularization of development issues.

As a result of our efforts, collaborative links between community development organizations and local government in Morocco were developed; concrete action plans to enhance awareness of the laws and codes governing co-ownership and collective housing have been adopted by local governments in Tunisia; recommendations to raise the status of women in Tunisia have been integrated into the national strategy for poverty alleviation; a historic city center in Cairo was revitalized as a pilot project for the upgrading of historic Cairo; scavengers in Jordan are involved in municipal recycling projects; upgrading of infrastructure, housing and services in informal settlements are being implemented in Damascus and other cities in Syria. A UMP media network linking the eight UMP Arab states was created; a comprehensive information program in each of seven Arab countries was established; and media NGOs advocating environmentally sustainable development are emerging in the region.

Irrigation Management Services - Preventive Maintenance Project

Client: Government of Egypt, USAID/Cairo

Funding Agency: USAID

The Irrigation Management Services Project (IMS) is a ten-component umbrella project that supports the Ministry of Public Works and Water Resources by providing technical assistance, commodities, training and support for project operations. As the IMS project drew to a close, technical assistance was required for the transition period between this project, with its preventive maintenance component, and the start-up of the Water Resource Management Program, which had no comparable maintenance initiative. As the sole contractor on the Preventive Maintenance Project, EQI assisted the Office of Irrigation and Land Development and the Government of Egypt in institutionalizing current project-oriented maintenance activities into a maintenance program that could be sustained by the Ministry of Public Works and Water Resource's internal resources. The EQI team focused on the implementation of three task areas: Management Assistance; Analysis and Planning; and Specialized Technical Advice.

Local Development II (LD II) - Private Voluntary Organization (PVO) Component

Client: Ministry of Social Affairs (MoSA)/USAID

Funding Agency: USAID

EQI was responsible for providing field support to USAID in the implementation of the LD II - PVO component and for promoting the project's activities throughout Egypt. The project involved the provision of LE 43 million in a block grant to 3,600 PVOs to implement 4,200 sub-projects in 26 governorates over a period of three years. Field services included management and administration of a block grant fund; assessment of MoSA and PVO training needs; preparation and implementation of orientation workshops and observation study tours; development of training programs for MoSA federations and PVOs nationwide; screening and appraisal of grant applications from candidate PVOs; and monitoring and evaluation of the performance of PVO participants. In addition, the project team provided MoSA and its directorates with technical assistance in installing a management information system. The management and financial information system that was developed provided an online interactive database to track and monitor financial transactions carried out in various governorates. Selected staff was trained in system operation, and secondary staff from MoSA was trained in system consolidation and reporting at the central level. Additional technical assistance to MoSA and its directorates included needs assessments; fund raising and volunteerism; and the planning and programming of PVO activities. To promote the activities of PVOs and enhance their ability to raise funds and solicit local voluntary participation, EQI developed an Information and Education Program. A comprehensive and staged communication plan was developed for the production and distribution of print materials and the implementation of information and promotional activities.

SOCIAL AND MARKET RESEARCH

For more than 30 years, EQI has provided the trusted data and analysis upon which critical policy and program design decisions are made. A multi-disciplinary team of social scientists use advanced data gathering and analysis tools to uncover core issues and barriers to sustainable development on local and national levels. Participatory data collection methods assure incorporation of the needs of beneficiaries and the perspectives of all stakeholders into findings and recommendations while highlighting critical factors unique to every context.

Capabilities:

- socioeconomic and market surveys
- anthropological research
- policy framework analysis
- gender analysis
- social impact assessments
- community mobilization
- gender training

Selected Projects:

The Zabbaleen Environmental and Development Program: Socioeconomic Study of Cairo's Refuse Collectors (Zabbaleen)

Clients: Joint Housing Projects Agency, Ministry of Housing and Utilities and the Governorate of Cairo

Funding Agency: International Development Association, The World Bank

An in-depth anthropological study of Cairo's largest Zabbaleen settlement was undertaken. The study focused on work habits, economics of trade, household economics, technical capabilities, attitudes toward modernizing haulage and disposal methods, social organization, and constraints on service capacity expansion.

The Zabbaleen Environmental and Development Program: Child Health Study

Client: Zabbaleen Community Development Association

Funding Agency: The Ford Foundation

An action research project was designed to develop practical strategies by which mothers can protect the health of their children under conditions of extreme environmental pollution. Strategies for inducing desired behavioral modification were also developed.

The Zabbaleen Environmental and Development Program: Income-Generating Project for Women-Headed Households

Client/Funding Agency: Oxfam / Ford Foundation

EQI was responsible for planning, designing, and implementing a technical assistance and credit program targeting women-headed households. Socioeconomic studies were conducted in two low-income communities in Cairo to gain a better understanding of the needs, survival strategies, skills, and constraints facing these households. Economic and technical investigations were also conducted to determine the economic and industrial opportunities available to these women locally.

The Environmental Improvement Project: A Study of al-Dayoura and Kom Ghorab

Client: Cairo Governorate

Funding Agency: UNICEF

Baseline investigations and data collection in al-Dayoura and Kom Ghorab, two of the poorest shiakhnas in the district of Misr al-Qadima (Old Cairo) were carried out. The project involved conducting an assessment of the socioeconomic conditions of community residents, with the objective of developing a realistic and comprehensive profile of the area, focusing on the most disadvantaged

groups in the community. Special emphasis was placed on the identification and design of intervention measures targeting children and women, such as measures related to nutrition, health, education, female literacy and women's access to credit. NGO community organizations were also identified and their roles and technical needs assessed. Opportunities and strategies for mobilizing community efforts and resources were examined. The assessment was conducted for use in the design and implementation of an effective participatory mechanism for the alleviation of poverty in the district.

Land Tenure and Infant Mortality Studies, Refuse Collectors Settlement

Clients: Joint Housing Projects Agency, Ministry of Housing and Utilities, the Governorate of Cairo, and Sabbour Associates Engineers

Funding Agency: International Development Association, the World Bank

A land tenure study in the Manshiet Nasser Zabbaleen squatter settlement to establish a framework for regularizing tenure as part of the governorate-sponsored upgrading program for the area was done. The firm also examined basic engineering designs for the upgrading project to ensure their suitability both to socioeconomic conditions in the community, and to governorate solid waste management plans. Crucial areas beyond those included in the original plans were identified. A full investigation of infant mortality rates and women's work in the community was undertaken prior to upgrading.

The Manshiet Nasser Study

Client: The Joint Housing Projects Agency, Ministry of Housing and Utilities and the Governorate of Cairo

Funding Agency: The Population Council

A socioeconomic survey of 1200 households in a low-income settlement was conducted to assess the living conditions, both physical and social, of these households, and to determine the impact of these conditions on child health. Major areas of research included: health (fertility, weight-for-age, prevalence of parasites, illness, mortality, infant and child feeding patterns, and food preparation patterns); government services (infrastructure, education, urban health, and welfare services); and living conditions (employment, income, housing, migration history, settlement and land acquisition patterns, water acquisition and use, distribution of space within the home, community support system, and the relationship between the community and the wider metropolis).

Indefinite Quantity Contract (IQC)

Client: USAID

Funding Agency: USAID

EQI conducted social soundness and economic and financial analyses, related to USAID projects and automation systems. One of the prime objectives of this contract was to assess whether USAID projects were achieving their initial targets, and to assess the market situation prior to the design of new programs for implementation.

The Environmental Awareness Program for NAPOE

Client: NAPOE

Funding Agency: The Ford Foundation

EQI designed a study on generating funds for environmental awareness and pertinent educational programs in Egypt.

The Production and Marketing of Fruits and Vegetables

Client: National Cooperative Business Association (NCBA)

Funding Agency: USAID

A study aimed at investigating the production and marketing process of fruits and vegetables in Egypt. The study assessed the potential of farmers to produce or increase production for export purposes. It defined the relationship between farmers and exporters and the role of agricultural cooperatives in the production and marketing of fruits and vegetables. The assessment was based on data collected through fieldwork in Noubareya, Ismailia, Sharkeya, and Beheira, and data from secondary sources.

Dallah Agriculture Management Reorganization Project

Client: Dallah Company for Animal and Agricultural Production

A study of the company's 6000 feddan farm in the newly reclaimed area of Noubareya was carried out. The study identified the supply of and demand for company products; the market gap; consumption patterns and distribution networks; and sales strategies employed by the competition in Egypt.

Women in Development - An Evaluation

Client: USAID

Funding Agency: USAID

An assessment of the impact on women of seven major USAID-financed activities was undertaken. The assessment, which was based on field visits and in-depth interviews with project staff, covered USAID activities in the following key sectors: agriculture, education and social services. The evaluation focused on the effectiveness of these activities in providing productive opportunities for women and in increasing women's participation in Egypt's development.

Project Modification of the Rural "Raidat" (Women Leaders) Program, Fayoum Governorate

Client: Embassy of the Netherlands

Funding Agency: Embassy of the Netherlands

EQI formulated a plan for the modification of the above program. Based on fieldwork in the governorate of Fayoum, a detailed project plan was recommended, focusing on rehabilitation of the training, financial, and administrative components of the program.

Community Development in Aswan - A Needs Assessment

Client: GIZ

EQI designed and carried out a needs assessment to determine the types of projects needed in Aswan. The assessment included recommendations, which serve as guidelines for program implementation.

Child Nurturance in the Absence of Basic Municipal Services in a Low Income Area

Clients: The Joint Housing Projects Agency (JHP), Ministry of Housing and Utilities, and the Governorate of Cairo

Funding Agency: The Population Council

A detailed socioeconomic and anthropological investigation of the conditions and patterns of child rearing in a large low-income settlement lacking basic municipal services was carried out. Family strategies for household management under these circumstances and the impact of the absence of municipal services on child health were assessed. Priority areas for community intervention were identified. Simultaneously, the firm developed a registry of landholders to be used by the JHP in its planned land tenure regularization program.

Anthropological Studies Related to Diarrheal Disease

Client: National Campaign for the Control of Diarrheal Disease, Ministry of Health

Funding Agency: USAID

A study of the causes of diarrheal disease among children and the patterns of treatment was done. An assessment was carried out of the differential care given to male and female infants, and of the relationship between infant and care provider. Studies were conducted among high-risk population areas in urban and rural Egypt to provide data for a program designed to alleviate diarrheal disease. This is considered to be the largest program of its kind ever conducted in Egypt.

Community School Project

Funding Agency: CIDA

The Community School Project expanded access of deprived communities in remote areas in Upper Egypt to quality primary education. The project provided a sustainable equivalent of a full primary

school program for boys and girls in small, rural communities that did not have primary schools. The project established 207 community schools in the governorates of Assuit, Sohag, and Qena offering literacy classes for older girls who were no longer eligible for a primary education and for older women. EQI was commissioned to conduct an assessment of Phase II of the project entailing: a) observing the benefits to girls; b) assessing project sustainability (in terms of student completion and beyond; community support and demand for quality education; attitudes of stakeholders; national policy; management support; cost effectiveness and future resources); c) assessing the degree to which expected outputs had been met; d) analyzing partnerships at all levels; e) assessing the appropriateness of human and financial resources and time allocation; and f) assessing the appropriateness and timeliness of responses to opportunities and constraints. The assessment revealed that the project was a highly successful and sustainable intervention, and provided a replicable model for quality education that could be applied nationwide. EQI provided recommendations to increase the program's operational efficiency and effectiveness, and to strengthen its fund raising capabilities.

Directory of Civil Society Organizations

Funding Agency: Canadian International Development Agency (CIDA)

EQI carried out a study to identify Egyptian Civil Society Organizations (CSOs) working in the broad fields of peace, security and equity to help CIDA develop a strategy for its 'Development and Human Security Program in the Middle East and North Africa.' Through a literature review and in-depth interviews, a profile was developed for each CSO identifying history, regional capacity, potential impact and sources of funding. (Dec. 2002)

Early Childhood Education

Funding Agency: CIDA

A social assessment study aiming at identifying the needs and the extent of demand for early childhood education in disadvantaged areas, with the objective of including pre-school education (KG1-KG2) into compulsory education was undertaken. The study was implemented in five Governorates including Matrouh, Beheira, Cairo, Minia and Qena, in which quantitative surveys and in-depth interviews and focus-group discussions were carried out with parents of pre-school age children, Ministry of Education officials and educational NGOs. Based on this assessment, recommendations were made for the Ministry's plans for enhancing early childhood education.

Assessing the Causes of Poverty in Egypt

Funding Agency: CARE - Egypt

As a descriptive framework, CARE began testing the Unifying Framework's value in guiding and organizing analytical thought in terms of the different aspects of poverty, from both the needs-based and the rights-based perspectives. Within this context, CARE contracted Environmental Quality International (EQI) to conduct a study with two main objectives: firstly, to assess the underlying causes of poverty in Upper Egypt, guided by CARE's Unifying Framework for Poverty Eradication and Social Justice; and secondly to inform CARE Egypt's formulation of its next Long-Range Strategic Plan. Based on CARE's Terms of Reference for the study, EQI proposed a study design guided by the Unifying Framework for Poverty Eradication and Social Justice. The study comprised a literature review supplemented by field research in rural Upper Egypt. The two research activities aimed to investigate the underlying causes of poverty in Egypt in light of the Unifying Framework. Research findings were discussed with CARE staff and external experts after completion of the literature review and before undertaking the field research.

Final Evaluation and New Project Formulation for the Fayoum Integrated Pest Management Project (FIPMP)

Client: FIPMP Project - The Netherlands Embassy

EQI conducted, together with a Dutch International Consultant, the final evaluation to formulate a project document for the new Farmer Field Schools (FFS) project as follow-up to the previous FIPMP. EQI's role included the assessment of the existing institutional set-up of FFS, gender mainstreaming in the existing project and in the formulation of the new project, the viability of linking its concepts and implementation to the cooperative movement to ensure its sustainability in the

medium term, and the feasibility of implementing a number of FFSs in neighboring governorates. EQI also participated in designing the curriculum for the new project, and developing the new project document including its objectives, activities, outputs, logical framework, and budget.

Dairy Products Market Survey

Client: Industrie du Froid

A nationwide market survey of several dairy products (milk, yogurt, ice-cream, and cheese) for a prominent Egyptian private sector producer was carried out. The study identified the firm's market share and that of its competitors. The survey assessed product range, distribution channels and sales strategies, future market trends including supply and demand, and consumer profiles.

Cosmetic Market Survey

Client: BIP

Funding Agency: El Moussa Group

A study to evaluate the company's position in the market and investigate marketing procedures and strategy was done. EQI identified consumer preference, brand awareness, and strength of demand on a product-by-product basis. The final marketing plan, designed to enable BIP to achieve its targeted sales level, included recommendations on: advertising - based on a study of media cost-effectiveness and audience research; product line strategy - closely defining socioeconomic target segments of the population; and management reorganization - especially in the marketing, sales, and distribution departments.

Pharmaceutical Project

Client: Sandoz - Wander

EQI administered one of five surveys Sandoz -Wander (Switzerland) was conducting in developing countries. Surveyors visited 1200 physicians in the four Egyptian governorates of Cairo, Alexandria, Gharbeya, and Sohag to record their reaction to different pharmaceutical products.

Market Study of Depilatory Creams

Client: PARFICO

A market survey of depilatory creams was undertaken. The objective of the survey was to examine the market environment, market characteristics, and consumer behavior to determine the viability of introducing a new product. The survey assessed the competition's product range, prices, distribution channels, and promotional support offered to outlets. The survey also identified consumer preferences, brand awareness, and the potential demand for a new product in this area. A detailed analysis was conducted using a statistical computer model.

Market Study of Carbonated Drinks in Egypt

Client: Cairo Beverages and Industrial Company

EQI carried out a detailed market, financial, and organization study to develop an action plan designed to expand the client's market share and achieve efficiency in mass distribution. A nationwide market survey investigated competitive products, market share, pricing and promotion strategy, and channels of distribution. The client's current distribution system was evaluated and a viable market plan was designed to meet the needs of intermediaries and demands of various market segments. The client's sales and marketing departments' organizational structures were analyzed. A system, for coordinating between the various departments and activities and for monitoring performance, was established.

Improvement of Date Production and Marketing - Aswan Governorate

Client: DANIDA

A study on current marketing practices and channels for dates produced in Aswan, including prices and margins at various stages of the marketing chain. The result of the study indicated estimates for the likely demand for incremental production of dates produced in Aswan as a result of the improvement of current production levels. It provided recommendations on varieties most likely to be

in demand, and processing, transport, packaging and other marketing aspects to maximize returns to local producers.

The Mansoureya Project

Client: Kuwaiti Investment Group

A feasibility study for an integrated tourism project located in Mansoureya, near Cairo, to include a restaurant, a health club and catering services was done. A market survey was undertaken and the results used as a basis for the project concept. In addition, a financial forecast for the first ten years of operation was made to assess the viability of the project.

Dallah Business Center Project

Client: Dallah International Holding Company

A technical and financial study to assess the potential of transforming a commercial space in downtown Cairo into a high-technology service center, which included an Information Center, a Computer Center and a standardized Business Support Service was undertaken. The study involved surveying private sector firms and businessmen, and existing data banks, computer dealers, software houses, and business centers. The survey identified market gaps and trends, consumer preferences, the demand for each of the services, and the range of prices offered.

Automotive Spare Parts Project

Client: Kuwait and Arab States Company & Partners

An extensive survey to identify the market for certain vehicle spare parts and engines in Egypt, and to assess the viability of setting up a spare parts manufacturing plant was carried out. The survey identified the supply of and demand for spare parts, and provided data that allowed for estimating future demand. The total number of vehicles and engines in Egypt was established with details on the number of passenger cars, buses, trucks, diesel engines, agricultural and construction equipment, earth-moving machinery, and marine engines. EQI revised outdated data on the total number of vehicles available in Egypt. The vehicles were subdivided into different categories. The percentage of growth per annum from 1985 to mid-1987 was also calculated.

Edko Food Industries Project

Client: El Kadry Group

EQI assessed and updated a \$10 million private free zone project to produce fruit concentrates for export. Tasks included identifying potential investors, setting up the company structure, finding lending institutions, and conducting a detailed study on production lines and technical processes. The firm also identified equipment requirements, building systems, location and infrastructure.

Oriental Designer Jewelry Project

Client: Nakhla Enterprises

A well-established Egyptian jewelry store requested EQI to develop a plan to institutionalize its jewelry designs locally and internationally. The assignment included developing a long-term strategy for its staged international expansion. A detailed feasibility study was conducted for organizing exhibitions in select Middle Eastern countries.

MONITORING AND EVALUATION

Project monitoring and evaluation determines if planned project goals and objectives were actually achieved. At EQI, we continuously monitor our projects to ensure effective resource allocation, identify constraints and reformulate strategies and policies in line with on-the-ground realities. In addition, we also offer project monitoring and evaluation services for our clients.

Capabilities:

- Field inspection and monitoring
- Program impact evaluation against objectives
- Financial and compliance reviews
- Development of recommendations for program optimization

Selected Projects:

Evaluation of the “Self Help Program” (SHP). Special Self Help Development Fund Funding Agency: USAID

The purpose of the SHP is to provide small grants for high-impact, short term projects that exhibit community initiative, self-reliance, sustainability over time, and strong community involvement and dedication; priority is given to projects that will quickly benefit large numbers of persons. Possible project fields include micro-credit loans, vocational training, computer skills; special needs youth trainings, and other community or agricultural development and health programs. EQI was contacted to complete an evaluation of the SHP program. This evaluation included assessing how and if the program’s purpose has been met; evaluating impact on beneficiaries; effectiveness, impact, and sustainability of individual programs; analyzing lessons learned and best practices; and providing recommendations for future program direction. Techniques used in evaluation include desktop review of program materials, interviews, and empirical investigations of nine representative projects, and expertise was required in each of the possible project fields. (2007)

The Multilateral Development Banks Project

Client: Canadian North-South Institute

Funding Agency: Ford Foundation/African Development Bank (ADB)

EQI undertook a study of the role of the African Development Bank (ADB) in Egypt. The study covered ADB's contribution to project financing and structural loans in the country, and examined ADB's coordination with international organizations such as the World Bank (WB), the International Monetary Fund (IMF), and the United States Agency for International Development (USAID). EQI's gathered information related to the nature, recipients, and impact of ADB loans, including structural adjustment, project, and institutional development loans. This was undertaken through interviews with ADB senior management in Côte D'Ivoire, USAID, WB, and IMF officials in both Côte D'Ivoire and Egypt, and finally with loan recipients from Egyptian government agencies. Through interview analysis, ways and means of coordinating the bank’s activities with other donors were investigated. In addition to the above activities, EQI was also responsible for the provision of all logistical support, including report preparation and duplication, communication, and transportation.

Environmental Awareness Program Evaluation Study

Funding Agency: Ford Foundation

A study to evaluate an environmental awareness program funded by the Ford Foundation was carried out. The study aimed at assessing the number of people reached by the television messages, their understanding of the messages, and any impact it may have had on behavioral patterns. It also assessed the potential for corporate financing of environmental messages; the extent to which public media allocates free time for environmental messages; the most popular promotional/fund-raising items and the most appropriate distribution channel; major strengths and weaknesses of the program; and requirements and sources for additional funding and support.

Mid-term Evaluation, Mother & Child Health & Protection in 15 Villages in Tel El-Kebir
Funding Agency: Egyptian Swiss Development Fund (ESDF)

EQI conducted a mid-term evaluation of the project, “Mother and Child Health and Protection in 15 villages in Tel El-Kebir” implemented by Terre des Hommes Egypt (TDH) and funded by the Egyptian Swiss Development Fund (ESDF). The project included four main components: Mother and Child Health, Women Groups, Environment, and Capacity Building for five CDAs.

Final Evaluation, Community Environmental Projects (CEPs)

Funding Agency: Support for Environmental Assessment and Management (SEAM)

EQI conducted a comprehensive evaluation of a number of community environmental projects (CEPs) implemented through SEAM based on their impact, effectiveness, efficacy, sustainability, and replicability. The strengths and weaknesses of a sample of 12 CEPs in Sohag, Qena, Damietta, and Dakahleya Governorates were assessed. CEPs covered three main sectors namely solid and hazardous waste solutions, drinking water, wastewater and sanitation, and public awareness, education and advocacy. The research also focused on assessing the ability of the CEPs to direct project interventions to the poorest, most vulnerable and environmentally deprived communities.

Final Evaluation, Capability Enhancement through Citizen Action (CAP)

Client: CARE

Funding Agency: Egyptian Swiss Development Fund (ESDF)

EQI carried out a final evaluation of the “Capability Enhancement through Citizen Action” project implemented by CARE with the objective of assessing the impact, effectiveness, efficacy and suitability of the project interventions. The evaluation was conducted in seven Governorates covering all project sites (Fayoum, Beni-Suef, Minia, Assuit, Suhag, Qena and Aswan), in which 32 CDAs out of a total of 132 CDAs were sampled for assessing project impact. The evaluation covered the capacity and performance of the CDAs’ institutional setting, the socio-economic impacts of the CDAs’ activities on target beneficiaries, issues of sustainability, the main constraints faced and the lessons learned throughout the implementation of the project.

Mid-term Evaluation, Community Based Rehabilitation (CBR) Project

Client: Save the Children-UK

EQI conducted the mid-term evaluation of the CBR project. This project was implemented in partnership between Plan-Egypt, Caritas-SETI, AHED, and SCUL. The geographical focus of the project was 8 local CDAs in Cairo, Alexandria, Giza and Beheira. The focus of the mid-term evaluation was to assess the progress of the project against its objectives, the outcomes of the project, what has and has not worked, the management capacities and roles of all project partners, and suggest recommendations for the project implementation.

Plan Country Program Evaluation

Funding Agency: Plan International Egypt

EQI was commissioned by Plan’s International Board and the Egypt Country Office of Plan International to conduct a final evaluation of Plan International Egypt’s three CPOs upon their completion in June 2005. Results and recommendations of the evaluation will provide important information needed for the development of future programs. The objective of the evaluation was to assess Plan’s three CPOs to determine if program objectives were met and lessons learned and best practices for future programs. The evaluation analyzed the relevance, efficiency, effectiveness, impact, and sustainability of program strategy and approaches in achieving the desired objectives. It also analyzed the consistency between project implementation and strategic issues, objectives, strategy, and program principles outlined in the strategic plan. An analysis of the changes in approach that occurred during the 2000-2005 program period was a main focus. The evaluation identified the reasons for these shifts in approach and the impact of the changes on the Plan’s programs and operations and target communities and beneficiaries.

Evaluation of the Project for the Supply of Equipment for the Regional Environment Monitoring Network

Client: Japan International Cooperation Agency

Period of Performance: 2000

This project was designed to supply equipment and training to the EEAA offices in Cairo, Alexandria, Mansoura, Tanta, Suez, and the central laboratory. EQI'S role was to evaluate the project in terms of the effectiveness of equipment procurement and usage; efficiency of project implementation; impact on both the lab's monitoring abilities and public awareness; and sustainability in terms of institutional, personnel, and financial capacity. Information was collected using a variety of methods including interviews, site inspections, and reviews of all relevant lab documents and tests.

Quick Response Indefinite Quantity Contract (IQC)

Client: USAID

Funding Agency: USAID

EQI provided USAID/Egypt with financial and compliance reviews, including audits and audit surveys of AID projects and programs and other management, financial management, and data management services. The contract entailed undertaking reviews and tasks related to AID Payment Verification Policy Implementation Guidance and Internal Control Assessments; appraising the ability of GOE implementing agencies to award and manage AID-financed contracts and to manage AID-provided project funds; and performing end-use audits of AID-financed commodities to determine whether they were properly received and used. Studies were conducted of specific financial management problems and solutions were recommended; feasibility studies of AID projects; developing or analyzing financial and data management systems, host country, or grantee institutions; cash flow projections of proposed project entities; and reviewing host government financial compliance with project terms. Other activities included evaluating host government and AID training needs; conducting short-term financial training; entering financial data into AID official manual and automated systems; and providing other financial management/data management services. The short-term assignments required literature reviews; rapid, low-cost reconnaissance methods; and project economic and financial analyses.

Human Resources and Development Cooperation (HRDC)

Client: USAID/Cairo

Funding Agency: USAID

EQI, the sole contractor of the Human Resources and Development Cooperation (HRDC), was assigned the responsibility of setting up a project team with solid experience in field verification and monitoring. In cooperation with USAID Project Support and Financial Management Offices, Government of Egypt (GOE) implementing agencies, and USAID contractors, HRDC staff are responsible for ensuring the use of non-expendable properties purchased by AID for their intended purposes; verifying the completeness of AID, GOE agencies, and contractor files; and monitoring the implementation of 25 development projects receiving a total funding of about US \$1 billion. HRDC projects involve over 30 GOE implementing agencies in different ministries, over 30 major contractors, and hundreds of small contractors and sub-grantees. To achieve project objectives, EQI team members cooperate closely with GOE implementing agencies and contractors to monitor properties, and submit status reports covering their use. This involved developing a sound methodological system for the rational scheduling of field inspection; verification of information contained in status reports provided by GOE agencies and contractors; and analysis of information obtained from field inspections against information available from status reports.

Petroleum Research Institute (PRI)

EQI undertook a System Analysis of PRI's Account, Stock, Library, and Budgeting Departments. Based on the results of the analysis, EQI prepared tender documents for the Petroleum Research Institute specifying the required hardware and software for automating its operations.

MANAGEMENT INFORMATION SYSTEMS

Our system analysts, hardware and software engineers, and MIS trainers provide a complete package of services covering all aspects related to hardware and software selection, installation, and adaptation.

Capabilities:

- information analysis
- system package evaluation and adaptation
- information systems planning
- software package modification and design
- hardware configuration design
- maintenance
- hardware specification
- training
- site planning for hardware installation

Selected Projects:

Business Systems Automation

Client: Youssef Allam and Company (YAC)

Funding Agency: Youssef Allam and Company

EQI reviewed and streamlined YAC's internal management and organizational structures, and designed an internal control system for their use in accounting and financial systems. The team of experts then automated their management and business systems using a Local Area Network (LAN). The business system included: Cost Accounting; General Ledger; Procurement and Accounts Payable; Accounts Receivable; Inventory and Stock Control; Personnel and Payroll; and Production.

Payroll System

Client: British Airways

Funding Agency: British Airways

EQI designed and implemented a new computerized payroll system for British Airways, which included the conversion of previous data into the new system. Technical assistance in the form of training was provided for all BA staff.

Computer Training Services

EQI provides computer training programs, workshops, courses, and tutorials for executive managers in the use of microcomputers in business. These include advanced courses in financial modeling and analysis, accounting, database management, and word processing. The firm participated in holding a ten-day workshop on microcomputers offered to thirty social scientists from different countries in the Middle East. EQI also conducted a two-week course for the staff of the Urban Development Department, Municipality of Amman, Jordan. The courses included financial modeling, analysis, and reporting. EQI conducted a month-long intensive training program on word processing and spread sheet packages for SHELL Marketing Group in Egypt.

Micro-Computer Consultancy

EQI provides support to companies and organizations in the selection of appropriate hardware and software configurations to meet their particular needs. EQI has provided computer consulting services to the Population Council, Catholic Relief Services, and the Urban Development Department of the Municipality of Amman.

Technical Assistance

Client: Egyptian Fertility Care Society (EFCS)

EQI provided technical assistance to EFCS in its use of microcomputers for project development and accounting. Services included the purchase of hardware and peripherals and the design and implementation of a training course in Solomon III, which is used for EFCS accounting.

Support and Training

Client: Ford Foundation

EQI provided software and hardware support to the Ford Foundation in Cairo, which uses microcomputers in support of project development, training and accounting. Advanced training was conducted in MultiMate, DBase III and Reflex. Programs were modified to provide more accurate reports for management decision-making. Preventive maintenance and basic hardware modifications were performed as required.

Computer Network Installation for the Naval Medical Research Unit No. 3

Client: Naval Medical Research Unit No. 3 (NAMRU)

EQI was responsible for the organization, installation, and testing of a 3 Com Ether Series Network to link forty-six IBM microcomputers located in six buildings. The network allows for central filing, file sharing, sharing of peripherals such as printers, electronic mail, large data set manipulation and maintenance of large data banks.

MIS Consulting Services

Client: Fiat

EQI provided consulting services to Fiat in Cairo, which uses microcomputers in support of project development and accounting. Services included the purchase of hardware, provision of software support, and training in Side Kick, MultiMate, and DBase III+.