



## ENCC Factsheet

The Egyptian National Competitiveness Council (ENCC) is a non-profit policy advocacy group established by a number of Egyptian businessmen committed to improving Egypt's productivity and competitiveness. Founded in January 2005 as an NGO, ENCC serves as a forum for public-private policy dialogue on priority challenges to Egypt's long term productivity and inclusive growth, for exchanging knowledge and good practices, and for formulating policy recommendations in partnership with the concerned stakeholders. ENCC examines the role of the government and the impact of policy interventions such as regulatory frameworks, labor market policies and incentives for investment, in many sectors such as transport, infrastructure, manufacturing, natural resources, and agriculture.

ENCC issued its first report in the summer of 2004. It was registered as an NGO on January 9, 2005 under Law No. 84/2002, register no. 5907. Since its establishment, ENCC has addressed the issues of inclusive and balanced growth, social justice and equal opportunities.

ENCC combines research and national policy advocacy to effect a significant change in the welfare of all Egyptians. ENCC has alliances with national and international organizations to better serve and enhance Egypt's competitiveness.

ENCC's agenda is Egypt's agenda. The first and foremost concern of ENCC is the Egyptian citizen, as reflected in its slogan "A Better Egyptian for a Better Egypt".

### I. VISION, MISSION AND STRATEGIC OBJECTIVES

ENCC's vision is to become a key instrument in changing government strategies and policies to increase Egypt's global competitiveness, leading to high inclusive growth and sustainable development that will improve the welfare of Egyptians.

ENCC's mission is to be an efficient and effective platform that brings together civil society, government, political groups, business, and academia in order to raise awareness and advocate policies that enhance competitiveness and inclusive growth.

Through its history and network, ENCC has shown the ability to effectively advocate policy within the government in an apolitical and neutral manner.

[www.encc.org.eg](http://www.encc.org.eg)

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### **ENCC's strategic objectives can be summarized in three main points**

1. *Identify, benchmark, monitor, and evaluate Egypt's regional and international competitiveness:* ENCC disseminates the results of key international competitiveness reports through diverse publications that help guide Egypt's the way forward for Egypt's competitiveness policies.
2. *Communicate and cooperate with various stakeholders from the Egyptian economic community to create awareness of the importance of improving the competitiveness of Egypt mainly through raising the productivity of national institutions and the labor force.*
3. *Develop and advocate strategies and economic policy recommendations,* and suggest initiatives that gain national consensus on actions aiming to create a competitive business environment.

### **Tools**

ENCC achieves its objectives using the following tools:

1. *Dissemination of publications including an annual report and working papers. See [www.encc.org.eg](http://www.encc.org.eg).*
2. *Interaction with all stakeholders in the economic community through conferences, workshops and seminars, as well as communication via numerous media channels audio, visual and social networks)*
3. *Advocacy through one-on-one meetings with ministers, Parliamentarians and other stakeholders, workshops, policy briefs, positions papers and the annual report.*
4. *Monitoring the implementation of the proposed economic policies to create success stories that encourage further reforms.*

## **II. ENCC'S FULL MEMBERS**

Full members support all ENCC activities, have voting rights in the General Assembly, and are eligible to become board members according to Law No. 84/2002. Applications for full membership must be reviewed by the Membership Committee and require referral from two full members. For more information please check [www.encc.org.eg](http://www.encc.org.eg).

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## 1. Board Members (2015 – 2021)

Seif Allah Fahmy	Chairman and CEO, Almona Automationology Inc. (An Authorized Honeywell BCI); Wireless Dynamics Inc.	Chair and Founding Member
Prof. Hossam Badrawi, M.D., PhD	Founder and Chairman, Nile Badrawi Foundation for Education and Development	Honorary Chair and Founding Member
Alaa Hashim	Independent Corporate Transformation Advisor	Founding Member
Tarek Tawfik	Managing Director, Cairo Poultry Group; Vice Chairman, Federation of Egyptian Industries (FEI)	Treasurer
Ahmed Darwish, PhD	Chairman of the General Authority for the Suez Canal Economic Zone; and Former Minister of State for Administrative Development	Secretary General
Hani Sarie-Eldin, PhD	Founder and Managing Partner, Sarie-Eldin & Partners	
Tarek Farid Sabry Mansour	Senior Partner, PricewaterhouseCoopers	

## 2. Active Members

Helmy Abouleish	Vice Chairman and Managing Director, SEKEM Group	Founding Member
Nehad Ragab	Chairman of the Board of Directors, SIAC	Founding Member
Amina Ghanem	Former Deputy Minister of Finance for External Relations	Founding Member; Executive Director
Khaled Gamal El-Din Mohamed Mahmoud	Chairman, MM Group for Reconstruction and Development	
Khaled El-Mekati	Chairman, HM Stone Co.	
Ahmed Hussein Sabbour	Executive Director, El-Ahly Real Estate	

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Hassan Abdallah	Chairman and Managing Director, Arab African International Bank (AAIB)
Hassan El-Khatib	ICA Regional Director, European Bank for Reconstruction and Development (EBRD)
Tamer Abdel Hamid Abou Bakr, PhD	Chairman and Chief Executive Officer, Mashreq Petroleum
Marwan Mahmoud Ahmed El-Sammak	Chairman, Ship Crew
Neveen Hamdi El-Tahri	Chairperson & Managing Director, Delta Shield for Investment
Ahmed Fikry Abdelwahab, PhD	Chairman, FAW Industrial Group

### 3. *Honorary Member*

Samir Radwan, PhD	Former Minister of Finance; and former adviser to the Director General Policy Development and the Arab Region, International Labor Organization
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### 4. *ENCC's Sub-Councils*<sup>1</sup>

#### a) **The Food Security and Safety Competitiveness Sub-council (FS&S): Chaired by Eng. Tarek Tawfik, Treasurer, Managing Director of Cairo Poultry Group**

The sub-council was announced during the International Conference on "Innovation in the Field of Agro-industry" held in Cairo on November 25th, 2008. The FSS has become a platform for businessmen, university professors, government officials and professionals for studying the agricultural sector in Egypt and the challenges that constrain the competitiveness of this sector and limit its contribution to the Egyptian economy. The sub-council

<sup>1</sup> Members have an interest to support ENCC in promoting the competitiveness of specific sectors, and may or may not be full members.

also proposes innovative solutions to improve food security and safety thus serving to enhance Egypt's global competitiveness. Success stories include the passage of a new cooperatives law and the preparation of a new food safety law.

**b) The Egyptian Youth Employment Promotion Sub-council (Egypt-YEP): Chaired by Dr. Hossam Badrawi, board member and Honorary Chair, Co-chaired by Dr. Nihal El-Megharbel, Vice Minister of Planning, Monitoring and Administrative Development**

Established in 2014, the Egypt-YEP is a multi-stakeholder high level forum of national policy-makers, private stakeholders, trade unions, civil society organizations, experts and youth that will endeavor to take collective and pragmatic actions to address the pressing challenge of youth unemployment in Egypt. By engaging key stakeholders in a structured dialogue, the forum ill strives to build consensus and develop joint action plans to be implemented on the ground. High youth unemployment and underemployment is a key challenge in Egypt that needs to be tackled through coordinated action.

- **The Human Resources Competitiveness Committee (HRC): Chaired by Dr. Ahmed El-Giushy, Vice Minister of Education.**

The HRC was originally a sub-council created in August 2008 to raise awareness, stimulate efforts and take initiatives to compete with international standards in the job market. This includes recommending policies and initiating projects which enhance the competitiveness of Egypt's human resources. One of its success stories is a study that ranks Egyptian ICT universities. It became a committee of the Egypt-YEP in 2016.

- **The SMEs, Innovation and Entrepreneurship Committee: Chaired by Mr. Hani El-Sonbati**

Originally established in 2012 as a sub-council to promote the growth of small businesses through advocating for changes that support entrepreneurs and startup companies. In 2016 it became a committee of the Egypt-YEP

**c) The Travel and Tourism Competitiveness Sub-council (T&TCC): Chaired by Mr. Mostafa Soltan**

ENCC launched its T&TCC sub-council, at a special session of the World Economic Forum (WEF) on the Middle East end North Africa, that took place in Sharm El-Sheikh, Egypt on May 12th 2008. It is the first council in Egypt specialized in tracking and strengthening the efforts to support the competitiveness of the Egyptian tourism sector.

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The T&TCC promotes cooperation and coordination among the experts from different sectors to regularly evaluate the performance of the tourism sector. It also promotes coordination with the different decision makers, from the government and civil society, to propose initiatives and strategies that would enhance the sector's overall performance and reduce the gap between the national and international levels, concerning this important services sector. Two important success stories include the creation of a council that includes all ministries and agencies that deal with tourism; and a tourism strategy ([www.encc.org.eg](http://www.encc.org.eg)).

#### **d) The Energy Sub-council: Chaired by Dr. Tamer Abou Bakr**

Established end-2013, the Energy Sub-council sees many opportunities for positive change in Egypt. Egypt's energy issues have shown policy makers and other relevant stakeholders that the current path is no longer acceptable and also that meaningful change needs to be made immediately. ENCC's Energy Sub-Council is comprised of experts and other relevant stakeholders from the private sector, academia, civil society, and the government. Only in the context of all relevant stakeholders sitting together to create meaningful policies can unbiased strategies and solutions be created. ENCC's Energy Sub-Council is currently engaged in discussions that have produced successful policy recommendations that address key energy issues. The sub-council takes all concerns into account including the needs of industry, environmental concerns, fiscal policies, overall sustainability, and actions taken at both the micro and macro levels. ENCC has contributed to the discussions on energy subsidies that were streamlined in 2014, and the Feed-in Tariff for renewable energy products that was implemented in the same year.

#### **e) The Business Advisory Council (BAC): Chaired by Eng. Tarek Tawfik, Treasurer, Vice Chairman of the Federation of Egyptian Industries**

The BAC is a coalition of private sector associations who engage in structured dialogue with the government to facilitate change based on sound evidence and promote trust among all stakeholders in a participatory and more sustainable approach. It is also the channel of communication between ERRADA and the private sector.

With the re-activation of ERRADA through the MTISMEs Decree No. 637/2014 creating a new Board of Trustees (BOTs), ENCC has revamped the BAC so that it can resume through this engine its participatory consultations on regulatory reforms with the Government. The proposed composition of the BAC is wider and more inclusive than the 2008 composition. It will include representatives from: (1) ENCC; (2) the Federation of Egyptian Industries (FEI); (3) the Federation of Egyptian Chambers of Commerce (FEDCOC); (4) the Egyptian Businessmen's Association (EBA); (5) the Egyptian Junior Business Association (EJB); (6) the Alexandria Business

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Association (ABA); (7) the Confederation of Egyptian European Business Associations (CEEBA); (8) the American Chamber of Commerce (AmCham); (9) the Canada Egypt Business Council (CEBC); (10) the Business Women of Egypt 21 (BWE 21); (11) small businesses represented by the Alexandria Business Association (ABA) and the EJB; (12) a prominent corporate legal firm (ENCC member); (13) a representative from ERRADA's BOT.

All publications and events can be found at [www.encc.org.eg](http://www.encc.org.eg).

### III. SAMPLE SUCCESSFUL INITIATIVES

#### 1. *Egypt's Sustainable Competitiveness Strategy: (Competitiveness, Sustainability, Inclusion of the Social Dimension and Innovation)*

ENCC has prepared a framework for Egypt's sustainable competitiveness strategy in collaboration with various stakeholders from governmental and non-governmental organizations. The council referred to studies and strategies previously prepared by governmental bodies and research institutes. The proposed framework highlights the importance of people's economic empowerment through quality education and job opportunities and the availability of basic health services that would promote the social dimension of growth.

The implementation of this proposed framework depends on the leaders and pioneers who are willing and able to execute the strategy. The financing will also be an important factor as such a strategy will need a substantial amount of money to implement. ENCC will help by creating public awareness for the needed reforms.

The strategy aims to:

- Increase productivity and promote high growth rates and leading to the creation of decent jobs, improving the living standards of citizens.
- Ensure economic inclusion and social justice.
- Promote sustainability of high growth rates.
- Ensure continued increase in productivity by supporting innovation and creativity.

#### 2. *ERRADA (Egyptian Regulatory Reform and Development Activity): an initiative to reform the legislative and institutional framework.*

#### 3. *The passage of the amended Cooperative Law in February 2015*

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4. **The Egyptian Forum for Youth Employment Promotion (Egypt YEP)** that aims at institutionalizing a national dialogue on youth employment promotion, in collaboration with the GIZ and the International Labor Organization (ILO)
5. ENCC received an award from the Egyptian Ministry of Foreign Affairs in December 2013. The award acknowledged **ENCC's efforts as co-leader with Chatham House of some 27 civil society organizations (CSOs) at the G-8/BMENA workshop that took place in Jordan, December 8-10, 2013.** The event was organized by the UK and Egyptian governments. The purpose of the workshop was to promote dialogue between the governments and CSOs of the region.

#### IV. SAMPLE REGIONAL AND GLOBAL PARTNERSHIPS



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## V. DONOR FUNDED PROJECTS AWARDED SINCE 2008

### 1. Egypt's Competitiveness (1)

Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 770,000	100%	20	The Technical Assistance for Policy Reform – TAPR II	USAID	Apr. 1, 2008 - Oct. 15, 2010	
<b>Detailed description of project</b>						<b>Type of services provided</b>		
<ul style="list-style-type: none"> <li>The objective of the grant is to complement other resources within the ENCC to improve the competitiveness of Egypt. It will do this by making major contributions to a national competitiveness strategy, hosting forums, analysing specific policy issues, presenting industry-specific analyses, monitoring implementation of reforms, and organizing a process of time-urgent and technically specific comments on specific regulatory reforms.</li> </ul>						<ul style="list-style-type: none"> <li>Policy advocacy</li> <li>Capacity building</li> <li>Reports</li> <li>Policy briefs</li> <li>Strategies</li> <li>Awareness campaigns</li> <li>Research</li> <li>Events</li> <li>Training</li> </ul>		

### 2. Competitiveness Workshops

Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 5,000	100%	3	The European Training Foundation - ETF	EU	Dec. 1, 2009 - Mar. 31, 2010	

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### 3. Enhancing Egypt's Competitiveness (2)

Detailed description of project						Type of services provided		
Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 816,269	100%	23	Egypt's Competitiveness Council	USAID	Apr. 19, 2011 - Mar. 31, 2014	
Detailed description of project						Type of services provided		
<p>▪ The objective of this grant is to contribute to Egypt's overall economic competitiveness towards improving the quality of life for all Egyptians, alleviating poverty, and creating jobs especially for Egyptian youth. It will do so by formulating and supporting the implementation of a competitiveness strategy by the GOE, as well as raising awareness on the concept of competitiveness through designing and implementing an integrated awareness campaign that targets main stakeholders involved. ENCC will publish its annual competitiveness report series which is considered a principle source of data and information on competitiveness. Additionally, this grant will be used to complement resources within ENCC to enhance Egypt's competitiveness. It will do so by implementing the activities in the application. Specifically, it will use its resources by making major contributions to analyzing policy issues, presenting industry-specific analyses, hosting forums, and monitoring implementation of reforms.</p>						<ul style="list-style-type: none"> <li>• Policy advocacy</li> <li>• Capacity building</li> <li>• Reports</li> <li>• Policy briefs</li> <li>• Strategies</li> <li>• Awareness campaigns</li> <li>• Research</li> <li>• Events</li> <li>• Training</li> </ul>		

### 4. Egyptian Forum for Youth Employment Promotion (Egypt-YEP)

Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 41,300	100%	8	GIZ /ILO	GIZ /ILO	Jan 2014 - Nov 2015	
Detailed description of project						Type of services provided		
<p>1. Establish and facilitate an actual and virtual policy dialogue platform (with around 20 members) for technical discussions to initiate harmonized implementation of policy recommendations and strategies in the field of youth employment promotion</p> <p>a. Promote the institutionalization of a dialogue platform from the early beginning.</p>						<p>1. Organize a series of policy dialogue platforms on Youth Employment Policies and Interventions with a small group of regularly involved highly senior officials from the public sector, active players from the private sector and civil society. The exact topics will change from event to event. The recommendations of the Employment Conference in</p>		

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<p>b. The target group is a small high-levels group representing the most relevant ministries<sup>4</sup> as well as representatives of the private sector and civil society at the central and local level. The core group should be involved on a continuous basis and not exceed 20 members. External experts and representatives of the donor community should be invited based on the respective focus of discussion.</p> <p>2. Documentation and Communication of Results</p> <ul style="list-style-type: none"> <li>▪ Ensure proper, effective communication of results and appropriate branding of both ILO and GIZ and their funding partners on all documents and material sent to: <ul style="list-style-type: none"> <li>a. The decision makers of the participating organizations</li> <li>b. The interested expert community</li> <li>c. The public, including press releases and events</li> </ul> </li> </ul>	<p>November 2012 will serve as a starting point for discussion. Topics of further events should be kept flexible based on urgency and interest of the core group. Each policy dialogue platform should not exceed 50 participants (20 members plus expert-guests)</p> <ol style="list-style-type: none"> <li>2. Identify national and international experts to be invited and provide input on the specific topics of the event. All expenses for international experts will be borne by the GIZ/ILO and are not part of this assignment.</li> <li>3. Provide the appropriate venue including catering, equipment for translation, projector, among others.</li> <li>4. Identify and invite the attendees in the name of, and as agreed with the ILO and GIZ.</li> <li>5. Make the necessary logistical and organizational arrangements.</li> <li>6. Provide the needed branded material and support on the workshop day.</li> <li>7. Send relevant material and/or follow up information to the participants after the workshop.</li> <li>8. Prepare documentation on results and agreements reached and disseminate them among participants.</li> <li>9. Establish and sustain the link between this forum and other relevant initiatives.</li> <li>10. Prepare content for a virtual platform to support the dissemination of workshop outcomes and background material.</li> </ol>
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## 5. Public Financial Management as a Means of Improving Transparency and Tackling Corruption

Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 496,500	100%	15	DFID	UKaid	Apr. 19, 2014 - Mar. 31, 2016	
<b>Detailed description of project</b>						<b>Type of services provided</b>		
The grant project to support the aims and activities of the association will contribute to the project in improving the competitiveness of Egypt by building knowledge and awareness and a sense of ownership of the reform measures sound public						1. Survey 2. Awareness workshops and roundtable discussions with the government,		

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<p>financial management, and enhance its importance in the promotion of transparency and financial governance. And will result in the adoption of sound financial management systems to achieve the following objectives:</p> <p>(1) enable financial institutions to achieve more power and accountability, transparency and inclusiveness and the ability to respond and work to facilitate the active participation of citizens in the fight against corruption through the follow-up public spending.</p> <p>(2) contribute to the overall sound economic management that puts the financial aspects in Egypt on a sustainable path and create an area to finance the overall growth and competitiveness capable of providing long-term employment opportunities.</p> <p>(3) promote an enabling environment for private sector development.</p> <p>(4) Organize workshops for competitive and the preparation of studies and report and dissemination and awareness campaigns aim of improving the competitiveness of Egypt by building knowledge and awareness and a sense of ownership of the reform measures sound public financial management, and enhance its importance in the promotion of transparency and financial governance and adopt sound financial management systems.</p>	<p>parliamentarians and media.</p> <p>3. TV programs and editorials in renowned papers.</p> <p>4. Steering committee</p> <p>5. Reports</p> <p>6. Study tours</p>
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## 6. Cooperatives Reform

Name of legal entity	Country	Overall project value (EUR) <sup>16</sup>	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	€ 45,000	100%	8	The State of the Netherlands	The State of the Netherlands	Oct. 1, 2014 - March 1, 2015	
Detailed description	<p><b>1. General goal</b></p> <p>The primary objective of cooperative (co-op) reform in Egypt is to strengthen the competitiveness of the country's agricultural sector, thus reducing poverty, by (i) decreasing production cost through farm consolidation, (ii) fostering competitive farm managing entities, (iii) encouraging farmers to specialize, (iv) promoting food safety, (v) as well as developing agricultural technology.</p> <p><b>2. Problem to be addressed</b></p> <p>The project aims at building capacity for farmers to deal with the current law and handle regulations, to benefit from potential opportunities and incentives offered by the government, to help them organize as business partners in companies and business development units, as well as restructuring their own farmers' association to be more effective in serving the community. This is done by organizing training workshops that involve training, as well as bridging the gap of mistrust of government bureaucracy and helping farmers forge strategic alliances with the local authorities.</p>							

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	<p><b>3. Goals, objectives and activities of the proposed project</b></p> <p>The goal of the project is to support the Ministry of Agriculture to draft a new law on agricultural cooperatives and promote it</p> <p>Three strategic objectives have been formulated to achieve the goal.</p> <p><b>Objective 1.</b> To create a common understanding and awareness among all stakeholders on the main elements of a model co-op law that abides by international best practices.</p> <p><b>Objective 2.</b> To build on the awareness achieved and begin the process of empowering the non-government stakeholders to lobby with the Ministry of Agriculture and promote awareness for a co-op law that reflects farmer priorities.</p> <p><b>Objective3.</b> To create awareness with the community groups, cooperatives, NGO leaders, political parties/parliamentarians on the law</p>
Types of service provided	<ol style="list-style-type: none"> <li>1. Discussions with political parties and parliamentarians</li> <li>2. Awareness workshops with Cooperatives</li> <li>3. Policy debates with the Ministry of Agriculture</li> <li>4. TV programs and editorials in renowned papers.</li> <li>5. Steering committee</li> <li>6. Reports</li> </ol>

**7. Rural Income and Economic Enhancement Project (RIEEP): Organizing Policy Dialogue Workshops and Development of a Policy Brief for a Clear and Regulatory Framework for Contract Farming**

Name of legal entity	Country	Overall project value US\$	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
The Egyptian National Competitiveness Council – ENCC	Egypt	US\$ 60,000	50%	3	SFD, ADB	ADB	Nov 1- end-Dec 2015	Knowledge Economy Foundation
Description	The overall objective of the project is to conduct two policy dialogue workshops to discuss and agree-upon the best options for a solid, fair and inclusive regulatory framework to be proposed for implementation for the recently issued act on the “Agriculture Solidarity Fund” (Takafol) and the presidential decree #14/2015 to establish a centre for contract farming that constitutes the first clause in the “Contract Farming Act” under issuance.							

**8. Workforce Improvement and Skills Enhancement (WISE), USAID funded project. Project recently awarded to Consortium of MTC, AMIDEAST, ENCC and the Egyptian Center for Economic Studies (ECES).**

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