

3. 第2次短期調査帰国報告会資料及び協議議事録 (M/M)

エジプト・アラブ共和国
貿易研修センター計画
第2次短期調査

帰国報告会資料

平成14(2002)年2月26日

国際協力事業団
鉱工業開発協力部
鉱工業開発協力第一課

1 第2次短期調査団派遣の経緯と目的

エジプトでは、慢性的な貿易赤字を背景に、輸出振興が重点政策となっている。同国では経済省が、輸出振興策立案・推進に係る主管官庁で、実施機関としてはエジプト輸出振興センター（EEPC）があるが、貿易に係る人材育成の強化を目的として、新たに貿易研修センター（FTTC）を設立することが構想され、96年11月、同設立を支援するためのプロジェクト方式技術協力が我が国に要請越された。

97年9月～10月にかけて実施した「中近東産業基盤育成基礎調査」において、本件は直ちにプロ技として検討するには時期尚早とされたが、エ側の要望は高く、99年4月のムバラク大統領訪日時の「日本・エジプト・パートナーシップ・プログラム」にも盛り込まれた。

99年5月には、修正された正式要請書が提出越され、繊維、食品加工、建設資材、革製品、木工製品・家具の5分野について、製品の輸出を行う中小企業、貿易関連管轄機関等を対象に、輸出の業績改善及び能力向上の為の研修コースの開設、研修を担当するインストラクターの育成等をプロジェクトの目的とすることが提案された。

99年10月の事前調査団において、本件については、本格的な技術移転の実施に先立ち、試験的に研修・セミナーを実施しつつ、ニーズの確認とエ側実施体制の構築に対する支援を行う1～2年間程度のプロ技（「第1フェーズ」という）から着手することで合意した。その後、2000年10月に第1回のFTTC理事会が開催され、同時期に経済貿易省令によりFTTCが正式に設立された。2001年1月には所長を選出し、現在職員の人選等開講に向けた準備が進められている。

本年9月14日～22日に実施した第1次短期調査においては、99年10月の事前調査結果およびその後のエ側準備作業の進捗を勘案し、プロジェクトの要請背景の再確認、エジプト側実施体制の最新状況の確認等を行った。その結果、プロジェクトの詳細計画を早急に取りまとめ、来年度早々のR/D署名及び早ければ明年6月にはプロジェクトを開始させることで暫定的に合意した。また、建物の改築工事についても概ね完了していることを確認した。

以上を踏まえ、今次調査においては、2年間の「フェーズ1」部分の詳細協力内容について協議を行い、プロジェクトの各種計画を取りまとめると共に、プロジェクト・ドキュメントの素案を作成する。

2 主要調査内容

- (1) 対象セクター（自動車整備）の技術レベル及びニーズの詳細確認（プロジェクト・ドキュメント作成）
- (2) プロジェクト目標、協力分野、活動内容の協議
- (3) 機材計画作成
 - ① 供与機材の設置環境確認
 - ② 機材現地調達先確認
- (4) プロジェクト実施体制の確認

- ①設計・建設作業進捗状況確認
 - ②職員採用の現状確認
 - ③計画管理諸表の作成
 - ④投入計画の策定
 - ⑤初年度の活動計画案作成
- (5)プロジェクト運営管理諸表案（PDM, TCP, PO, TSI）の作成

3 第2次短期調査団員構成

氏名	分野	現職
瀧沢 浩一	団長・総括	国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課 課長代理
佐々木 高成	技術移転計画	日本貿易振興会 貿易開発部 対日輸出課 課長
今井 俊介	機材計画	(財)日本国際協力システム 業務第一部 機材情報課
岩瀬 信久	計画分析	(有)アイエムジー
穂積 武寛	協力企画	国際協力事業団 鉦工業開発協力部 鉦工業開発協力第一課 職員

4 調査日程

2002年1月18日～26日（コンサルタント団員は2月7日まで：日程別添）

5 本日の検討内容

- (1) 調査結果について
- (2) 今後の日程について

6 今後の日程

4月下旬頃	実施協議、R/D署名・交換
5月中	各種要請書取付
5月～6月頃	専門家人選、派遣前研修、機材調達
7月頃	長期専門家赴任（プロジェクト期間開始）

添付資料

- (1) 調査日程
- (2) 団長所感
- (3) 調査団員所感
- (4) 調査結果
- (5) ミニッツ
- (6) トライアル研修プログラム教材（目次）
- (7) プロジェクト・ドキュメント概要
- (8) 主要面会者リスト

エジプト貿易研修センター計画第2次短期調査日程

No.	月日	曜日	日程案			備考
			団長・総括、技術移転計画、協力企画	計画分析	機材計画	
1	1月18日	金	成田発			
2	1月19日	土	カイロ着			
3	1月20日	日	JICA事務所との打ち合わせ エジプト経済省表敬 FTTCとの協議①			
4	1月21日	月	FTTCとの協議②		機材設置環境調査	
5	1月22日	火	FTTCとの協議③		機材設置環境調査	
6	1月23日	水	FTTCとの協議④ ミニッツ案作成		機材設置環境調査	
7	1月24日	木	ミニッツ署名 JETROカイロセンター表敬 JICA事務所、日本大使館報告		現地調達先調査	
8	1月25日	金	カイロ発	プロドク案作成	調査結果整理	
9	1月26日	土	成田着	プロドク案作成	調査結果整理	
10	1月27日	日	/	情報収集	現地調達先調査	
11	1月28日	月		情報収集	現地調達先調査 JICA事務所報告	
12	1月29日	火		情報収集	カイロ発	
13	1月30日	水		情報収集	成田着	
14	1月31日	木		情報収集	/	
15	2月1日	金		プロドク案作成		
16	2月2日	土		プロドク案作成		
17	2月3日	日		情報収集		
18	2月4日	月		情報収集		
19	2月5日	火		JICA事務所、日本大使館報告		
20	2月6日	水		カイロ発		
21	2月7日	木	成田着			

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団長所見

1. 本プロジェクトのカウンターパート（C/P）機関である貿易研修センター（FTTC）は、今回の短期調査が始まる直前にプロジェクト・サイトとなる国際見本市公団の敷地にある施設へ正式に移転した。FTTC が入居する2～3階部分は部屋の間仕切り工事をほぼ終えており、スタッフも当初予定していた全員ではないものの、所長、研修部門の部長をはじめとするスタッフが採用され、すでに勤務しており、小規模ながらも研修コースを実施する体制が整いつつあるとの印象を受けた。現に、2002年2月上旬から彼ら独自の研修コースをスタートさせるとのことであった。
2. エジプトでは2001年9月の米国同時多発テロの影響で観光産業が打撃を受けたことなどにより外貨収入が減少し、同国経済にとって大きな問題となっている。こうした危機感を背景に、緊急課題としての外貨獲得を目指す本プロジェクトへの期待は大きく、貿易大臣や、今回の協議をリードした FTTC 理事でもあるエジプト輸出業者連盟(EEA)会長の強い支持、支援からも、このことはうかがえる。今回想定する2年間の「準備フェーズ」が、その後の「本格フェーズ」に計画どおりに移行できるかどうかは、こうした官民からの期待に応えて、どれだけ彼らのニーズに合致し、輸出増大に貢献する研修コースを行うことができるかに大きくかかっている。この意味で、官民の関係機関との緊密な連携は重要、不可欠であると言える。
3. 今次調査では、前回2001年9月の第1次短期調査を受け、PDM をはじめとする計画管理諸表を作成し、プロジェクトの詳細について打ち合わせた。協議はおおむね順調に進んだ。しかし一点、供与機材のうち車両について、先方は研修プログラムの一環として企業視察を実施する際や、研修ニーズ調査において専門家が C/P と共に企業訪問などを行う際の移動手段として、11～13人乗りのワゴン型車両1台の供与を強く要望しており、その必要性については、引き続き検討する必要があると思われる。

今回、調査団日程の初日にガリ貿易大臣に会見することができ、FTTC に対する大臣の考えを直接知りうる機会を得たこと、またエジプト側関係者の意見を直接聞いたことは貴重な経験であった。大臣は本プロジェクトがスエズ運河架橋に並ぶ日本の重要な貢献であることと述べられ、エジプト側の本プロジェクトに対する期待の大きさを感じさせた。

大臣は本プロジェクトのコース受講者の詳細などについて質問され、大臣自ら本件を指示、指導しておられることが何えて印象的であった。

協議を通じての所感は以下のとおり。

1. 講師陣は外部（大学等の学識経験者、コンサルタント、ビジネス界、官界、業界団体等）に契約ベースで委託するものと、FTTC 内部からの講師からなるが、主体は外部講師になると見られる。この場合人件費として固定的コストを抱えるよりも外部委託する方が効率的という考え方もできるものの、一方ではそのための外部講師のコストも予算上相当の負担になるのではないかという懸念が残る。また、外部講師といってもどのような分野でどのレベルの講師が確保できるのか現状では把握できていないため、この点今後も遅滞なく情報収集していく必要を感じた。
2. 同様に、2月3日からエジプト側の独自プログラムによるテスト講座の開催についても、エ側が自主性を発揮している例として、この点では大いに評価したい。その一方で、トライアルベースとはいえ、FTTC への評判にも繋がるため、どのような内容なのか、講師陣や時間割も含め実務的に相応しい内容となっているのか、ニーズにこたえるべき内容となっているのか、その詳細に関心があるところである。
3. また、Training for trainers コースについても、エジプト側は講師のプレゼン技術向上をその内容の例として挙げていた。これも現在の国際ビジネスマンには必須という見方もできるが、果たしてプライオリティーとして最上位にあげるべきかは今後議論の余地もありうるのではないか。むしろ、「ビジネスに实际的に役に立つ」という観点からすれば、講座内容としては展示会の利用の仕方、自分の製品の特徴・セリングポイントの説明等から入るの日本人の発想ではないだろうか。しかし、最終的にはエジプト側のニーズに合っているのか、それによって受講者にとっての魅力となりうるか、との観点から決定すべきと考える。

4. 政府の役人を対象としたコースについては、WTO キャパシティービルディングを中心とした講座内容を考えていること、FTTC の財政的性格から鑑みてこの分の受講料は政府が支払うことになっているとの説明がエ側からあった。これは財政的な基盤確立の上で健全な発想であり、改めてエジプト側の真摯な取り組みを示しているように思われた。
5. ガリ大臣も述べていたように、エジプト側が FTTC の運営に当たって諸外国や国際機関等の支援を活用していくことに異存はないものの、これによって FTTC 本来の目的から逸脱しないか、実務的な講座内容となっているのか、今後も注視していくべきと考える。

調査結果

調査・協議項目	現状及び問題点等	対処方針	調査結果
● ODA全般			
1 日本のODAを取り巻く最近の情勢、予算の動向		<ul style="list-style-type: none"> 我が国のODAをめぐる最新の情勢について説明し、インプットは必要最低限にする必要があることを強調する。 	<ul style="list-style-type: none"> 左記について適宜説明した。
I 協力対象分野の現状とニーズ			
1 国家計画等における位置付けの再確認	<ul style="list-style-type: none"> 1997年7月より第4次5ヶ年計画がスタートしており、その中でエジプト政府は輸出振興に高い優先度を置いている。 旧貿易供給省が策定した「21世紀のエジプト：ビジョン2017」において、輸出振興策が打ち出されている。 経済貿易省は2001年～2003年を対象とした「エジプト輸出開発戦略」を策定中であり、その中ではFTTCやエジプト版JETROに言及した部分がある。 	<ul style="list-style-type: none"> 新たに策定された政策等があれば、適宜関連情報を入手する。 	
2 「エ」国貿易セクターの現状	<ul style="list-style-type: none"> エジプト側要請書によれば、同国の貿易セクターには以下のような課題があるとされている。 <ul style="list-style-type: none"> (1)中小企業におけるマーケティング能力の欠如 (2)情報、コミュニケーション、マーケティング等における技術の進歩に合わせた輸出業者のパフォーマンスの向上 (3)上記に係る専門研修機関の欠如 (4)効率的な研修プログラムを継続的に運営管理する能力のある研修指導者の欠如 (5)非効率的な輸出関連サービス（輸出信用、梱包、品質管理、輸送等） また、要請書によれば、繊維、食品加工、建設資材、革製品、木工製品・家具の5分野において、以下のターゲットグループにおいて人材育成のニーズがあるとされている。 <ul style="list-style-type: none"> ア 中小企業 イ 対象となる産業関連企業 ウ 輸出を行う可能性のある企業 エ 貿易関連管轄機関 第1次短期調査時には、エジプト側より、あらためて輸出促進のための課題として以下の諸点が説明された。 <ul style="list-style-type: none"> (1)国際競争力の欠如 (2)流通経路の不備 (3)専門性を持ったスタッフの不足 (4)貿易金融制度の不備 (5)高い生産コスト 上記「エジプト輸出開発戦略」では、以下の各セクター毎に具体的方策が記述されている。 	<ul style="list-style-type: none"> 左記の現状につき確認し、要すればミニッツに記載する。 	

調査・協議項目	現状及び問題点等	対処方針	調査結果
<p>3 他ドナーによる関連分野の協力の現状</p>	<ul style="list-style-type: none"> ・ 繊維・衣服 ・ 農産品 ・ 加工食品 ・ 建設資材・鉄鋼 ・ 化学製品・薬品 <p>・ USAIDは、エジプト民間企業からの出資と合わせ、非営利組織Egyptian Exporters Association (EEA)を設立し、輸出関連業者を対象としたコンサルタント業務を支援している。</p> <p>・ FTTCは本年2月に研修プログラムを独自に開催したいとしているが、同プログラム参加者の受講料はEEAが補助することとなっている。</p>	<p>現時点で、左記以外に具体的な協力事例があれば、適宜関連情報を聴取する。</p>	<p>2月にFTTC主催として初めての研修プログラムが開催されたが、研修用のテキスト類、研修生の参加費用等はUSAIDが提供・負担した。</p>
<p>II 「エ」国における貿易振興関連機関の現状</p>			
<p>1 貿易経済省</p>	<p>・ 99年10月に実施された省庁改編により、貿易政策は経済省の管轄となり、同時にEEPCを含む複数の貿易関係機関が旧貿易供給省から、経済貿易省の管轄下へ移管された。</p>		
<p>2 EEPC</p>	<p>・ 輸出振興策の実施機関としてエジプト輸出振興センター(Egypt Export Promotion Center: EEPC)がある。</p> <p>・ EEPCは1979年に大統領令に基づき、旧経済貿易省の傘下に設立された。EEPCの目的は1992年の組織再編の際に制定された法律第22号において、「世界市場において、商品/サービスの如何に関わらずエジプトからの輸出を推進、活性化させること」とされている。</p> <p>・ EEPCの活動は主として以下の6つに分類される。</p> <p>(1)研究調査 輸出振興関連研究、市場調査、商品研究、マーケティング手法研究等の実施</p> <p>(2)情報提供 輸出業者と外国輸入業者とのマッチメイキング支援、貿易情報の提供、図書/コンピュータ室の運営</p> <p>(3)技術移転 外国機関の協力を得たセミナー/ワークショップ/展示会等の開催</p> <p>(4)貿易ミッション派遣等 外国への「エ」国輸出業者の派遣、外国輸入業者の受入、外国における産業フェアの開催</p> <p>(5)研修 主として中小企業を対象とした貿易実務に関する研修コース、セミナー、ワークショップ等の企画運営</p>		

調査・協議項目	現状及び問題点等	対処方針	調査結果															
	<p>(6)梱包/包装 梱包、包装に関する技術アドバイスの提供、関連企業の紹介</p> <ul style="list-style-type: none"> ・ EEPCは総裁（現任はモハメッド・ハムディ・サレム氏）を筆頭に、職員は約160名。 ・ 事業に関する最高意思決定機関として理事会(Board)があり、経済貿易大臣が理事長(Chairman)を務める。理事会は20名のメンバーにより構成され、半数は民間企業関係者である。 ・ EEPCにおける研修事業の企画運営は事実上1名の研修担当によって行われている。 ・ EEPCの予算は経済貿易省を介さず、大蔵省との直接折衝により決定される。 ・ EEPCの予算は事業費毎に別れてはおらず、3つの「部門」(chapter)から構成されている。それぞれの目的は以下のとおり。 <ul style="list-style-type: none"> 第1部門： 人件費 第2部門： サービス&メンテナンス費（※事実上の事業費） 第3部門： 機材費 ・ 予算案の検討承認は理事会の附議事項となっていない。予算に関する理事会報告も行われない。 ・ EEPC予算総額の推移は以下のとおり。 <table border="1" data-bbox="539 1216 786 1328" style="margin-left: 20px;"> <tr><td>95/96</td><td>1.7</td><td>(百万LE)</td></tr> <tr><td>96/97</td><td>1.6</td><td></td></tr> <tr><td>97/98</td><td>2.2</td><td></td></tr> <tr><td>98/99</td><td>3.0</td><td></td></tr> <tr><td>99/00</td><td>3.1</td><td></td></tr> </table> ・ 要請書によれば、EEPCにも研修部門(Training Dept.)が存在するが、そこでは輸出プロセスに関する一般的な研修コースのみが実施される。 ・ 要請書によれば、新規に設立を予定しているエジプト貿易研修センター(FTTC)においては、特定企業のマーケティング及び輸出部門幹部の能力を向上させるための特定の研修プログラム(particular training program)の実施が想定されている。 ・ 事前調査時にエジプト側はEEPCでの研修事業はFTTC設立後も継続する方針である旨を説明。調査団より、2つの機関に別れて貿易振興の研修を実施するのは非効率であり、1機関にまとめて実施すべきである旨提言し、ミニッツに記載した。 	95/96	1.7	(百万LE)	96/97	1.6		97/98	2.2		98/99	3.0		99/00	3.1			
95/96	1.7	(百万LE)																
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3 その他貿易研修関連機関	<p>その後、2000年12月に行ったJICA事務所の照会に対し、エジプト側よりFTTC設立後はEEPCで実施している研修事業は全てFTTCに移管する方針である旨が表明されている。</p> <p>第1次短期調査時には、エジプト側より以下の通り説明がなされた。</p> <p>●FTTCの事業目的 (1)貿易に携わる民間セクター及び政府関係者の貿易促進及び国際マーケティングの能力を開発する。</p> <p>(2)輸出マーケティング責任者及び若い輸出業者を育成する。</p> <p>(3)国際マーケティングの研修が行える人材を育成する。</p> <p>●ターゲット・グループ (1)将来的に輸出を行う意欲のある中規模企業</p> <p>(2)輸出に携わる意志のある大学卒業生</p> <p>(3)貿易推進に携わるエジプト政府関係者</p> <p>(4)民間企業の国際マーケティング担当者</p> <p>●EEPCとの関係 FTTCはEEPCと緊密な連携を取るが、研修は基本的にFTTCのみで行う。</p> <p>事前調査時に経済貿易省の管轄下の貿易関係機関で研修事業を実施しているのはEEPCが唯一である旨を確認し、ミニッツに記載している。</p> <p>エジプト側より、FTTCを別途設立する理由として以下の説明があった。</p> <p>(1)現EEPCは純粋な政府機関であり、事業収入は国庫返納が義務付けられているなど、事業/予算の拡大において制約が多く、活動にも非効率的な部分がある。</p> <p>(2)FTTCは経済貿易省の監督下には置かれるものの、予算は政府予算ではなく、貿易関連機関からの拠出金および自己収入によって賄われる予定である。</p> <p>(3)これにより、FTTCはその事業を効率的に実施し、かつ柔軟に事業内容を拡充することが可能となる。</p>		

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<p>Ⅲ プロジェクト実施機関の現状</p> <p>1 FTTCの実施体制準備状況</p> <p>(1) FTTC設立および理事会の開催状況</p>	<ul style="list-style-type: none"> ・ 第1次短期調査時にも、エジプト側より、FTTCは予算・機構・人事・事業等の面において、EEPC設立法の内容に拘束されるものではなく、これらは全て理事会において決定されるとの説明がなされた。 ・ 経済貿易省も年間50万ポンドの拠出金を提供するが、剰余金が生じた場合は原則としてプールされ、国庫に返納する必要はないような措置が取られる。 ・ 99年6月にエジプト貿易研修センター (Foreign Trade Training Center: FTTC) の年間計画の承認等にあたるエジプト側ステアリング・コミッティーの設立に係る貿易供給省令が出された。 ・ 2000年10月3日にステアリング・コミッティーは「理事会」(Board)の名称で第1回の会合を行った。 ・ 第1次短期調査において、理事会メンバー13名を確認した。 ・ エジプト側の説明によれば、理事会の機能は以下の通り。 <ul style="list-style-type: none"> (1) FTTCの事業計画の承認・見直し (2) 必要な規程の承認・改廃 (3) 予算計画の承認 ・ 2000年10月19日付でFTTCをEEPCの一部として設立する旨の経済貿易大臣令が発出された。 ・ FTTCを独立の組織として設立するという事前調査時の説明に反し、既存のEEPCの一部としてこれを設立した経緯についてエジプト側は、FTTCを独立組織として設立する場合に必要な法的措置にかかる時間を勘案した結果、EEPC設立法の一部としてFTTCを設立することが最も効率的であるとの判断がなされた、との説明を行っている。 ・ 理事会にはJICAエジプト事務所員等が適宜オブザーバー参加している。 ・ 理事会の他に所長の諮問機関として技術諮問委員会 (Technical Advisory Committee) が設立されることが決定している。 	<ul style="list-style-type: none"> ・ 同諮問委員会には日本人専門家が出席可能であるかどうかを確認する。 	<ul style="list-style-type: none"> ・ エジプト側より、FTTC理事会、技術諮問委員会等への日本人専門家の参加は可能であるとの説明がなされた。

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(2) プロジェクトサイト	<ul style="list-style-type: none"> ・ プロジェクトサイトとしては、国際見本市公団 (GOIEF) 敷地内の建物 (シッタ・オクトーベル館) の改装工事が終了している。 ・ 敷地面積は2,430平米で、建物は3階建てで延床面積は2,802平米が予定されている。 ・ FTTCはシッタ・オクトーベル館の2.3階のみをGOIEFから賃借する。1階は共用のホールとなる。 ・ FTTCとGOIEFの間では賃貸契約条件については合意が形成されている。また、契約の締結及び賃借料支払いについては、FTTC開校1ヶ月前まで行わないことで合意している。 	<ul style="list-style-type: none"> ・ 通信回線の整備状況について調査する。 	<ul style="list-style-type: none"> ・ また、FTTCのワーキング・ランゲージについては徐々に英語を中心にしていきたいとの発言があった。 ・ 調査団訪問時には電話線は開通していなかった。
(3) FTTCの人員計画	<ul style="list-style-type: none"> ・ 要請書においては、FTTCのスタッフは総勢27名が想定されている。内訳は以下の通り。 <ul style="list-style-type: none"> ・ Director (1) ・ Manager of Technical Dept. (1) ・ Planning and Designing (3) ・ Marketing and Public Relations (4) ・ Executing Training Programs (7) ・ Manager of Fin. and Adm. (1) ・ Financial and Administration (10) ・ 2001年1月20日の理事会において、初代所長をITCでの勤務経験が豊富なDr. Said Talat Harb氏にすることが承認された。 ・ 本年11月23日の理事会において、FTTCは当面12名のスタッフでスタートするとの方針が承認されている。 ・ 2001年5月31日には以下の部長職を新聞紙上で公募している。 <ul style="list-style-type: none"> ・ Manager of International Cooperation Dept. ・ Manager of Information Dept. ・ Manager of Training & Operation Dept. ・ Manager of Financial and Administrative Department 		

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<p>(4) FTTCの予算措置</p>	<p>このうち、研修部長及び情報部長については、人選が決定している。</p> <p>要請書においては、FTTCの初年度予算総額として約300万エジプト・ポンド（約1.2億円）が想定されていた。</p> <p>これは将来的に研修事業を本格実施した際の受講料収入を100万ポンドと想定しており、残りの200万ポンドを拠出金によって賄おうとするもの。</p> <p>2001年4月5日の理事会において、エジプト側は上記150万ポンドを以て初年度の運営経費とする旨を表明。</p> <p>第1次短期調査においては、予算について、以下の通り確認している。</p> <p>(1)初年度（2001年6月～2002年7月）の予算は以下の通り確保されている。</p> <ul style="list-style-type: none"> ・経済貿易省 50万ポンド ・EEPC 50万ポンド ・エジプト輸銀 10万ポンド ・カイロ銀 10万ポンド ・アレクサンドリア銀 10万ポンド ・ミスル銀 10万ポンド <p>(2)予算は毎年、FTTC理事会で決定される次年度の予算計画に基づき、関係機関に対し拠出金の要請が行われる。</p> <p>(3)FTTCが計画している全ての研修事業を実施する（本格稼働）の場合、必要な予算は年間216万ポンドと想定されている。</p> <p>(4)ただし、最初の2年間は事業規模及び組織体制も小規模で行うため、必要な予算はより少なく見積もられている。</p> <p>(5)拠出金の安定的確保については、経済貿易省からは複数年度にわたる拠出金の提供がブレッジされているとの説明があった。</p>	<p>残りの部長ポストの人選についてエジプト側の考えを聴取する。</p> <p>予算計画について変更がないか適宜調査する。</p>	<p>研修部長Mr. Mohamed Zakaria、及び情報部長Ms. Hala Gidamyに面会した。</p> <p>モハメド研修部長は本件プロジェクトにおける主要カウンターパートとなる。</p> <p>残りの2部長ポストについては、エジプト側より、FTTC研修事業の拡充に合わせ、リクルーティングのタイミングを検討したいとの説明がなされた。</p> <p>左記について変更がないことを確認した。</p>

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(5) FTTCの事業計画	<p>要請書においては、FTTCでは年間24の研修コース実施を想定している。各コースは20時間で、15～20名の参加者が想定されている。</p> <ul style="list-style-type: none"> ・マーケティング ・ISO9000-14000、TQM ・商品開発 ・輸出価格 ・国際展示会 <ul style="list-style-type: none"> ・輸出計画 ・電子商取引 ・マーケティング・サービス ・輸出ドキュメンテーション <ul style="list-style-type: none"> ・交渉 ・コミュニケーション ・外国市場における流通チャンネル <p>EEPCに派遣された乾専門家は、研修ニーズ調査を実施し、ワークショップ1回、セミナー2回を試験的に実施した。</p> <p>同専門家は、最終的にFTTCの研修プログラムについて、以下の提言を行っている。</p> <p>(1)一般研修 <ul style="list-style-type: none"> ・貿易基礎 ・輸出マーケティング ・輸出戦略 ・TQM </p> <p>(2)市場研究会 (3)英語研修 (4)特別研修 (オーダーメイド)</p> <p>第1次短期調査時には、エジプト側より、フル稼働時の研修プログラムの説明があった。</p> <p>フル稼働時には、以下の種類の研修プログラムが実施され、年間の受講生は500名前後を想定している由。(カッコ内は、1回あたりの研修期間と年間の実施回数)</p> <p>(1)輸出の基礎 (2週間：4) (2)輸出マーケティングと輸出戦略 (2週間：4) (3)商務代表 (6週間：2) (4)マーケティング上級 (9ヶ月：2) (5)経営トップセミナー (半日：10) (6)研修者研修 (3日：2) (7)特別セミナー/ワークショップ (不定：5程度)</p> <p>エジプト側からは、いくつかの研修プログラムについては、トライアル・ベースで、プロジェクト開始前に実施したいとの意向が表明された。</p>	<p>基本的にはエジプト側のイニシアティブは歓迎しつつ、実施予定の研修については、カリキュラム、使用教材、講師等の実施概要について、事前に日本側と情報を共有するよう要請する。</p>	<p>左記について説明し、先方もこれを了承した。</p>

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IV プロジェクトの内容		<ul style="list-style-type: none"> また、エジプト側単独で実施する研修プログラムについても、評価を行い、結果を取りまとめ、日本人専門家が着任後参考出来るようにしておくよう併せて要請する。 	<ul style="list-style-type: none"> 左記について説明し、先方もこれを了承した。
1 フェーズ分けコンセプト			
(1) コンセプト案についての合意確認	<ul style="list-style-type: none"> 事前調査において、FTTCに対する協力については、研修・セミナーを試験的に実施しつつ、ニーズの確認とエジプト側実施体制の構築に対する支援を行う1～2年程度のプロ技（第1フェーズ）から着手し、一定の条件が満たされれば本格的な協力段階に移行するフェーズ分けコンセプトに基づいて実施することで合意し、第1次短期調査でも再確認している。 	<ul style="list-style-type: none"> 適宜再確認する。 	<ul style="list-style-type: none"> 左記を確認した。
1 案件名称	<ul style="list-style-type: none"> "Project for Foreign Trade Training Center in Arab Republic of Egypt"とすることで合意済み。 組織の名称については、第1次短期調査において、エジプト側より、英語の正式名称はForeign Trade Training Centerであるが、アラビア語名は冒頭に"Regional"を意味する語が付されているとの説明があった。 		
2 プロジェクト責任者			
(1) 総括責任者 (Project Director)	<ul style="list-style-type: none"> 第1次短期調査においては、エジプト側はFTTC理事会で検討したいと表明。 	<ul style="list-style-type: none"> 総括責任者を確認し、ミニッツに記載する。 	<ul style="list-style-type: none"> サイドFTTC所長が総括責任者となることを確認し、左記ミニッツに記載した。
(2) 実施責任者 (Project Manager)	<ul style="list-style-type: none"> FTTCのサイド所長が実施責任者となることを確認している。 		<ul style="list-style-type: none"> モハメドFTTC研修部長が実施責任者となることを確認し、左記ミニッツに記載した。
3 第1フェーズの開始時期及び協力期間	<ul style="list-style-type: none"> 専門家の人選、派遣前研修、機材購送に必要な時間を考慮すると、プロジェクトの開始は2002年7月頃が想定される。 プロジェクトの協力期間は2年間とする。 	<ul style="list-style-type: none"> 左記についてエジプト側と協議し、結果をミニッツに記載する。 左記についてエジプト側と協議し、結果をミニッツに記載する。 	<ul style="list-style-type: none"> 左記の通り説明した。エジプト側から開始時期について特段のコメントはなかった。 協力期間を2年間とすることで合意し、左記ミニッツに記載した。
4 協力計画と運営管理諸表	<ul style="list-style-type: none"> 第1次短期調査において、PCM手法及びPDMの概要については説明済み。 	<ul style="list-style-type: none"> あらためて、プロジェクト運営管理におけるPDMの位置付けについて説明すると共に、他の運営管理諸表 (PO, TCP, TSI) についてその機能と目的を説明する。 	<ul style="list-style-type: none"> 左記について適宜説明し、理解を得た。
① プロジェクト・デザイン・マトリクス (PDM)	<ul style="list-style-type: none"> 未作成 	<ul style="list-style-type: none"> 我が方より別添案を提示し、エジプト側と協議の上、結果をミニッツに記載する。 	<ul style="list-style-type: none"> 当方案通りで合意し、左記ミニッツに記載した。

調査・協議項目	現状及び問題点等	対処方針	調査結果
	<ul style="list-style-type: none"> ・ (上位目標) FTTCが本格的に活動を開始する。 ・ (指標：上位目標) 1 人員配置 2 予算確保 3 事業計画承認 ・ (プロジェクト目標) FTTCが本格的に活動する準備が整う。 ・ (指標：プロジェクト目標) 1 事業計画案 2 予算計画案 3 人員配置計画案 4 年間最低2回の研修プログラムの実施 ・ (成果) 1 プロジェクトの実施体制が整備される。 2 必要な機材が供与され、適切に管理運営される。 3 研修ニーズに関する詳細な情報が収集・分析される。 4 研修プログラムの企画・運営・評価が行われる。 5 ニーズ調査結果及び研修プログラムの評価結果を基に、FTTCの本格的な活動のための諸計画が作成される。 ・ (指標：成果) 1-1 C/P及び他の管理スタッフの配置状況 1-2 予算措置状況 2-1 供与機材リスト 2-2 運用・管理記録 3-1 ニーズ調査結果 3-1-1 対象企業数 3-1-2 対象企業の組織規模及び貿易額 3-1-3 必要とされる貿易関連情報の種類 3-2 FTTC職員による分析 3-3 JICA専門家による分析 4-1 研修プログラム実施結果 4-1-1 参加生徒数 4-1-2 カリキュラム 4-1-3 講師リスト 4-1-4 教材リスト 4-1-5 参加者の評価結果 4-1-6 FTTC職員による分析 4-2 JICA専門家による評価 5-1 事業計画案 5-2 予算計画案 5-3 人員配置計画案 5-4 登録講師リスト 5-5 教材リスト ・ (活動) 1-1 計画に則り人員を配置する。 1-2 活動計画を策定する。 1-3 予算計画を策定し、適正に執行する。 	<ul style="list-style-type: none"> ・ 左記について、指標の妥当性、入手可能性等について、先方と協議し、結果をミニッツに記載する。 ・ 左記について、指標の妥当性、入手可能性等について、先方と協議し、結果をミニッツに記載する。 ・ 左記について、指標の妥当性、入手可能性等について、先方と協議し、結果をミニッツに記載する。 	<ul style="list-style-type: none"> ・ 左記について原案通り合意し、左記ミニッツに記載した。 ・ 左記について原案通り合意し、左記ミニッツに記載した。 ・ 左記について原案通り合意し、左記ミニッツに記載した。 ・ 「3-4 研修プログラムのシラバス」を追加した。

調査・協議項目	現状及び問題点等	対処方針	調査結果
	2-1 教材を適正に運用し、管理する。 3-1 ニーズ調査の仕様を作成する。 3-2 仕様に基づき、ニーズ調査を定期的実施する。 3-3 調査結果を分析し、研修ニーズを明確化する。 3-4 研修プログラムのシラバスを作成する。 3-5 研修プログラム実施に必要な予算とマンパワーを明確化する。 4-1 研修プログラムの詳細なカリキュラムを作成する。 4-2 適切な講師を配置する。 4-3 適切な教材を作成する。 4-4 研修プログラムの広報を行う。 4-5 研修の評価を実施する。 4-6 評価結果を分析する。 5-1 本格稼働を想定した総合的な事業計画案を作成する。 5-2 予算計画案及び人員配置計画案を作成する。 5-3 事業計画案中の研修プログラムについてシラバスを作成する。 5-4 講師候補者のデータベースを構築する。 5-5 教材のデータベースを構築する。		「データベース」を「リスト」に変更した。
② 活動計画 (PO)	未作成	我が方より別添案を提示し、エジプト側と協議の上、結果をミニッツに記載する。	当方案通りで合意し、左記ミニッツに記載した。
③ 技術協力計画 (TCP)	未作成 (技術移転項目) 1 年間実施計画策定 (講義項目、対象者、回数、開催場所等) 2 ニーズ調査 2-1 対象企業リスト作成・見直し 2-2 質問票の作成・見直し 2-3 企業訪問 2-4 各種協力機関からの聞き取り調査 3 研修コース企画 3-1 コミュニティーの組織化 3-2 カリキュラム作成 (ニーズ分析、講義項目・構成、開催日時・募集人数) 3-3 講師リクルーティング	我が方より別添案を提示し、エジプト側と協議の上、結果をミニッツに記載する。	概ね当方案通りで合意し、左記ミニッツに記載した。 「[2-5 調査結果の分析]及び[2-6 研修プログラムシラバスの作成]を追加した。 「[3-4 現地社会の支援取り付け]と変更した。 上記変更に伴い3-1となった。 上記変更に伴い3-2となった。

調査・協議項目	現状及び問題点等	対処方針	調査結果
<p>④ 暫定実施計画 (TSI)</p>	<p>3-4 受講料決定 (スポンサー募集含む)</p> <p>4 研修コース運営</p> <p>4-1 プロモーション</p> <p>4-2 受講生リクルーティング</p> <p>4-3 教材作成</p> <p>4-4 開催準備</p> <p>4-5 評価シート準備</p> <p>5 受講生の評価結果分析</p> <p>6 リソース・センターの運営</p> <p>6-1 貿易関連情報の収集・提供、データベース化、メンテナンス</p> <p>6-2 ライブラリーの運営</p> <p>6-3 ホームページの作成・管理</p> <p>6-4 教材のデジタル化、データベース化</p>	<p>左記についてはEEPCの実施する貿易促進業務内容との整合性に留意する。</p>	<p>上記変更に伴い3-3となった。</p> <p>エジプト側より、FTTCの貿易関連情報発信機能については、EEPCと連携を図っていききたいとの発言があった。</p> <p>「各種貿易関連情報へのアクセスの提供」に表現を変更した。</p>
<p>5 投入計画</p> <p>① 日本側投入</p> <p>ア 専門家派遣</p>	<p>未作成</p> <p>(長期専門家) 第1次短期調査時に以下の通り当方方針を説明している。</p> <p>1 チーフアドバイザー 2 貿易研修兼業務調整</p> <p>(短期専門家) 以下の分野の短期専門家派遣を想定している。</p> <p>1 教材作成 2 データベース構築 3 IT 4 セミナー講師</p>	<p>我が方より別添案を提示し、エジプト側と協議の上、結果をミニッツに記載する。</p> <p>左記について、エジプト側と協議し、結果をミニッツに記載する。</p> <p>短期専門家については、必要に応じた派遣を適宜検討する旨を説明する。</p>	<p>別添ミニッツ添付の通り合意した。</p> <p>左記について合意し、ミニッツに記載した。</p> <p>左記について適宜説明した。</p> <p>エジプト側より短期専門家は件を希望する分野として以下の表明があり、ミニッツに記載した。</p> <p>1 貿易制度 (WTO関連) 2 輸出戦略 3 価格設定 4 貿易フェア運営 5 電子商取引 6 交渉スキル</p>
<p>イ 研修員受入</p>	<p>年間2名程度のC/P受入を想定している。</p>	<p>研修対象者、研修分野、受入希望時期、研修期間等について、適宜聴取する。</p>	<p>暫定投入計画に年間2名のC/P受入を盛り込んだ。</p>
<p>ウ 機材供与</p>	<p>原則として、研修センターの活動に最低限必要な機材限って供与する。</p> <p>主たる供与機材として以下を想定している。</p>	<p>左記について、エジプト側と協議し、結果をミニッツに記載する。</p>	<p>協議の結果、供与機材を主として以下の通りとすることで暫定的に合意し、リストをミニッツに添付した。</p>

調査・協議項目	現状及び問題点等	対処方針	調査結果
	車輛 1台 (ミニバス・定員11~15名程度) コンピューター 25台程度 汎用統合ソフト ワクチンソフト プロジェクター 2台 スライド映写機 1台 OHP 2台 スクリーン 書画カメラ 2台 デジタルカメラ 2台 ビデオ・テレビ 2セット 教材作成用コピー機 1台 バインダー式製本機 1台	・左記の機材について、設置環境、現地調達先、仕様等の調査を行う。	コンピューター 22台 プリンター 3台 スキャナー 1台 汎用統合ソフト ワクチンソフト 経理ソフト プロジェクター 2台 スライド映写機 1台 OHP 1台 移動式スクリーン 2台 書画カメラ 2台 デジタルカメラ 2台 ビデオ・テレビ 2セット ビデオ・カメラ 1台 講義システム 1セット 教材作成用コピー機 1台 教材作成用カラーコピー機 1台 バインダー式製本機 1台 ・車輛については、当方より運用ニーズが明確に確認できない限り、供与の検討は困難である旨を説明した。 ・エジプト側からは企業訪問や研修ニーズ調査等を効率的に実施するためには、少なくとも1台の車輛(11~13人乗り)が必要であるとする強い表明があり、左記をミニッツに記載し、継続検討することとした。
② エジプト側投入			
ア 人員配置	・総括責任者及び実施責任者については上述。 ・日本人専門家のC/Pが誰になるのかを確認する必要がある。 ・日本人専門家が円滑に活動を行えるよう、秘書が配置されることが望ましい。	・C/Pについて、エジプト側と協議の上、リストを作成し、ミニッツに添付する。	・左記についてリストを作成し、ミニッツに添付した。 ・エジプト側より、FTTCの秘書が必要な専門家支援を行うとの説明があった。
イ 予算措置	・プロジェクト期間中のエジプト側負担(人件費、機材メンテナンス費、光熱水費、通信費等)についての予算計画を確認する。		
ウ 設備・施設	・日本人専門家の執務スペースに必要な事務機器、空調装置等と併せ確保する必要がある。 ・研修に使用する機材以外の資機材(文房具等)及び機材の保守・管理はエジプト側負担である。	・左記について、エジプト側と協議し、結果をミニッツに記載する。 ・左記について、エジプト側と協議し、結果をミニッツに記載する。	・左記について確認し、ミニッツに記載した。 ・左記について確認し、ミニッツに記載した。
V その他			
1 合同調整委員会		・合同調整委員会の目的を説明し、プロジェクト実施体制の表を作成した上で、ミニッツに添付する。	・左記について適宜説明し、プロジェクト実施体制について合意の上、ミニッツに添付した。
2 第2フェーズ (1) 第2フェーズのイメージ	・第2フェーズはFTTCの本格稼働後の協力であり、FTTCのスタッフの資質向上が主目的となる。	・左記について、再度確認する。	・左記について適宜説明した。
(2) 第2フェーズ実施のための前提条件	・第2フェーズへ移行する際の前提条件は以下の通り。 ア 第1フェーズのプロジェクト目標が達成されること。 イ FTTCの本格稼働に必要な人員・予算等が「エ」側によって確保されること。	・左記について、再度確認する。	・左記について適宜説明した。 ・エジプト側より、本件R/D本体もしくはR/D添付のミニッツにおいて、第2フェーズについて何らかの言及がなされるべきとのコメントがあった。
3 今後のスケジュールの確認			

調査・協議項目	現状及び問題点等	対処方針	調査結果
(1) 実施協議調査団の派遣	<ul style="list-style-type: none"> 本年4月下旬を目途に実施協議調査団を派遣し、第1フェーズに係るR/Dを締結する。 	<ul style="list-style-type: none"> 左記について説明し、ミニッツに記載する。 	<ul style="list-style-type: none"> 当方より、実施協議については調査団を派遣せず、JICAエジプト事務所とFTICの間で協議、R/D署名・交換を行うことを検討している旨を説明した。

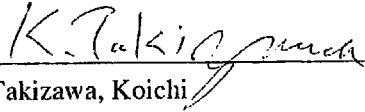
MINUTES OF MEETING
ON
THE JAPANESE PROJECT-TYPE TECHNICAL COOPERATION
FOR
THE PROJECT FOR FOREIGN TRADE TRAINING CENTER
IN
THE ARAB REPUBLIC OF EGYPT

The Japanese Second Preparatory Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency, headed by Mr. Koichi Takizawa, Deputy Director, First Technical Cooperation Division, Mining & Industrial Development Cooperation Department, JICA, visited the Arab Republic of Egypt from January 18 to 25, 2002, for the purpose of working out the details of the first phase of Japanese Project-type Technical Cooperation for the Project for Foreign Trade Training Center in the Arab Republic of Egypt (hereinafter referred to as "the Project").

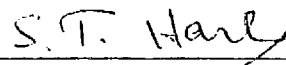
During its stay, the Team exchanged views and had a series of discussions with the authorities concerned of the Government of the Arab Republic of Egypt, and the Board members of the Foreign Trade Training Center (hereinafter referred to as "FTTC"), visited and conducted meetings at the project site.

As a result of these discussions, both sides have reached a common understanding concerning the matters referred to in the document attached hereto.

Cairo, January 24, 2002



Takizawa, Koichi
Leader
Second Preparatory Study Team
Japan International Cooperation Agency
Japan



Dr. Said Talaat Harb
Executive Director and Board Member
Foreign Trade Training Center
The Arab Republic of Egypt

ATTACHED DOCUMENT

I GENERAL ITEMS

Both sides agreed that the understanding of the discussed items other than those mentioned below remains unchanged as mutually confirmed in the Minutes of Meeting signed in Cairo on September 19, 2001.

II SPECIFIC ITEMS REGARDING THE PROJECT

1. Current status of Foreign Trade Training Center (hereinafter referred to as "FTTC")

(1) Organization

The Egyptian side explained that the Technical Advisory Committee has been established with a purpose of advising the Executive Director on the contents of training programs to be provided at FTTC. Members of the Technical Advisory Committee are under consideration by the Board.

(2) Recruitment

The Egyptian side explained that twelve staff members had been already recruited, including two out of four directors, to start FTTC activities. The rest is to be recruited at a later stage in accordance with the expansion of FTTC activities. A list of twelve initial FTTC staffs is attached as ANNEX 1.

(3) Training Programs

The Egyptian side explained that FTTC shall start offering training programs in February. Detailed contents of first training programs are attached as ANNEX 2.

The Team welcome the FTTC's own initiative to organize first training program, and requested the Egyptian side to provide to the Japanese side all the information pertaining to the training programs scheduled to be carried out before the commencement of the Project.

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2. Administration of the Project

- (1) Executive Director of FTTC will be responsible for administration and implementation of the Project activities.
- (2) Director of Training Department, FTTC, will be responsible for daily management of the Project activities.
- (3) The Team explained functions of the Joint Coordinating Committee, which would be held regularly to review and discuss progress of the Project. Both sides confirmed the diagram for Project implementation as in ANNEX 3.

3. Cooperation period

Both sides reconfirmed that the duration of cooperation for the Project would be two years. The Project is expected to commence in the second quarter of the Japanese fiscal year 2002, considering the time needed for recruitment and training of experts, and procurement of equipment. The Team expressed a view that the earliest possible timing for the inauguration of the Project would likely to be in July 2002. The duration and the exact date of commencement of the Project will be finalized in the Record of Discussions to be signed later this year.

4. Fields of technology transfer

Both sides confirmed that the following would be the fields of technology transfer in the Project and the same can be modified as needs arise. The Team explained that the role of JICA experts in the Project would be advisory in principle.

- (1) Needs survey
- (2) Trade training management
- (3) Analyses of survey/evaluation results
- (4) Resource center management

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5. Master Plan of the Project

Both sides tentatively confirmed that the Master Plan of the Project be as follows. This is to be finalized when the implementation study is carried out.

(1) Overall goal

Overall goal of the Project will be that FTTC begins full-scale operation.

(2) Project Purpose

Purpose of the Project will be that FTTC will be ready for full-scale operation.

(3) Outputs

Outputs of the Project are as follows

- a) Project operation unit is established.
- b) Necessary machinery and equipment for technical training are provided, installed, operated and maintained properly.
- c) Detailed information on training needs is obtained and analyzed.
- d) Training programs are designed, executed and evaluated.
- e) Survey results and evaluations from training programs are interpreted into full-scale FTTC operational plans

(4) Activities

Activities of the Project are as follows.

- a-1) Allocate necessary personnel as planned.
- a-2) Formulate plans of activities.
- a-3) Make budget plan and disburse properly.
- b-1) Operate and maintain equipment properly.
- c-1) Draw up terms of reference for needs survey.
- c-2) Carry out needs survey annually.
- c-3) Analyze survey results and identify training needs.
- c-4) Prepare syllabuses for training programs.
- c-5) Identify necessary budget and manpower to run training programs.
- d-1) Prepare detailed curricula for training programs.
- d-2) Find appropriate instructors.

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- d-3) Prepare appropriate teaching materials.
- d-4) Advertise training programs
- d-5) Conduct evaluations.
- d-6) Analyze evaluation results.
- e-1) Draft a comprehensive operational plan.
- e-2) Identify and draft budgetary and personnel plans.
- e-3) Prepare syllabuses of all training programs.
- e-4) Build a database of possible instructors.
- e-5) Create a list of teaching materials.

(5) Verifiable indicators

The following indicators will be used in the Project for the purpose of monitoring the progress of the Project activities and evaluating the results of technical cooperation.

(Overall goal level)

- a) Allocated staff
- b) Allocated budget
- c) Approved operational plan

(Project Purpose level)

- a) Draft operational plan
- b) Draft budgetary plan
- c) Draft personnel allocation plan
- d) At least two training programs per year shall be implemented.

(Output level)

- a-1) Allocation of Counterpart Personnel (C/P) and other administrative staff
- a-2) Budget allocation
 - b-1) List of equipment introduced
 - b-2) Maintenance records
- c-1) Result of needs surveys
 - i) Number of companies covered
 - ii) Size and sales volume of companies covered
 - iii) Kinds of information needed
- c-2) Analyses by FTTC
- c-3) Analyses by experts
- c-4) Syllabuses of training programs
- d-1) Results of training programs

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- i) Number of participants
- ii) Curricula
- iii) List of instructors
- iv) List of teaching materials used
- v) Evaluation by participants and their employers
- vi) Analyses by FTTC
- d-2) Experts' evaluation
- e-1) Draft operational plan
- e-2) Draft budgetary plan
- e-3) Draft personnel allocation plan
- e-4) List of instructors
- e-5) List of teaching materials

6. Charts for project planning and management

Both sides tentatively confirmed the following charts. The charts are to be finalized when the implementation study is carried out.

(1) Project Design Matrix (PDM)

PDM is a logical framework, which shows all the aspects of the Master Plan described in II 5 above along with a brief description on inputs and important assumptions.

A provisional PDM is attached hereto as ANNEX 4,

(2) Plan of Operations (PO)

PO shows the time schedule for implementing activities on the PDM.

A provisional PO is attached hereto as ANNEX 5.

(3) Technical Cooperation Program (TCP)

TCP enlists all the items of technology transfer to be covered in the Project, which correspond to the fields of technology transfer described in II 4 above. It also shows the time schedule for technology transfer.

A provisional TCP is attached hereto as ANNEX 6.

(4) Tentative Schedule of Implementation (TSI)

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TSI shows the time schedule for the implementation of major inputs into the Project from both sides.

A provisional TSI is attached hereto as ANNEX 7.

7. Measures to be taken by the Japanese side

(1) Dispatch of experts

a) Long-term experts

Both sides tentatively confirmed that long-term experts in the following fields would be dispatched.

-Chief advisor (1)

-Trade training/Project coordinator (1)

b) Short-term experts

Both sides tentatively confirmed that appropriate number of short-term experts in the following fields would be dispatched.

-International trading system/WTO issues

-Export strategy

-Pricing

-Organizing trade fairs

-E-commerce

-Negotiation skills

(2) Training of Egyptian C/P in Japan

The Team explained that training of up to two C/P could be considered each year in accordance with FTTC training needs.

(3) Provision of Equipment

Both sides tentatively confirmed that the equipment listed in ANNEX 8 would be provided by JICA. The list will be finalized when the implementation study is carried out.

The Egyptian side expressed an absolute need for the Project to have at least one vehicle (wagon-type, 11 to 13 passengers) for effective execution of its training programs, which includes company visits and continuous study of training needs.

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8. Measures to be taken by the Egyptian side

(1) Provision and maintenance of building and facilities

The Team confirmed that an air-conditioned working space for Japanese experts, along with telephones, a fax machine, a copy machine and other necessary office supplies, would be provided in the FTTC building.

(2) Allocation of C/P and administrative personnel

A tentative list of C/P is attached as ANNEX 9.

(3) Provision of machinery and equipment

Both sides confirmed that those machinery and equipment for administrative use, such as office furniture, telephones, fax machine, photocopier, stationery, etc. would be provided by the Egyptian side as a part of local cost.

(4) Provision of local cost

The Egyptian side explained to the Team that a running cost of FTTC for the first two operational years is estimated at LE 960,000 and LE 2,160,000 respectively.

(5) Other necessary arrangements

The Team reconfirmed that necessary arrangements would be made by FTTC to ensure that the Japanese experts and their families would be granted privileges, exemptions and benefits as provided to other Japanese experts working in Egypt.

9. Next schedule

The Team explained that the implementation study would be carried out as early as in the second half of April 2002.

The purpose of the implementation study is to finalize details of the Project, to sign and exchange the Record of Discussions (R/D), to which the Project Document is to be attached.

10. Second Phase

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Both sides reconfirmed that the second phase of the Project is to commence when FTTC is considered capable of operating at full scale. Details of the second phase of the Project, including the duration and the timing of inauguration will be discussed in the final evaluation of the Project, scheduled tentatively in the first quarter of the Japanese fiscal year 2004.

III List of Attendants at Discussions

List of attendants to discussions is attached as ANNEX 10.

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LIST OF ANNEXES

- 1 List of FTTC staff by implementing stages
- 2 Details of first training programs
- 3 Implementation structure of JICA Project
- 4 Project Design Matrix (draft)
- 5 Program of Operations (draft)
- 6 Technical Cooperation Program (draft)
- 7 Tentative Schedule of Implementation (draft)
- 8 Tentative list of equipment to be provided by the Japanese side
- 9 Tentative list of counterpart personnel of the Project
- 10 List of attendants

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**FTTC
MAN POWER DISTRIBUTION
BROKEN DOWN BY IMPLEMENTING STAGE**

Description	Name	Full Capacity phase
Managing Director	Dr. Said T. Harb	1
Quality Assurance Specialist		1
International Cooperation Dept.		
Department Manager		1
Cooperation Agreements Specialist	Aly abdelhamed	1
Programme Promotion & Marketing Specialist		1
Publicity & Press Specialist		1
Information Dept.		
Department Manager	Hala Gedemy	1
Information Technology Specialist	Ahmed Eldib	1
Library & Documentation Specialist		1
Training & Operations Dept.		
Department Manager	Mohamed Zkaria	1
Programme Planning & Design Specialist	Nancy Hathot	1
Programme execution Specialist	Bassel George	1
Training Materials & Case Studies Specialist		1
Finance & Administration Dept.		
Department Development Dept.	Mr. Ahmed Yossef	1
Human Resources Development Specialist		1
Finance Specialist	Mrs. Dalal Helmy	1
Administrative Support Staff		
Executive Secretary		1
Secretary	Mary Kamel Walid Mahmoud	2
Receptions / Telephonist		1
Public Relations clerk		1
Administration clerk		1
Cleaner		2
Office Boy	To be recruited soon	1
Driver	Abdelazime Ibrahim	2

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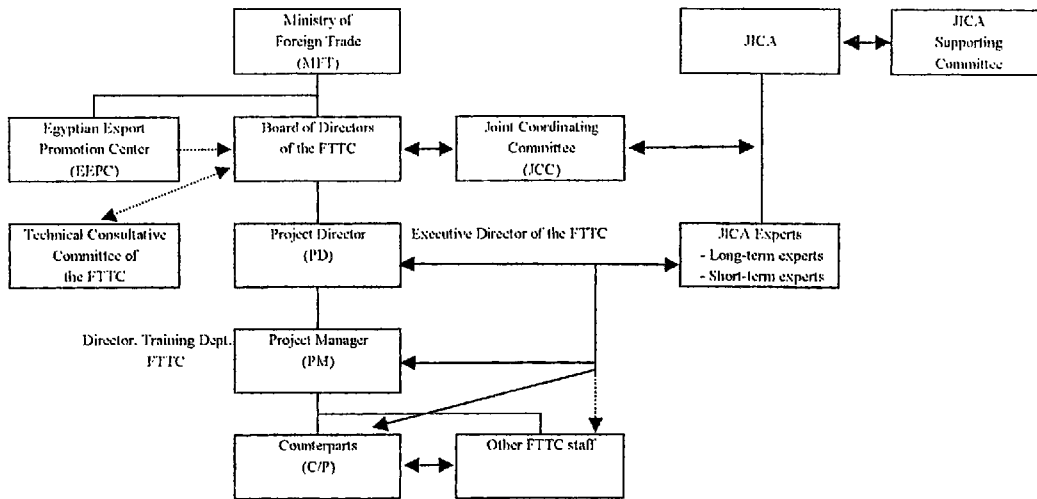
Annual Plan 2002

Time Activities	Jan	Feb	March	April	May	June	July	August	Sept	Oct.	Nov.	Dec.
1. Export Essentials		X	X			XX	X					
2. Export Marketing Techniques and Export Strategies.		X	X	X	X	X						
3. Commercial representatives				X		X						
4. Advanced Marketing Techniques for Export Managers				X		X						
5. Seminars for Top Management		XXX			XXXX							
6. Training of Trainers			XX			X	X					

N.B:

- Export Essentials : 2 weeks.
- Export Marketing Techniques and Export Strategies : 2 weeks.
- Commercial Representatives: 6 weeks.
- Advanced Marketing Techniques for Export Managers: 12 weeks.
- Seminars for Top Management: one day
- Training of Trainers: 1 week.

ANNEX 3 Implementation Structure of JICA Project



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Project Design Matrix (PDM) for Project for Foreign Trade Training Center (Draft)

as of January 24, 2002

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><Overall Goal> Foreign Trade Training Center begins full-scale operation.</p>	<p>1 Staff allocation 2 Budget allocation 3 Approved operational plan</p>	<p>1 FTTC record 2 FTTC record 3 FTTC record</p>	<p>a Egyptian Government continues its commitment to export promotion. b Egyptian side takes necessary measures for FTTC's full operation. c C/P will remain at FTTC.</p>
<p><Project Purpose> FTTC will be ready for full-scale operation.</p>	<p>1 Draft operational plan 2 Draft budgetary plan 3 Draft personnel allocation plan 4 At least two training programs per year shall be implemented.</p>	<p>1 FTTC record 2 FTTC record 3 FTTC record 4 FTTC record</p>	<p>a Needs for trade-related training programs do not diminish. b Trial training programs receive a sufficient turnout.</p>
<p><Outputs> 1 Project operation unit is established</p> <p>2 Necessary machinery and equipment for technical training are provided, installed, operated and maintained properly.</p> <p>3 Detailed information on training needs is obtained and analyzed.</p> <p>4 Training programs are designed, executed and evaluated.</p> <p>5 Survey results and evaluations from training programs are interpreted into full-scale FTTC operational plans.</p>	<p>1-1 Allocation of Counterpart Personnel (C/P) and other administrative staff. 1-2 Budget allocation</p> <p>2-1 List of equipment introduced 2-2 Maintenance records</p> <p>3-1 Results of needs surveys 3-1-1 Number of companies covered 3-1-2 Size and sales volume of companies covered 3-1-3 Kinds of information needed 3-2 Analyses by FTTC 3-3 Analyses by experts 3-4 Syllabuses of training programs</p> <p>4-1 Results of training programs 4-1-1 Number of participants 4-1-2 Curricula 4-1-3 List of instructors 4-1-4 List of teaching materials used 4-1-5 Evaluation by participants and their employers 4-1-6 Analyses by FTTC 4-2 Experts' evaluation</p> <p>5-1 Draft operational plan 5-2 Draft budgetary plan 5-3 Draft personnel allocation plan 5-4 List of instructors 5-5 List of teaching materials</p>	<p>1-1 FTTC record 1-2 FTTC record</p> <p>2-1 Project record 2-2 FTTC record</p> <p>3-1 Reports on needs surveys</p> <p>3-2 FTTC record 3-3 Project record 3-4 FTTC record</p> <p>4-1 Reports on training programs</p> <p>4-2 Project record</p> <p>5-1 FTTC record 5-2 FTTC record 5-3 FTTC record 5-4 FTTC record 5-5 FTTC record</p>	<p>a Training needs of private sector do not change drastically</p>

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Plan of Operations (PO) -Draft-

As of January 24, 2002

K.T.

Calendar Year	2002				2003				2004		
Japanese Fiscal Year	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation	▼ Signing of R/D										
1. The Project operation unit is established.	●-----◆										
1-1 Allocate staff as planned.	●-----◆										
1-2 Formulate plans of activities.	●-----◆										
1-3 Make budget plan and disburse properly	●-----◆										
2. Necessary machinery and equipment are provided, installed, operated, and maintained properly.	●-----◆										
2-1 Operate and maintain equipment properly.	●-----◆										
3. Detailed information on training needs is obtained and analyzed.	●-----◆										
3-1 Draw up terms of reference for needs survey	●-----◆										
3-2 Carry out needs survey annually	●-----◆										
3-3 Analyze survey results and identify training needs	●-----◆										
3-4 Prepare syllabuses for training programs	●-----◆										
3-5 Identify necessary budget and manpower to run training programs	●-----◆										
4. Training programs are designed, executed and evaluated.	●-----◆										
4-1 Prepare detailed curricula for training programs	●-----◆										
4-2 Find appropriate instructors	●-----◆										
4-3 Prepare appropriate teaching materials	●-----◆										
4-4 Advertise training programs	●-----◆										
4-5 Conduct evaluations	●-----◆										
4-6 Analyze evaluation results	●-----◆										
5. Survey results and evaluations from training programs are interpreted into full scale FTTC operational plans.	●-----◆										
5-1 Draft a comprehensive operational plan	●-----◆										
5-2 Identify and draft budgetary and personnel plans	●-----◆										
5-3 Prepare syllabuses of all training programs	●-----◆										
5-4 Build a database of possible instructors	●-----◆										
5-5 Create a list of training materials	●-----◆										

※Depends on training program schedule

S.H.

Technical Cooperation Program (TCP) -Draft-

As of January 24, 2002

ANNEX 6

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Calendar Year	2002				2003				2004		
Japanese Fiscal Year	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation	▼ ●-----●										
Japanese side											
1. Preparation of Annual Operation Plan	●-----●										
2. Conducting Needs Survey Annually											
(1) Listing up target companies	●-----●										
(2) Drafting questionnaire	●-----●										
(3) Visiting companies	●-----●										
(4) Interviewing related organizations	●-----●										
(5) Analyzing survey results	●-----●										
(6) Preparing syllabuses of training programs	●-----●										
3. Designing Training Programs											
(1) Drafting curricula (Needs analysis, lecture themes, course structure, duration, date, number of participants, etc)	●-----●										
(2) Recruiting instructors	●-----●										
(3) Deciding course fees (including fund-raising)	●-----●										
(4) Organizing supports from local communities	●-----●										
4. Advising Training Programs Management											
(1) Promotion											
(2) Recruiting participants											
(3) Preparing training materials											
(4) Preparations for starting training programs											
(5) Preparing evaluation sheet											
5. Analysing Evaluation Results											
6. Managing Resource Center											
(1) Managing access to various trade-related information	●-----●										
(2) Managing library	●-----●										
(3) Designing and maintaining web site	●-----●										
(4) Building and maintaining database of training materials	●-----●										

※Depends on training program schedule

H.S.

Tentative Schedule of Implementation (TSI) -Draft-

As of January 24, 2002

ANNEX 7

Calendar Year	2002				2003				2004		
Japanese Fiscal Year	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation	Signing of R/D 										
Japanese side											
1. Dispatch of missions											
(1) Implementation Study	●◆										
(2) Management Consultation					●◆	◆					
(3) Final Evaluation									●◆	◆	
2. Dispatch of long-term experts											
(1) Chief advisor	●	◆
(2) Trade training/Project coordinator	●	◆
3. Dispatch of short-term experts	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Appropriate number of short-term experts will be dispatched. </div>										
4. Training of Egyptian C/P in Japan											
(1) Trade training	●◆	◆	●◆	◆	●◆	◆	●◆	◆	●◆	◆	
5. Provisions of Machinery and Equipment	●.....◆										
Egyptian side											
1. Preparation and maintenance of building and facilities	●	◆
2. Allocation of C/P and administrative staff	●	◆
3. Allocation of local cost	●	◆

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ANNEX 8

No.	Item	Qty	Note
1	Computer and Software		
1- 1	for Computer Lab		
1- 1- 1	Personal Computer (desktop type)	15	seminar at computer Lab
1- 1- 2	UPS	15	ditto
1- 1- 3	MS office XP Professional	15	ditto
1- 1- 4	Vaccine Software	15	ditto
1- 1- 5	Financial Software	15	ditto
1- 1- 6	Printer	1	ditto
1- 1- 7	ISDN Fax Modem (TA)	1	ditto
1- 1- 8	Hub(24port)	1	ditto
1- 2	for education affair		
1- 2- 1	Personal Computer (desktop type)	3	making/recording text
1- 2- 2	UPS	3	ditto
1- 2- 3	MS office XP Professional	3	ditto
1- 2- 4	Vaccine Software	3	ditto
1- 2- 5	Financial Software	3	ditto
1- 2- 6	Adobe Photoshop	3	ditto
1- 2- 7	Adobe illustrator	1	ditto
1- 2- 8	Printer	1	ditto
1- 2- 9	Color Printer	1	ditto
1- 2- 10	Flat Scanner	1	ditto
1- 2- 11	ISDN Fax Modem (TA)	1	ditto
1- 2- 12	Hub(12port)	1	ditto
1- 3	for library or terrace		
1- 3- 1	Personal Computer (desktop type)	2	information collection
1- 3- 2	UPS	2	ditto
1- 3- 3	Vaccine Software	2	ditto
1- 3- 4	ISDN Fax Modem (TA)	1	ditto
2	Training Tools & Devices		
2- 1	Visual Presenter	2	presentation in classroom
2- 2	LCD Projector (Data Show)	2	ditto
2- 3	Personal Computer (notebook type)	2	ditto
2- 4	Portable Screen	2	ditto
2- 5	Carrier	2	ditto
2- 6	Video and TV Set	2	ditto
2- 7	35mm Slide Projector	1	ditto
2- 8	Overhead Projector	1	ditto
2- 9	Digital Video Camera	1	ditto
2- 10	Digital Still Camera	2	ditto
2- 11	Amplifier and Speaker System	1set	combined classroom
3	Photocopying & Printing Equipment		
3- 1	Photocopier with document feeder and sorter	1	making text
3- 2	Color Laser Copier	1	ditto
3- 3	Automatic Binding System	1	combined classroom

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List of Counterpart Personnel (C/P) of the FTTC Project

- | | |
|---------------------------|---|
| 1. Dr. Said Talaat Harb | Executive Director (Project Director) |
| 2. Mr. Mohamed Zakaria | Director, Training & Operations Department
(Project Manager) |
| 3. Ms. Hala Gidemey | Director, Information Department |
| 4. Ms. Nancy Hathout | Program Planning & Design Specialist |
| 5. Mr. Basil G. T. Kondos | Program Execution Specialist |
| 6. (To be recruited) | Training Materials & Case Studies Specialist |
| 7. Mr. Ahmed Eldib | Information Technology Specialist |
| 8. (To be recruited) | Library & Documentation Specialist |

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List of Attendants

1. Egyptian Side

(1) Ministry of Foreign Trade

Dr. Youssef Boutros-Ghali Minister

(2) International Trade Point

Mr. Mostafa Said Chairman

(3) Egyptian Exporters Association

Mr. Sherif El Maghraby Chairman

(4) Association of Egyptian Youth Exporters

Ms. Nermin Nour Chairman

(5) Egyptian Export Promotion Centre

Dr. Hamdy Salem Executive Director

(6) Foreign Trade Training Center

Dr. Said Talaat Harb Executive Director

Mr. Mohamed Zakaria Director, Training Department

Ms. Hala Gidamy Director, Information Department

Mr. Ali Abdelhamid International Cooperation Specialist

Ms. Nancy Hathot Program Planning & Design Specialist

(7) Central Metallurgical Research and Development Institute

Dr. Bahaa Zaghlool Deputy Director

2. Japanese Side

(1) First Preparatory Study Team

Mr. Koichi Takizawa Leader

1-7.

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Mr. Takanari Sasaki	Technology Transfer Planning (JETRO)
Mr. Shunsuke Imai	Equipment Planning (JICS)
Mr. Nobuhisa Iwase	Planning Analysis (IMG)
Mr. Takehiro Hozumi	Cooperation Planning

(2) Embassy of Japan to Egypt

Mr. Tomochika Uyama	Counsellor
Mr. Masataka Saburi	First Secretary
Mr. Junichi Takemura	First Secretary

(3) JICA Egypt Office

Mr. Toshiyuki Iwama	Deputy Resident Representative
Mr. Naoto Mukai	Assistant Resident Representative

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EG/M1 -049



资料2 (目次編)

Foreign Trade Training Center
FTTC

Program of Export Essentials

برنامج أساسيات التصدير

دليل المتدرب

Trainee's Guide

Funded by the
United States Agency of International Development
(USAID)

Administrated by the
Institute of International Education
Development Training 2 Project
(IIE/DT2)

Programs
Export Business

EG/M1 - 049

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1st day	
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2nd session International changes and economic groupings	34-47
2nd day	
1st session Marketing concepts and its elements	48-53
2nd session Marketing job dimensions	54-61
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4th day	
1st session Export potentialities	96-104
2nd session Choosing targeted market	105-113
3rd session Distribution policy of export markets	
5th day	
1st session Exports pricing	138-149
2nd session Promotion mechanisms of foreign trade	150-167
3rd session Commercial terminology	168-170
6th day	
1st session Packing and covering	171-196
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1st session Guarantee of export risks and promotion mechanisms	210-218
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8th day	
1st and 2nds Quality environment, safety control	220-230
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1st and 2nds World commercial rule and WTO	239-257
3rd session Cultural factors of the targeted markets	258-262
10th day	
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アラブ・エジプト共和国 貿易研修センタープロジェクト
プロジェクト・ドキュメント抜粋（帰国報告会補完資料）

2002.02.26 IMG 岩瀬信久

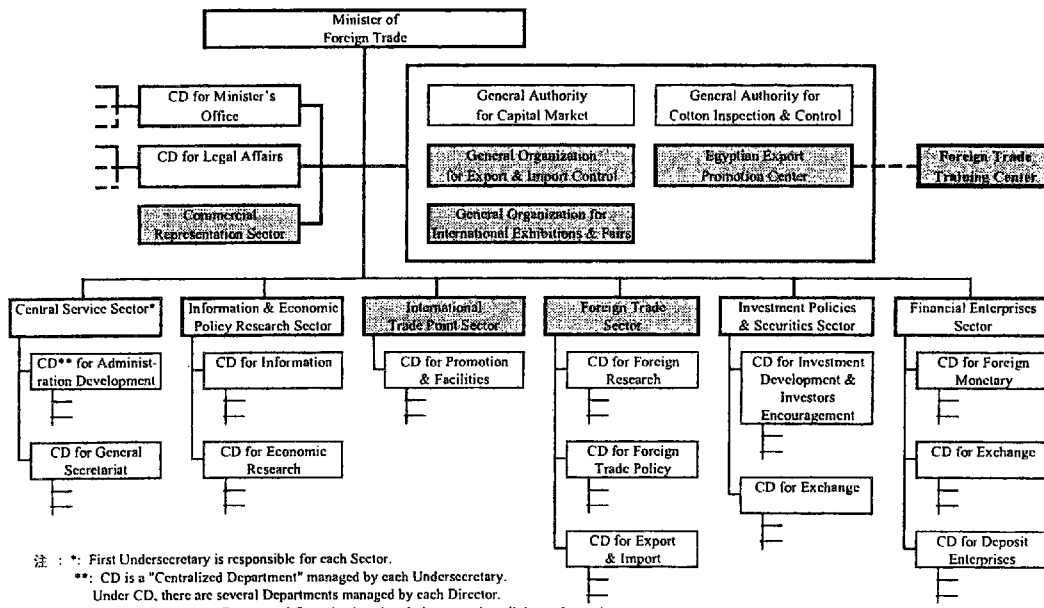
A. 主要目次

1. 序説 (Preface)
2. プロジェクト実施の背景 (Background information of the project implementation)
 - 2-1. 当該国の社会経済情勢 (Social and economic situation of the country)
 - 2-2. 対象セクター全体の状況 (Overview of the subject sector)
 - 2-3. 当該国政府の戦略 (Strategy of the Government)
 - 2-4. 過去及び現在、実施されている政府その他の団体の対象分野関連事業 (Past and current projects by the Government and other groups in the area of the project concerned)
3. 対象開発課題とその現状 (Present conditions and concerns of the subject)
 - 3-1. 対象開発課題の制度的枠組み (Institutional framework of the subject)
 - 3-2. プロジェクト対象開発課題とその現状 (Present conditions and concerns of matters related to the project)
 - 3-3. わが国の援助戦略上の意義 (Significance of the project for cooperation strategy of Japan)
4. プロジェクト戦略 (Project strategy)
 - 4-1. プロジェクト戦略 (Project strategy)
 - 4-2. プロジェクトの実施体制 (Project implementation)
5. プロジェクトの基本計画 (Basic plan of the project)
 - 5-1. 上位目標の内容 (Overall goal)
 - 5-2. プロジェクト目標 (Goal of the project)
 - 5-3. 成果と活動 (Achievements and activities of the project)
 - 5-4. 投入 (Inputs)
 - 5-5. 外部条件の分析と外部要因リスク (Analysis of external conditions and risks arising from external factors)
 - 5-6. 事前の義務および必要条件 (Pre-project obligations and necessary conditions)
6. プロジェクトの総合的実施妥当性 (Overall validity of implementing the project)
 - 6-1. 当該分野におけるわが国の技術的優位性 (Technological advantage of Japan in the area concerned)
 - 6-2. 予想されるインパクトの大きさ (Projected impacts)
7. プロジェクトのモニタリングと評価 (Project monitoring and evaluations)
 - 7-1. 実施体制とモニタリング (Monitoring)
 - 7-2. 評価 (Evaluations)

B. プロジェクト実施の背景に関連して

- 貿易の諸問題を含む経営やマーケティングに係る政府やビジネス関係者の人材育成分野においては、様々なプログラムが国内機関や各種ドナーを含む海外機関の援助によって企画・運営されている。しかし、ほとんどのプログラムやコースはセクター別のアプローチのものやマネジメント全般に係るものであり、貿易や輸出振興の特定課題について専門的に研修を行うものではない。
- エジプトの輸出開発戦略が策定されており、貿易省（MOFT）は輸出開発戦略に係る制度的な責任の重要な部分を担っている。貿易に関連した6つの重要な部門をその傘下に有している（図2-6）。今般、貿易研修に特化した FTTC を民間の協力で設立した。

図2-6. 貿易省 (MOFT) の組織図



注：*： First Undersecretary is responsible for each Sector.
 **: CD is a "Centralized Department" managed by each Undersecretary.
 Under CD, there are several Departments managed by each Director.
 Shaded Box show Sectors and Organizations in relation to trade policies and practices.
 出所： Compiled by the JICA Study Team with original information by the EPPC and the FTTC

- 輸出促進に関して、USAID を始めとする各ドナーは様々なプログラムを提供している。特に USAID はエジプト輸出業者協会（EEA）の設立・運営支援を始め、農産物加工等、セクター別プログラムによる民間セクターへの支援とともに WTO 問題への対応を中心とした MOFT のキャパシティ・ビルディング等、公的部門への支援も行っている。

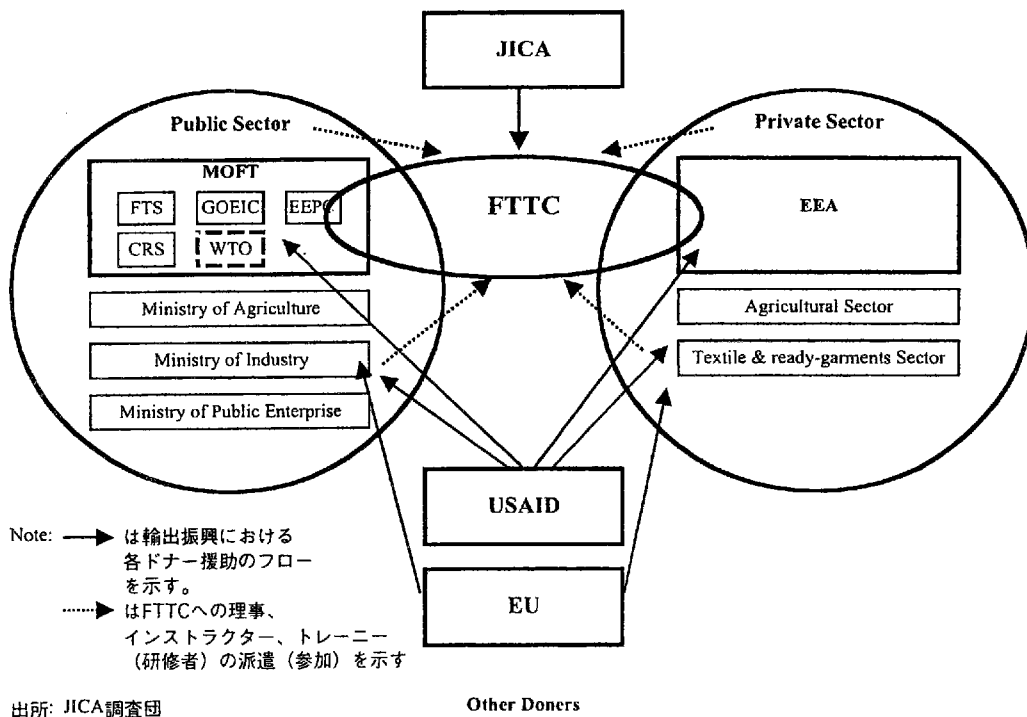
C. 対象開発課題とその現状に関連して

- 制度的枠組みの上からの FTTC の差別化要因、及び特徴という点で2つの点を指摘する必要がある。第1は FTTC がエジプト初の唯一の貿易、輸出マーケティング、グローバル・マーケット・メカニズム等の課題のみに特化した研修プログラムを提供する研

修機関であるという点である。輸出マーケティングを含めた各種研修を提供する機関や組織はこれまでにいくつかあったが、貿易と輸出マーケティング分野に特化して、ビジネス界の輸出マネージャーや政府機関の関係者に対する総合的な研修プログラムを用意するところは皆無である。

- 第 2 に FTTC は理事会に官民両セクターのメンバーを擁するユニークな組織体制を持っている。民間セクターがけん引役となって官民の間により意味での緊張関係が生まれている。このことは官民双方のニーズに合ったサービスを FTTC が提供できる可能性を高めている。また FTTC の研修プログラムは多くのコースにおいて異なる会社や組織からの研修生がバランスよく参加することで、官民双方の輸出促進に係る人材が具体的な輸出促進の方法について様々な視点や意見を交換できる場となり得ることも重要である。多くの他のドナー国が同国の輸出促進に関連して様々な支援を行っているが、そのいずれもが関連する政府機関または民間組織のいずれかに対する支援に限定されており、その意味で制度的要因に係る FTTC のこれらの特徴は日本側の援助実施の合理的根拠を与えるものである (図 3-1)。

図 3-1. 輸出振興策と他ドナーのプログラムとの関連における FTTC プロジェクトの制度的枠組み

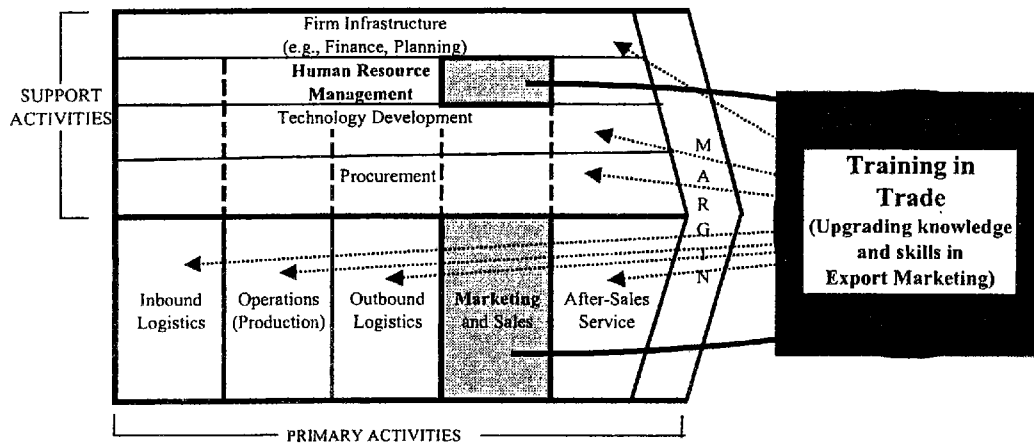


D. プロジェクト戦略に関連して

- 全体プロジェクトは、輸出の諸課題や輸出振興に係る研修に特化した総合的なトレー

ニング・パッケージを提供する国内唯一の機関としての FTTC の実施能力を確立・向上を図ることを目的とする。もちろん、輸出マーケティングはビジネスの価値連鎖に沿った主要活動の一つに過ぎず、その意味では輸出マーケティングの知識・技術向上のみではエジプトの輸出を短期的に増加させるのに十分ではない。しかしながら、FTTC のトレーニングを通じてこの分野の理論的・実務的知識・技術を持つ人材を開発することで、価値連鎖のこの部分の強化に集中することは、他の付加価値活動の質的向上にプラスの効果を及ぼすことができると考えられる (図 4-1)。

図 4-1. 全体プロジェクトの戦略イメージ
(マイケル・ポーターの付加価値連鎖状の全体プロジェクトの位置)



注: ←..... は輸出マーケティングの知識・能力向上を通じた他の「付加価値活動」に対する効果、連関を示す。
出所: "The Value Chain"の図 (The Competitive Advantage of Nations, Michael Porter, 1990) を元じICA調査団作成

- FTTC はすでに自助努力によっていくつかのトライアル・トレーニングを開始しており、これは本プロジェクトの自立発展性を形成していく上で大変、重要かつ良い兆候である。FTTC の設立と運営を効果的に行うことはエジプト政府、特に貿易省にとっての重要な課題であり、FTTC は政府による全面的な支援を受けることとなる。同時に、本プロジェクトに対する民間セクターの積極的関与もこれまでのところ極めて強い。本プロジェクト実施期間中に、貿易研修に係る詳細ニーズ調査、研修コースの詳細設計・計画、FTTC の管理・運営能力の形成が行われることとなる。これらはプロジェクト期間中及び技術移転終了後も、形成された FTTC の能力によって管理・運営していくべきものであり、官・民双方の熱意と支持が現在のレベルで続く限り、その可能性は十分にあるものと判断できる。

E. プロジェクトの基本計画に関連して

- 2段階で進められる全体プロジェクトの中で、本プロジェクト(第1フェーズ)は「FTTC が本格的に活動する準備が整う」ことを目標として2年間かけて実施するものである。

図 5-1. 上位目標とプロジェクト目標の関係 (イメージ)

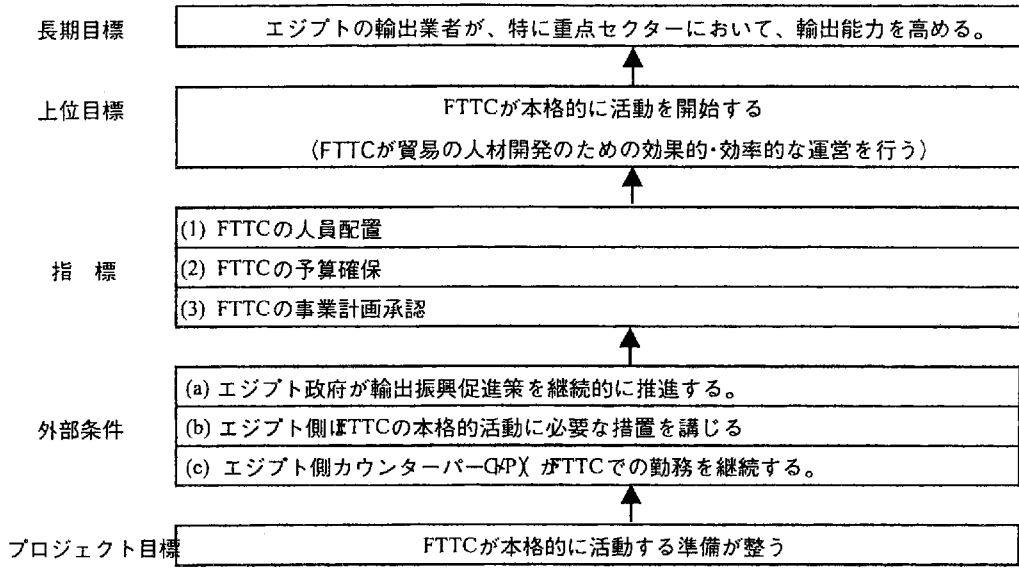
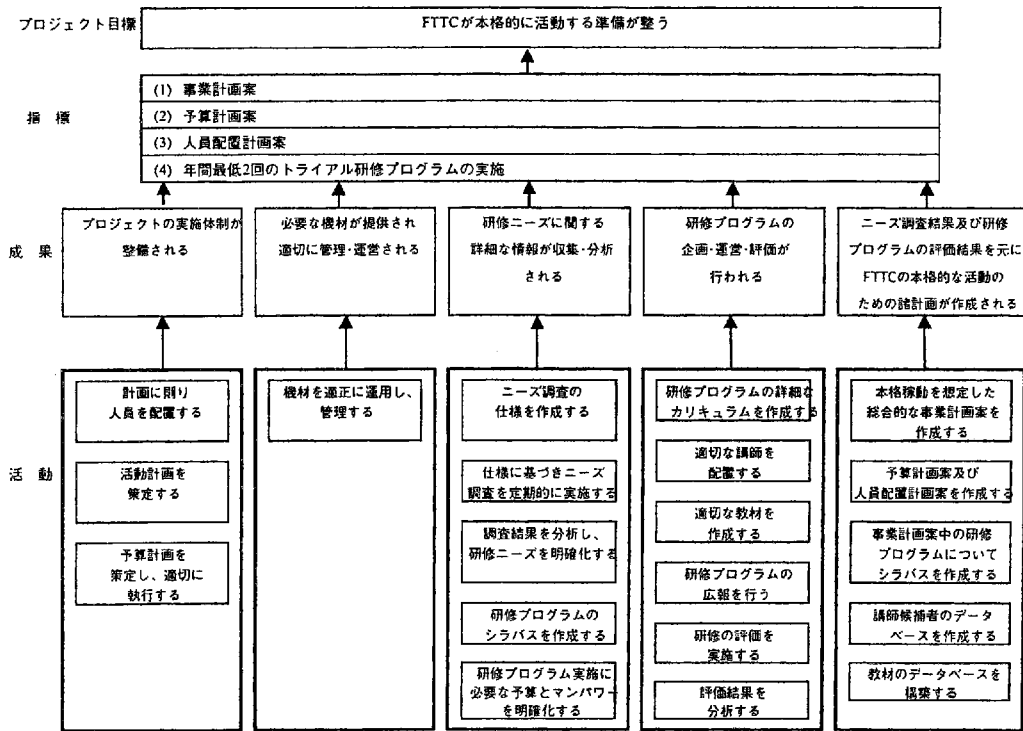


図 5-2. プロジェクト目標、成果、活動 (イメージ)



F. プロジェクトの総合的実施妥当性に関連して

- 本プロジェクトの直接的裨益者の規模は FTTC のカウンターパート数であり、現時点では 8 名と想定される。FTTC が本格的活動を始めればスタッフの数は 23 名になることが計画されており、本プロジェクトの成果と利益は FTTC スタッフ全員に効果的に共有されることが期待される。FTTC 研修生は本プロジェクトの間接的裨益者であり現在、計画されている研修プログラムが実施されればその数は年間 500 名に達すると見られる。さらに、研修生を派遣した組織や会社にもさらなる裨益者が出てくる可能性がある。しかし、これらの間接的裨益者（＝第 2 フェーズでの中心的な裨益者）の規模及び最終的なエジプトの輸出促進に係る定量的効果の推計は、FTTC の本格的運営計画を策定することを目的とする本プロジェクトにおいて十分に分析・定義されるべきものであり、今後の課題である。

表 6-1. 裨益対象者の範囲

対 象	裨益内容・特徴
FTTC (12 FTTC staff, particularly of 8 counterparts)	Increased capacity of needs survey for foreign trade training Increased capacity of trade training management Increased capacity of analyzing survey-evaluation results Increased capacity of resource center management
Trainees at the FTTC (Related people in public and private sectors) (around 500 persons every year)	Increased opportunities for high quality, effective foreign trade training Increased opportunities to learn global trade environments and international markets Increased opportunities to receive authorized certification of trade business
Industries, particularly of SMEs or target sectors	Increased availability of skilled foreign trade marketing managers Increased skill-level of employee in foreign trade
Trade related government bodies and organizations	Increased possibility of having smooth administration in trade by the government Increased opportunities for staff to learn more about the recent global trade business Increased opportunities of exchanging views with private sector Increased opportunities to make fine-tuning of trade related policy measures

G. プロジェクトのモニタリングと評価に関連して

- 全体の貿易研修センター・プロジェクトは本プロジェクト（第 1 フェーズ）の後に第 2 フェーズが実施されることを想定しており、本プロジェクトの活動と成果を第 2 フェーズの設計や実現性の確認との関連において、モニタリングと評価を行うことが重要である。特に、第 1 フェーズから第 2 フェーズへのプロジェクトの継続性を考慮して、中間評価（運営指導調査）時点での本プロジェクトの活動と成果の十分なモニタリングと評価が必要かつ重要である。

以 上

主要面会者リスト

1. エジプト側

(1) 貿易省

Dr. Youssef Boutros-Ghali 大臣

(2) International Trade Point

Mr. Mostafa Said 会長

(3) Egyptian Exporters Association

Mr. Sherif El Maghraby 会長

(4) Association of Egyptian Youth Exporters

Ms. Nermin Nour 会長

(5) Egyptian Export Promotion Centre

Dr. Hamdy Salem 所長

(6) Foreign Trade Training Center

Dr. Said Talaat Harb 所長

Mr. Mohamed Zakaria 研修担当部長

Ms. Hala Gidamy 情報担当部長

Mr. Ali Abdelhamid 国際協力担当スペシャリスト

Ms. Nancy Hathot 研修企画担当スペシャリスト

(7) Central Metallurgical Research and Development Institute

Dr. Bahaa Zaghlool 副所長

2. 日本側

(1) 在エジプト日本大使館

宇山参事官

竹村一等書記官

佐分利一等書記官

(2) JETRO カイロ・センター

小坂橋所長

大浦次長

池田所員

(3) JICA エジプト事務所

岩間次長

向井所員

4. 討議議事録（R/D）及び協議議事録

（M/M：プロジェクト・ドキュメント英語版を含む）

**RECORD OF DISCUSSIONS
BETWEEN JAPANESE IMPLEMENTATION STUDY TEAM
AND AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE ARAB REPUBLIC OF EGYPT
ON JAPANESE TECHNICAL COOPERATION
FOR THE PROJECT FOR FOREIGN TRADE TRAINING CENTER IN THE ARAB
REPUBLIC OF EGYPT**

Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions through the Resident Representative of JICA in the Arab Republic of Egypt, with the Egyptian authorities concerned with respect to desirable measures to be taken by both Governments for the successful implementation of the Project for Foreign Trade Training Center in the Arab Republic of Egypt.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Arab Republic of Egypt, signed in Cairo on 15th June, 1983 (hereinafter referred to as "the Agreement"), JICA and the Egyptian authorities concerned recommend to their respective Governments the matters referred to in the document attached hereto.

Cairo, May 30, 2002

下村 則夫

Norio Shimomura
Resident Representative
Egypt Office
Japan International Cooperation Agency
Japan

S. T. Harb

Dr. Said Talaat Harb
Executive Director and Board Member
Foreign Trade Training Center
The Arab Republic of Egypt

ATTACHED DOCUMENT

I COOPERATION BETWEEN BOTH GOVERNMENTS

- 1 The Government of the Arab Republic of Egypt will implement the Project for Foreign Trade Training Center in the Arab Republic of Egypt (hereinafter referred to as "the Project") in cooperation with the Government of Japan.
- 2 The Project will be implemented in accordance with the Master Plan which is given in Annex I

II MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, the Government of Japan will take, at its own expense, the following measures through JICA according to the normal procedures under the technical cooperation scheme of Japan.

1 DISPATCH OF JAPANESE EXPERTS

The Government of Japan will provide the services of the Japanese experts as listed in Annex II. The provision of Article VIII of the Agreement will be applied to the above-mentioned experts.

2 PROVISION OF MACHINERY AND EQUIPMENT

The Government of Japan will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The provision of Article VII-1 of the Agreement will be applied to the Equipment.

3 TRAINING OF THE EGYPTIAN PERSONNEL IN JAPAN

The Government of Japan will receive the Egyptian personnel connected with the Project for technical training in Japan.

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III MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT

- 1 The Government of the Arab Republic of Egypt will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through the full and active involvement in the Project of all related authorities, beneficiary groups and institutions.
- 2 The Government of the Arab Republic of Egypt will ensure that the technologies and knowledge acquired by the Egyptian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Arab Republic of Egypt.
- 3 In accordance with the provisions of Articles IV and V of the Agreement, the Government of the Arab Republic of Egypt will grant, in the Arab Republic of Egypt, privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
- 4 In accordance with the provisions of Article VII of the Agreement, the Government of the Arab Republic of Egypt will take the measures necessary to receive and use the Equipment provided through JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II -1 above.
- 5 The Government of the Arab Republic of Egypt will take necessary measures to ensure that the knowledge and experience acquired by the Egyptian personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
- 6 In accordance with the provision of Article IV-(b) of the Agreement, the Government of the Arab Republic of Egypt will provide the services of the Egyptian counterpart personnel and administrative personnel as listed in Annex IV.
- 7 In accordance with the provision of Article IV-(a) of the Agreement, the Government of the Arab Republic of Egypt will provide the buildings and facilities as listed in Annex V.
- 8 In accordance with the laws and regulations in force in the Arab Republic of Egypt, the Government of the Arab Republic of Egypt will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided through JICA under II-2 above.

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- 9 In accordance with the laws and regulations in force in the Arab Republic of Egypt, the Government of the Arab Republic of Egypt will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV ADMINISTRATION OF THE PROJECT


- 1 Executive Director of the FTTC, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
- 2 Director of Training Department of the FTTC, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
- 3 The Japanese Chief Advisor will give necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
- 4 The Japanese experts will provide necessary technical guidance and advice to the Egyptian counterpart personnel on technical matters pertaining to the implementation of the Project.
- 5 For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V JOINT EVALUATION

Evaluation of the Project will be conducted jointly by the two Governments through JICA and the Egyptian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VI of the Agreement, the Government of the Arab Republic of Egypt undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Arab Republic of Egypt except for those arising from the willful misconduct or gross negligence of the Japanese

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experts.

VII MUTUAL CONSULTATION

There will be mutual consultation between the two Governments on any major issues arising from, or in connection with, this Attached Document.

VIII MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Arab Republic of Egypt, the Government of the Arab Republic of Egypt will take appropriate measures to make the Project widely known to the people of the Arab Republic of Egypt.

IX TERM OF COOPERATION

The duration of technical cooperation for the Project under this Attached Document will be two (2) years from 1st August, 2002.

LIST OF ANNEXES

Annex I	Master Plan
Annex II	List of Japanese Experts
Annex III	List of Machinery and Equipment
Annex IV	List of Egyptian Counterpart Personnel and Administrative Personnel
Annex V	List of Land, Buildings and Facilities
Annex VI	Joint Coordinating Committee

Annex I

Project Design Matrix (PDM) for Project for Foreign Trade Training Center

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><Overall Goal> Foreign Trade Training Center begins full-scale operation.</p>	<p>1 Staff allocation 2 Budget allocation 3 Approved operational plan</p>	<p>1 FTTC record 2 FTTC record 3 FTTC record</p>	<p>a Egyptian Government continues its commitment to export promotion. b Egyptian side takes necessary measures for FTTC's full operation. c C/P will remain at FTTC.</p>
<p><Project Purpose> FTTC will be ready for full-scale operation.</p>	<p>1 Draft operational plan 2 Draft budgetary plan 3 Draft personnel allocation plan 4 At least two training programs per year shall be implemented.</p>	<p>1 FTTC record 2 FTTC record 3 FTTC record 4 FTTC record</p>	<p>a Needs for trade-related training programs do not diminish. b Trial training programs receive a sufficient turnout.</p>
<p><Outputs> 1 Project operation unit is established 2 Necessary machinery and equipment for technical training are provided, installed, operated and maintained properly. 3 Detailed information on training needs is obtained and analyzed. 4 Training programs are designed, executed and evaluated. 5 Survey results and evaluations from training programs are interpreted into full-scale FTTC operational plans.</p>	<p>1-1 Allocation of Counterpart Personnel (C/P) and other administrative staff. 1-2 Budget allocation 2-1 List of equipment introduced 2-2 Maintenance records 3-1 Results of needs surveys 3-1-1 Number of companies covered 3-1-2 Size and sales volume of companies covered 3-1-3 Kinds of information needed 3-2 Analyses by FTTC 3-3 Analyses by experts 3-4 Syllabuses of training programs 4-1 Results of training programs 4-1-1 Number of participants 4-1-2 Curricula 4-1-3 List of instructors 4-1-4 List of teaching materials used 4-1-5 Evaluation by participants and their employers 4-1-6 Analyses by FTTC 4-2 Experts' evaluation 5-1 Draft operational plan 5-2 Draft budgetary plan 5-3 Draft personnel allocation plan 5-4 List of instructors 5-5 List of teaching materials</p>	<p>1-1 FTTC record 1-2 FTTC record 2-1 Project record 2-2 FTTC record 3-1 Reports on needs surveys 3-2 FTTC record 3-3 Project record 3-4 FTTC record 4-1 Reports on training programs 4-2 Project record 5-1 FTTC record 5-2 FTTC record 5-3 FTTC record 5-4 FTTC record 5-5 FTTC record</p>	<p>a Training needs of private sector do not change drastically</p>
<p><Activities> 1-1 Allocate staff as planned 1-2 Formulate plans of activities 1-3 Make budget plan and disburse properly 2-1 Operate and maintain equipment properly 3-1 Draw up terms of reference for needs survey 3-2 Carry out needs survey annually 3-3 Analyze survey results and identify training needs 3-4 Prepare syllabus for training programs 3-5 Identify necessary budget and manpower to run training programs 4-1 Prepare detailed curricula for training programs 4-2 Find appropriate instructors 4-3 Prepare appropriate teaching materials 4-4 Advertise training programs 4-5 Conduct evaluations 4-6 Analyze evaluation results 5-1 Draft a comprehensive operational plan 5-2 Identify and draft budgetary and personnel plans 5-3 Prepare syllabuses of all training programs 5-4 Build a database of possible instructors 5-5 Create a list of training materials</p>	<p><Inputs> Egyptian side (1) Land, building, facilities and space for the Project activities (2) Allocation of C/P and administrative staff C/P 2 persons Administrative staff 10 persons (3) Local cost Necessary recurrent budget for the implementation of the Project</p>	<p>Japanese side (1) Dispatch of experts a. Long-term experts Chief advisor Trade training/Project coordinator b. Short-term experts Appropriate number of short-term experts will be dispatched. (2) Training of Egyptian C/P in Japan (3) Provision of machinery and equipment necessary for technical transfer from experts.</p>	<p>a. C/P will not leave their job.</p> <p><Pre-Conditions> a Government continues to support export promotion. b Private sector extends consistent support toward FTTC.</p>

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Annex II List of Japanese Experts

- 1 Chief Advisor
- 2 Trade Training/ Project Coordinator
- 3 Other experts in the specific fields of technology transfer may be dispatched, if necessary.

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Annex III LIST OF MACHINERY AND EQUIPMENT

- 1 Machinery, equipment, tools and materials for Foreign Trade Training
- 2 Other machinery, equipment and materials regarded as necessary for effective implementation of the Project by both sides

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Annex IV LIST OF EGYPTIAN COUNTERPART AND ADMINISTRATIVE
PERSONNEL

- 1 Counterpart personnel
 - (1) Administrative counterpart personnel
 - (2) Technical counterpart personnel
- 2 Administrative personnel
- 3 Supporting staff
- 4 Any other necessary personnel for the smooth implementation of the Project

Annex V List of Land, Buildings and Facilities

- 1 Office space and necessary facilities for the Japanese Experts
- 2 Office space and necessary facilities for the Egyptian counterpart personnel
- 3 Lecture rooms and meeting rooms necessary for the transfer of technology
- 4 Buildings, facilities and space necessary for the installation and operation of the machinery, equipment and materials to be provided by the Government of Japan
- 5 Other facilities mutually agreed upon as necessary for the implementation of the Project

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Annex VI JOINT COORDINATING COMMITTEE

1 Functions

The Joint Coordinating Committee will be held at least twice a year and whenever necessity arises. Its functions are as follows:

- (1) To settle on the Annual Technical Cooperation Program (ATCP), the Annual Plan of Operations (APO) and the Annual Tentative Schedule for Implementation (ATSI) of the Project in line with the Technical Cooperation Program (TCP), the Plan of Operations (PO) and the Tentative Schedule of Implementation (TSI) formulated under the framework of the Record of Discussions;
- (2) To coordinate necessary actions to be taken by both sides;
- (3) To review the overall progress of the TCP and PO as well as the achievement of the ATCP and APO; and,
- (4) To exchange views on major issues arising from or in connection with the TCP and PO.

2 Composition

- (1) Chairperson
- (2) Executive Director, FTTC
- (3) Committee Members:

(Egyptian side)

- a. Representative(s), Ministry of Foreign Affairs
- b. Representative(s), Ministry of Foreign Trade (MFT)
- c. Representative(s), FTTC (Project Manager and others)
- d. Representative(s), Egyptian Export Promotion Center
- e. Representative(s), Members of Board of Directors of FTTC
- f. Other personnel concerned with the Project decided by the Egyptian side, if necessary

(Japanese side)

- a. Chief Advisor
- b. Coordinator
- c. Representative(s), of the JICA Egypt Office
- d. Other personnel concerned to be decided and/or dispatched by JICA, if necessary

Note :

- 1 Official(s) of the Embassy of Japan in the Arab Republic of Egypt may attend the Committee as observer(s).

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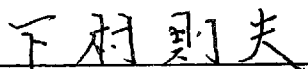
**MINUTES OF MEETING
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR FOREIGN TRADE TRAINING CENTER
IN
THE ARAB REPUBLIC OF EGYPT**

Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions through the Resident Representative of JICA in the Arab Republic of Egypt, with the Egyptian authorities concerned with respect to desirable measures to be taken by both Governments for the successful implementation of the Project for Foreign Trade Training Center in the Arab Republic of Egypt (hereinafter referred to as "FTTC").

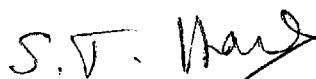
JICA and FTTC exchanged views and had a series of discussions with the authorities concerned of the Government of the Arab Republic of Egypt, and the Board members of the FTTC.

As a result of these discussions, both sides have reached a common understanding concerning the matters referred in the document attached hereto.

Cairo, May 30, 2002



Norio Shimomura
Resident Representative
Egypt Office
Japan International Cooperation Agency
Japan



Dr. Said Talaat Harb
Executive Director and Board Member
Foreign Trade Training Center
The Arab Republic of Egypt

THE ATTACHED DOCUMENTS

Both sides agreed that the understanding of the discussed items other than those mentioned below remains unchanged as mutually confirmed in the Minutes of Meeting signed in Cairo on September 19, 2001 and January 24, 2002.

I. SPECIFIC ITEMS REGARDING THE PROJECT

1. Project Document

The Japanese side (JICA Egypt Office) and the Egyptian side (FTTC) confirmed and agreed on the Project Document as shown in Attachment I. The Project Document consists of the background information regarding the Project, present condition of the target sector, project strategy, project design (master plan) and project justification.

2. Cooperation Period

Both sides agreed that the cooperation period would be two (2) years and the starting date was agreed on August 1, 2002.

3. Current Status of Foreign Trade Training Center (hereinafter referred to as "FTTC")

(1) Technical Advisory Committee

The Egyptian side explained that the Technical Advisory Committee is established in order to advise the Executive Director on the contents of training programs to be provided at FTTC. Members of the Technical Advisory Committee are attached in Attachment II.

4. Fields of Technology Transfer

Both sides confirmed that the following would be the fields of technology transfer in the Project. The role of JICA experts in the Project would be advice on them.

- Needs survey
- Trade training management
- Analyses of survey/ evaluation results
- Resource center management

II. MEASURES TO BE TAKEN BY THE JAPANESE SIDE

1. Dispatch of Experts

(1) Long-term Experts

Both sides confirmed that long-term experts in the following fields would be dispatched upon the official request from the Egyptian side.

- Chief advisor (1)
- Trade training/Project coordinator (1)

(2) Short-term Experts

Both sides confirmed that appropriate number of short-term experts in the following fields would be dispatched upon the official request from the Egyptian side.

- International trading system/WTO issues
- Export strategy
- Pricing
- Organizing trade fairs
- E-commerce
- Negotiation skills

2. Training of Egyptian Counterpart Personnel in Japan

Both sides confirmed that training of up to two counterpart personnel would be accepted each year in accordance with training needs of FTTC. In first year of the Project, two counterparts will be trained in Japan. The official request will be made in due course.

3. Provision of Equipment

Both sides confirmed that the equipment listed in Attachment III would be provided by JICA. The official request will be made in due course.

III. MEASURES TO BE TAKEN BY THE EGYPTIAN SIDE

1. Provision and Maintenance of Building and Facilities

Both sides confirmed that an air-conditioned working space for Japanese experts, along with telephones, a fax machine, a copy machine and other necessary office supplies, would be provided in the FTTC building.

2. Allocation of Counterpart Personnel and Administrative Personnel

The list of counterpart personnel is attached as Attachment IV.

3. Provision of Machinery and Equipment

Both sides confirmed that those machinery and equipment for administrative use, such as office furniture, telephones, fax machine, photocopier, stationery, etc. would be provided by the Egyptian side as a part of local cost.

IV. Second Phase

Both sides reconfirmed that the second phase of the Project is to commence when FTTC is considered capable of operating at full scale. Details of the second phase of the Project, including the duration and the timing of inauguration will be discussed in the final evaluation of the Project, scheduled tentatively in the first quarter of the Japanese fiscal year 2004.

Attachment I: Project Document

Attachment II: Members of the Technical Advisory Committee

Attachment III: List of Machinery and Equipment

Attachment IV: List of Counterpart Personnel

**Project for Foreign Trade Training Center
in the Arab Republic of Egypt**

Project Document

(May 30, 2002)

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1. Preface

Export promotion is one of the most important policy issues in Egypt, given constant, structural trade deficit of the country. Former Ministry of Economy and Foreign Trade (MOEFT), currently the Ministry of Foreign Trade (MOFT), has been a responsible organization in planning and implementing trade promotion policies and measures, while the Egyptian Export Promotion Center (EEPC) has acted as an implementing agency under the Ministry. In November 1996, the Government of Egypt requested the Government of Japan to conduct a technical cooperation on establishing the Foreign Trade Training Center (FTTC) in order to strengthen human resource development in trade issues and business. When the Egyptian President, His Excellency Hosni Mubarak, visited Japan in April 1999, the issue was included in "Japan-Egypt Partnership Program". In May 1999, the revised proposal was submitted to Japan, in which the proposed project-type technical cooperation aims at preparing various training programs in order to strengthen capacities of human resources in trade and to train instructors for those programs held at the FTTC. Particular beneficiaries of importance was referred as business people of small and medium size enterprises (SMEs), particularly in such sectors as textile and ready-made garments, processed food and agricultural products, construction materials, leather products, wood products and furniture, and also relevant people in public and private organizations in trade issues.

In October 1999, the JICA (Japan International Cooperation Agency) Preliminary Study Team for project formulation visited Egypt, and the both side agreed that the Project for the Foreign Trade Training Center should take stepwise approach consisted of two phases, given the fact that the FTTC was in the middle of establishment process. Given that agreement, the first phase is expected to concentrate on assisting FTTC's establishment of implementing capabilities by conducting needs survey and holding trial seminars and trainings for the period of one to two years*. In October 2000, the first board meeting of the FTTC was held and the FTTC was authorized to establish by the decree of the Minister of Economy and Foreign Trade. In January 2001, the Executive Director of the FTTC was appointed and currently preparation for opening courses, including hiring staff, has been under way.

JICA sent the First Preparatory Study Team for the Project to Egypt in September 2001, and the Second Preparatory Study Team visited the country in January 2002 in order to confirm the details of the Project. This Project Document describes major aspects of the Project, based on information gathered and agreed upon the two governments in those studies.

* Hereinafter, the whole project for the Foreign Trade Training Center is referred to as "the overall Project", and the first phase of the project for the FTTC is referred to as "the Project".

2. Background information of the project implementation

2-1. Social and economic situation of the country

Since the early 1990's, the Government of Egypt has launched a economic reform and stabilization program aiming primarily at generating sufficient growth rates that are sustainable, alleviating and improving standards of living reducing unemployment and containing inflation rates down to safe levels. Egypt has still been in transition phase from the old "planned economy system" to a "market based economy" which necessitates that it also implements a consistent economic policy mix; which both constitute the enabling macro and microeconomic institutions.

In reality, Egypt has succeeded in accelerating its economic growth rate from 1.9% in 1992 to over 5% level with satisfactorily declining its inflation rate in the latter half of the 1990's (Table 2-1). The growth was mainly driven by the private sector, which indicated some success in the country's efforts of transformation from a state driven economy to a private sector driven economy. It was reported by United States Agency for International Development (USAID) that the Egyptian government had undertaken 126 majority-privatization of state-owned companies and 54 partial-privatizations of the same by the end of March 2001. Some LE 13 billion had been collected by December 31, 2000, while 191 public-sector companies under Law 203 remained to be privatized.¹

Table 2-1. Major Economic Indicators in Egypt

	1996	1997	1998	1999	2000	2001*
Growth Rate of Real GDP (%)	5.0	5.3	5.7	6.1	5.1	4.9
GDP in current Price (LE Bil.)	229	256	280	302	337	365
% change	12.3	11.8	9.4	7.9	11.6	8.3
GDP per Capita (LE)	3,862	3,957	4,239	4,576	5,015	5,328
in US\$ (US\$)	1,138	1,185	1,249	1,348	1,477	1,565
Population (mil.) ^a	64	65	66	67	68	70
Inflation rate (%)	7.3	6.2	3.8	3.8	2.8	2.4
Unemployment rate (%)	9.2	8.8	8.5	8.2	7.9	7.6
Exchange rate (LE/\$)	3.39	3.39	3.40	3.40	3.45	3.86

*projection

Sources: "Monthly Economic Digest", December 2001, Ministry of Foreign Trade
"World Fact Book", Central Intelligence Agency (CIA) 2001

On the other hand, the structure and position of current account of the country has been unchanged very fragile. Trade balance has recorded huge deficits with relatively small amount of exports against imports, while net services and net transfers have successfully financed these trade deficits by such incomes as travel expenses by foreign tourists to Egypt, Suez Canal transportation fee and money transfer to the country by foreign workers of the Egyptian people (Table 2-2). Among

¹ EIU Country Report August 2001, The Economic Intelligence Unit

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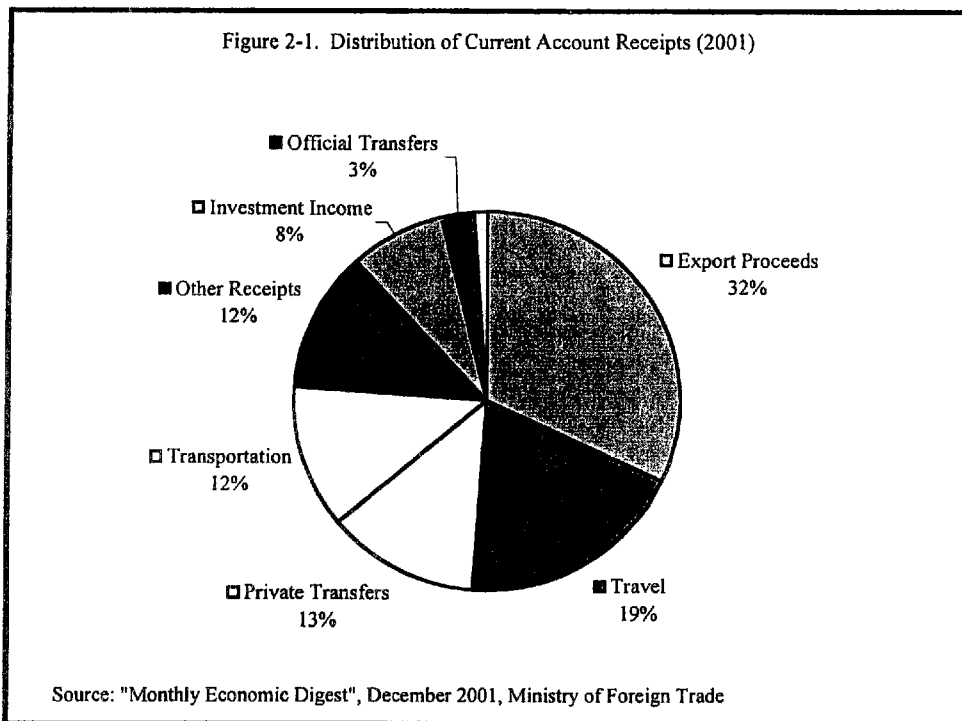
Table 2-2. Balance of Payments - Current Account

(US\$ million)

	1996	1997	1998	1999	2000	2001*
Trade Balance	-9,498	-10,220	-11,771	-12,563	-11,472	-9,354
Exports	4,609	5,345	5,128	4,445	6,388	7,078
Imports	14,107	15,565	16,899	17,008	17,860	16,432
Services (Net)	5,792	6,193	4,692	5,970	5,630	5,578
of which, travel	3,009	3,646	2,941	3,235	4,314	4,317
Transfers (Net)	3,521	4,145	4,600	4,869	4,680	3,742
of which, private	2,798	3,256	3,718	3,772	3,747	2,973
Balance of Current Account	-185	118	-2,479	-1,724	-1,162	-34

Note: *: Preliminary

Sources: "Monthly Economic Digest", December 2001, Ministry of Foreign Trade (original data by the Central Bank of Egypt)



current account receipts, export proceeds accounted for only 32% in 2001, while revenues from travel, private transfers and transportation altogether occupied 44% of the total receipts (Figure 2-1). As a result, Egypt has had structural problems of current account deficit, which has constantly brought an issue of insufficient foreign currency reserves and also a pressure of weakening its national currency, the Egyptian pounds. In August 2001, the Egyptian government devalued the Egyptian pound by 6.4%, the currency's biggest one-day decline in eight years, in a bold effort to wipe out the ever more evident black market. Even though many expected some improvements in current account deficit for 2001 by the middle of the year, the tragic incident on September 11 and

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successive recessionary trend of global economy has put a severe negative impact on the country's economy, particularly of a sharp decline in the number of travelers from abroad. Official rate of Egyptian pound to the dollar declined to 3.86 at the end of 2001 and 4.65 at the end of January 2002, while the unofficial rate was reported as 5.4-5.5 at the beginning of February 2002. At the international donors' meeting held in February, the Egyptian government called international donors for around US\$ 2.5 billion in additional support to address what some are describing as the worst economic crisis in a decade.

2-2. Overview of the subject sectors

2-2-1. Export structure in Egypt

Although the Egyptian exports have shown an increasing trend since 1997, the country's heavy dependence on crude oil and oil-related products has been unchanged, which causes instability of export value of the country with frequent fluctuations of oil prices and petroleum-related products. A sharp increase in exports in 2000 was mainly brought about by this factor (Table 2-3). While Egypt has been seen as the country that has high export potentials in many manufacturing and service sectors, having their "comparative advantages" such as the low cost of skilled and semi-skilled labor with low transportation costs, given the lucrative geographical position of the country, there are many tasks to realize diversification and increase of non-oil exports by enhancing their "competitive advantages".

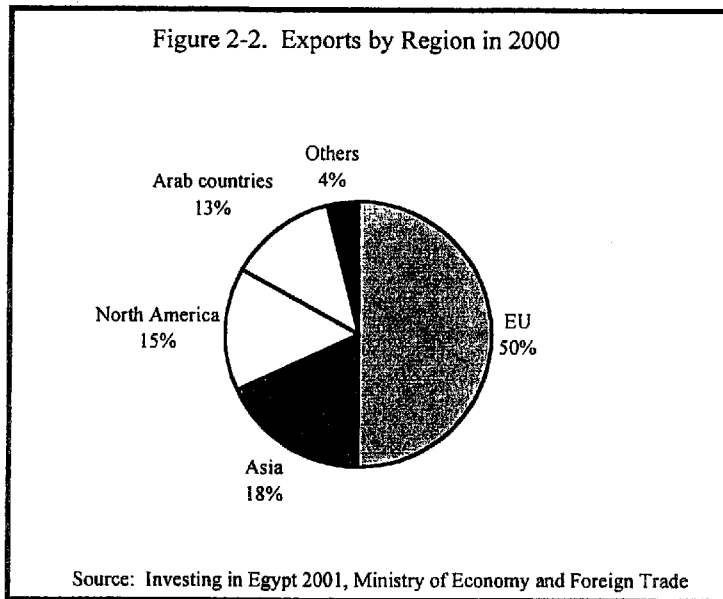
Table 2-3. Breakdown of Exports

(US\$ million)

	1996	1997	1998	1999	2000
Fuel	1,675	1,721	927	1,286	1,948
Crude Oil	817	670	162	294	350
Other Products	858	1,051	765	992	1,598
Non-oil Exports	1,862	2,136	2,272	2,262	2,751
Raw Cotton	92	111	158	241	197
Raw Materials	219	191	237	206	217
Semi-manufactured Goods	517	606	524	440	516
Finished Goods	1,034	1,228	1,264	1,210	1,688
Free Zones	-	-	89	165	133
Re-exported	80	74	53	33	13
Total Exports	3,617	3,931	3,252	3,581	4,712

Source: "Monthly Economic Digest", December 2001, Ministry of Foreign Trade

Major trade partners in exports for Egypt are the European Union (EU), the USA, Southeast Asia and Arab countries (Figure 2-2). While exports to the EU and Asia have contributed a lot to an overall increase in exports in recent years, trade with some Arab and African countries has also shown significant increases.



Under the global-scale trade liberalization move, Egypt has also accelerated its efforts to gain from it. In June 2001, Egyptian and the EU signed Egypt's Euro-Mediterranean Association Agreement after nearly five years of negotiations. The accord needs to be ratified by the Egyptian and European parliaments and those of the 15 EU member states, and therefore; it is seen as that another two years will be necessary before it comes into force. However, this accord will realize of Egypt's entry into the planned Euro-Mediterranean Free Trade Area in 2010. Under the agreement, Egyptian industrial products are expected to gain immediate duty-free access to EU markets that comprise 350 million consumers. In return Egypt must phase out customs duties on EU industrial goods within 12-15 years of the agreement coming into force. To prepare Egypt for the advent of free trade, the EU is funding a Euro 25 million Industrial Modernization Program (IMP), the largest loan granted by the European Commission to a country outside the EU.

In May 2001, Egypt also signed the Agadir Declaration, a free-trade agreement with such fellow Euro-Med Arab countries as Morocco, Tunisia and Jordan. The four all have Association Agreements with the EU and therefore have the same trading rules, making economic cooperation more possible. Egypt has also started FTA with 9 member countries of the COMESA (Community of East and South African countries) since October 2000.

It is very clear that the Egyptian manufacturing and service sectors, particularly of export-oriented companies, will have both large opportunities and huge risks by facing integrated regional economies in the future, and they are obliged to cope with it in a successful manner.

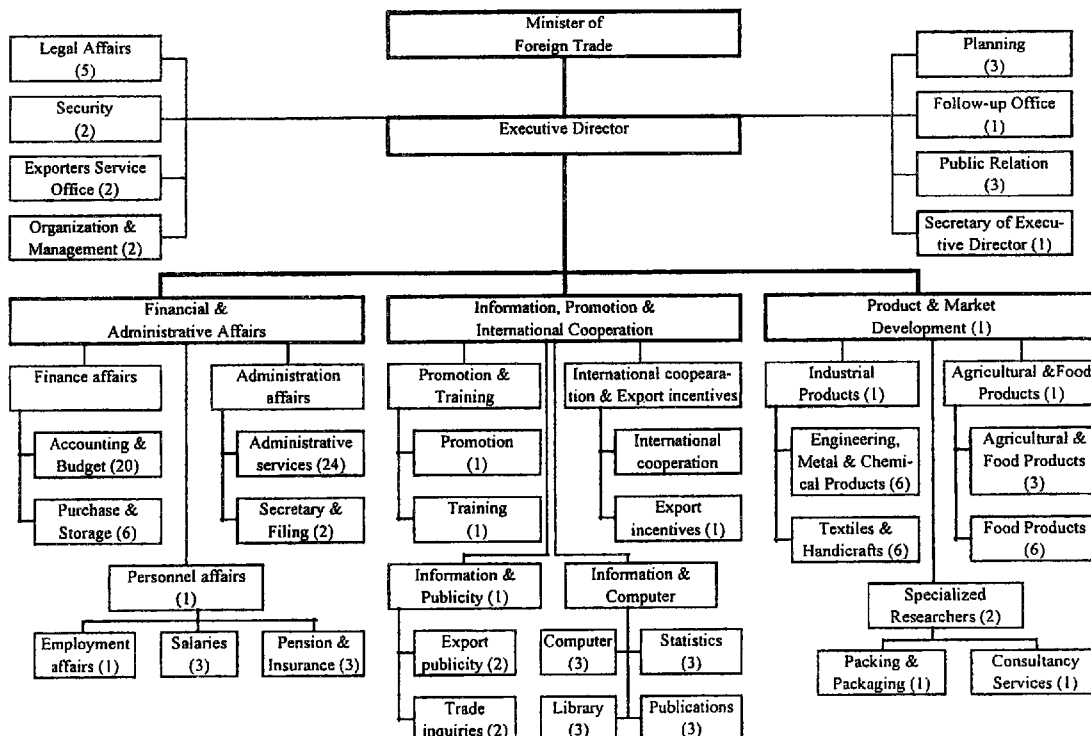
2-2-2. Present situation of Foreign Trade Training

In human resource development for government and business people in the field of management and marketing including trade issues, various programs have been designed and implemented either by the Egyptian initiatives or by the assistance of international donors and organizations. However, most of programs and courses have taken sector-wise approach, which covers general management issues and does not particularly concentrate on specific issues in trade and export promotion.

(a) Egyptian Export Promotion Center (EEPC)

The EEPC is a subsidiary body under the MOFT (Figure 2-3). Article 2 of the Law Number 22 of 1992 stipulates that the EEPC is requested to set up an integrated training system for the export sector. So far, however, since the EEPC has financial, governmental and human resource constraints, its training activities have been limited to within a certain number of seminars of general nature, which primarily aims at giving introductory level training to the beginners of the EEPC staff and Egyptian exporter. The lecturers have been assigned from high-ranking EEPC officials and there are no wide varieties of instructors from business community who have practical knowledge and expertise.

Figure 2-3. Organizational Structure of the Egyptian Export Promotion Center (EEPC)



Note: The structure described above was as of September 1999, however, not many has changed as of January 2002.
Source: EEPC

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(b) Management Development Center for Business Sector (MDCI)

This 100% governmental organization was established in 1989 under the jurisdiction of the Ministry of Public Enterprises with the assistance of the United States Agency for International Development (USAID) in order to carry out training, research and consulting to top management of public sector companies. Training covers management, marketing, information system, production control and human resources, nowadays not only for public sector, but also for private companies as well. "Training does not include exporters training because of limitations of availability of human resources (lecturers)" said Mrs. Hoda Ahmed Salah, chief secretary of the MDCI, to the JICA expert who worked at the EEPC and visited the organization in 2000. This comment shows that the organization covers overall issues of business practices and administration and does not concentrate on issues in trade.

(c) Marketing Center for Public Enterprises

This is a relatively new organization that has almost 3-year experience and is affiliated with the above-mentioned Management Development Center (MDCI). The training courses at the organization covers market information system, negotiation strategy, marketing strategy, management of marketing crisis and international marketing, but again the programs do not necessarily concentrate on issues in trade.

(d) Egyptian Exporters' Association (EEA) - Expolink

The EEA-Expolink is a non-profit organization founded by the Egyptian private sector business community with the assistance of USAID. The organization is to offer a set of marketing and technical assistance services to Egyptian exporters, which include a search for export opportunities through an integrated buyers' network; conducting marketing studies in new international markets; offering trade related information collected from international sources using Internet and other electronic media; and coordinating in executing promotional material including company profiles, videos, CDs, Internet homepages, and specialized advertisements on cost-sharing basis. The EEA-Expolink has been implementing varieties of service programs with their membership fees as well as direct financing by USAID and other donors. Major target sectors concerned are textiles and apparels; fresh and processed foods; leather, footwear and leather products; software and information technology; and furniture.

As far as the implementation of training programs in foreign trade issues is concerned, EEA-Expolink has conducted a certain number of training programs for its members that increased to around 2,000 in the year of 2000 from the original number of 150. Even

though the organization is seen as the only efficiently operating one that provides foreign trade training in private sector, the number and varieties of training programs are still limited. Those training programs have been held with the assistance of such donors as USAID, GTZ of Germany and the Center for the Promotion of Imports from Developing Countries (CBI) of Holland. One training course that the Japanese expert cooperating with the EEA attended in 2000 was sponsored by the CBI, which consisted of 3 days with a cost of LE 520, and presented professional know-how of marketing.

The EEA successfully published a book titled "Marketing know-how", a comprehensive question and answer type handbook available both in Arabic and English, that describes all the major issues and concerns about trade with the assistance of the International Trade Center (ITC) of the United Nations Conference on Trade and Development (UNCTAD).

2-3. Strategy of the Government

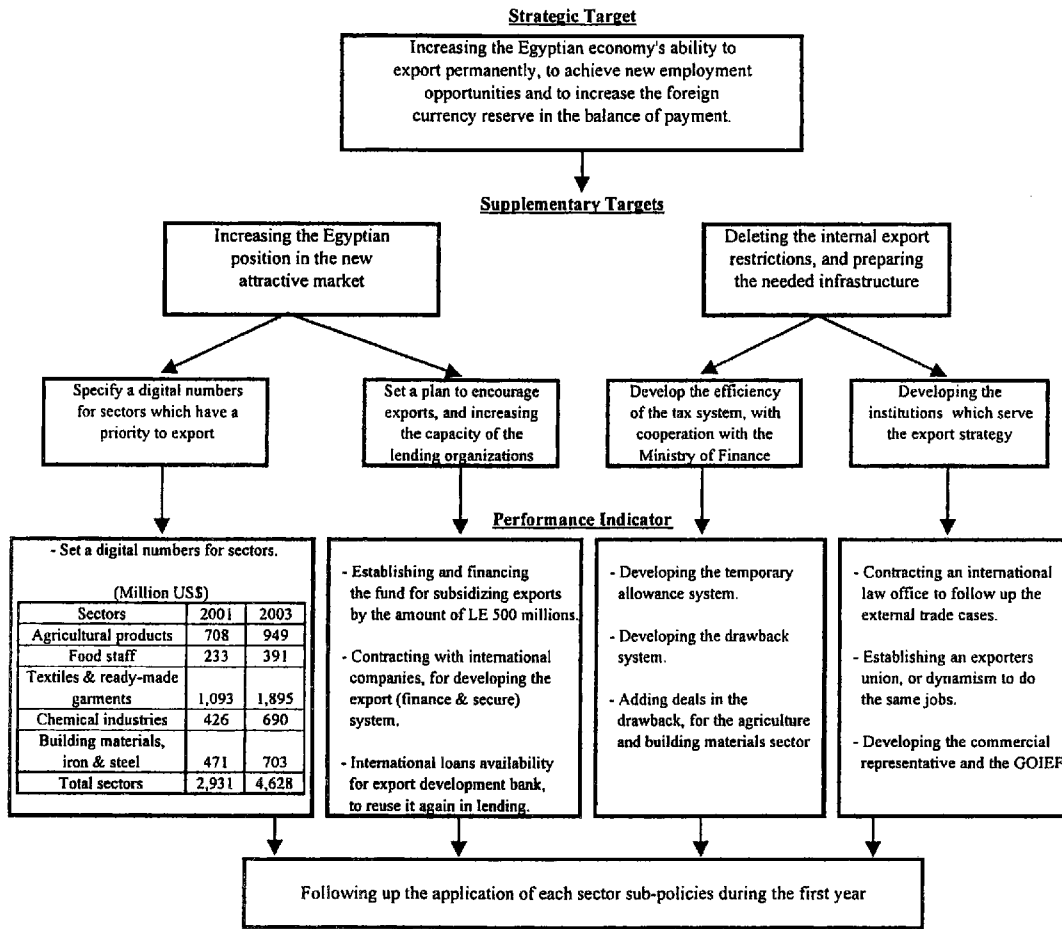
Export promotion has been one of the central policy issues for the Egyptian government, and the importance of the subject has sharply increased, given the country's recent economic difficulties. In November 2001, President Mubarak said, "Exportation is a matter of life and death." Some examples of recent measures taken by the government include a preparation of a draft law on export promotion and widening drawback system on agricultural products.

In order to focus a clear vision on the future of exports and to pave a path to capitalize on its comparative and competitive advantages, the government prepared the "Egyptian Export Development Strategy" in August 2001, the document drafted by the MOEFT, which identified plan to achieve its goal of enhancing and promoting the country's exports during the coming decade. Quantitative targets for exports were set for coming years, methods of achieving such targets were chosen, impediments preventing exports from flourishing were transparently and objectively addressed and, finally constructive system to mitigate such impediments have been initiated (Figure2-4). Textiles and garments, agricultural and processed food products, chemicals and pharmaceuticals, and building materials were chosen as target export sectors with special description of their development and export promotion strategies.

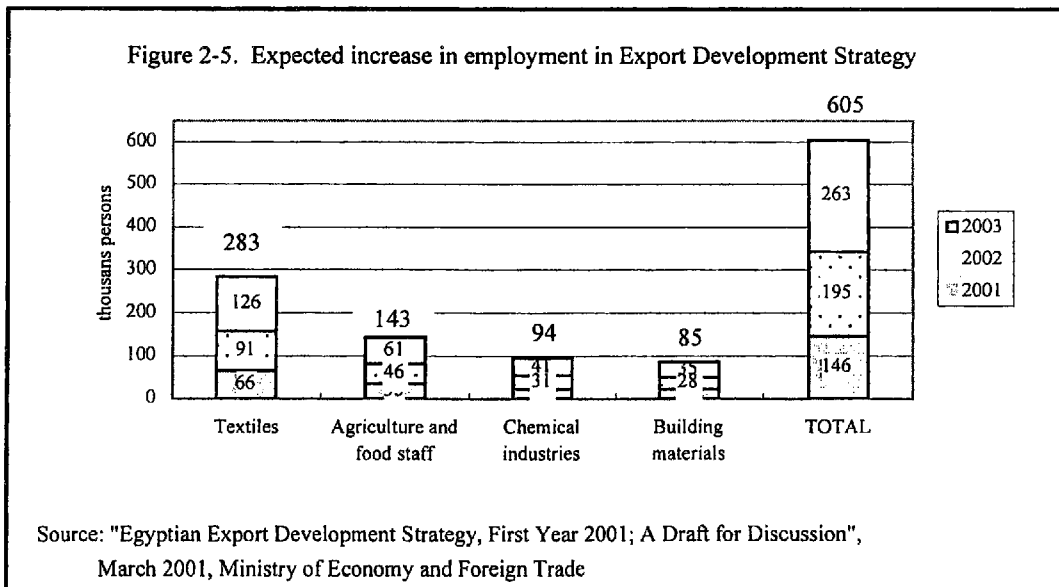
The Egyptian government also stresses the importance of the link between exports and investment, particularly of foreign direct investment (FDI) to the country. Enactment and revision of some laws have facilitated the engagement of investors in a large number of activities that have great export potential and also declared to upgrade the country's institutional infrastructure and modernize it to match with its persistent target of becoming an active participants among the leading exporters

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in the developing world. Figure 2-4. The Egyptian Export Development Strategy (2001 - 2003)



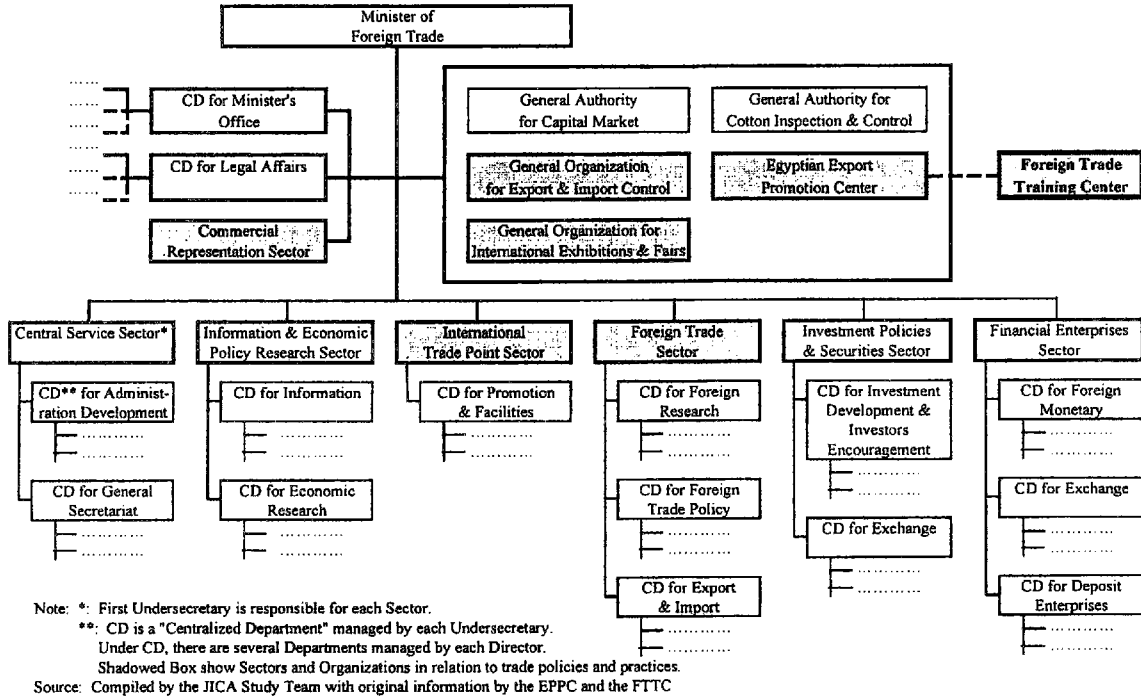
Source: "Egyptian Export Development Strategy, First Year 2001, A Draft for discussion" Ministry of Economy and Foreign Trade, March 2001



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The MOFT takes an integral part of institutional responsibilities on export promotion. Having a minor change from the former Ministry of Economy and Foreign Trade in November 2001, the MOFT is now subordinated by a number of agencies and service providers whose major task is to boost economic and trade relations with other countries worldwide (Figure 2-6).

Figure 2-6. Organizational Structure of the Ministry of Foreign Trade (MOFT)



Major organizations agencies are described in the MOFT's "Investing in Egypt 2001" as follows;

(1) Commercial Representation Sector (CRS):

The CRS is the foremost government executive arm in the field of economic and foreign trade relations. Its mission is to build upon Egyptian economic relations to promote trade between Egypt and other countries worldwide. The CRS assists the business community in identifying best market opportunities and distribution channels through developing effective market strategies; providing information on international trade promotion events; introducing potential partners and agents; conducting market studies and; providing overseas representation. The CRS is a client-driven agency in responding to the needs of business environment.

(2) The Egyptian International Trade Point (EITP):

The EITP is a Hi-Tec center for facilitating trade transactions and exchange of information.

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Trade point is interconnected in a worldwide electronic network with more than 136 trade points located in 90 countries through the Global Trade Points Network (GTPN). The main objective of the EITP is to increase participation in world trade through disseminating trade and investment information. The EITP covers trade transaction stage as well as pre-transactional activities. Moreover, the EITP facilitates direct communications between the local exporter and the importer via videoconference, if needed. Businessperson can find database covering balance of trade statistics, detailed data on import and export products (reaching the 10 digits HS level), banking services, exchange rates, interest rates, payment facilities, transportation services, foreign trade laws and regulations, and custom tariffs.

(3) The General Organization for Export and Import Control (GOIEC):

The GOIEC was established in 1971 and maintains 22 offices/laboratories all over Egypt's key governorates. The GOIEC has witnessed a series of reengineering and restructuring to cope with global challenges of trade reform. Recently, and given the government's efforts to streamline inspection procedures, the GOIEC monitors the agencies responsible for inspection and for reviewing health, safety, quality standards, procedures and applications. It is charged with testing imported and exported products to ensure they meet with the requirements put forth by the Egyptian Organization for Standardization and Quality Control (EOS).

(4) Foreign Trade Sector (FTS):

The Foreign Trade Sector is a backbone sector of the MOFT in issues related to foreign trade. It is specialized in issuing, implementing and following up foreign trade policies and solving problems related to trade and traders as dumping and subsidies. It also monitors the impact of trade agreements (bilateral, regional and multilateral) on imports and exports. It comprises specialized departments for analyzing data and preparing reports and researches tackling importers and exporters complaints. A number of commodity councils (forums in which businessmen meet with the minister and high officials to discuss related problems to their sectors) have been created since the year 2000 to overcome problems related to exports. These numbers have reached 21 specialized in different fields of export commodities.

(5) General Organization for International Exhibitions and Fairs (GOIEF):

The GOIEF is concerned with organizing fairs and exhibitions inside and outside Egypt to promote Egyptian products in the global market. The GOIEF renders vast services to exhibitions and visitors such as communication and business center facilities.

(6) Egyptian Export Promotion Center (EEPC):

The main objectives of the EEPC is to promote Egyptian exporters in world markets through the following services:

- Conducting market and commodity studies to make use of comparative advantages of Egyptian products and services.
- Developing Egyptian exports to match the requirements of targeted markets.
- Solidifying cooperation with international, regional and local organizations in the area of foreign trade.
- Tailoring skills development programs for exporters.
- Establishing a foreign trade development unit that is launched jointly the Egyptian and Japanese (JETRO) foreign trade sector.
- Establishing a regional training center for foreign trade that is a joint project between the EEPC and the Japanese (JICA).

2-4. Past and current projects by the Government and other groups in the area of the project concerned

As already described in Section 2-2-2, training programs in relation to export marketing/promotion have been limited within a certain range of courses implemented by a couple of government institutions and private organizations. The EEPC under the MOFT, the MDCI and the Market Center for Public Enterprises under the Ministry of Public Enterprises are those in the government sector, and the EEA is the only one in the private sector. All of them organize a limited number of general marketing or business administration courses and do not focus on the issues of export marketing/promotion. In view of the importance of export promotion, the Egyptian government came up with the idea of establishing the FTTC and requested the Japanese government to conduct a technical cooperation related to the subject in 1996. Since then, both sides have been in close cooperation and discussions in order to realize the establishment of the FTTC. Chronologies of the past experiences regarding the cooperation between Egypt and Japan are described in Section 3-1.

USAID has provided various assistance programs in relation to export promotion as an implementing agency of the unchanged top-donor country to Egypt. This resulted in an establishment and cooperation in management of the EEA, the most influential private association of Egyptian exporters. Programs of the EEA are parts of a result packages designed and managed by USAID and known as Growth Through Globalization (GTG) Results Package (RP). The GTG RP is a comprehensive package of activities that generates significant momentum for economic growth by strengthening the Egyptian export sector. It is predicated on the assumption that Egypt needs to

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develop a strong export base to contribute to domestic employment, competitiveness and economic growth. Most GTG activities offer their services directly to private sector Egyptian firms and their employees. Examples of GTG activities are as follows;

- Agribusiness Linkages for Egypt (AgLink)
- Agriculture-Led Export Business (ALEB)
- AmCham's Business Information Highway Project
- Egyptian Center for Economics Studies (ECES)
- Egyptian Exporters' Association (EEA) – ExpoLink
- International Executive Services Corps (IESC) – Center for Business Support (CBS)
- US-Egypt Presidents' Council
- Management Development Initiative (MDI)
- Horticultural Export Improvement Association (HEIA)
- The Global Technology Network (GTN)
- USAID's Growth Through Globalization Monitoring and Evaluation Unit (GTG M&E)
- USAID Growth Through Globalization Results Package
- Agricultural Policy Reform Program (APRP)
- Agricultural Technology Utilization and Transfer Project (ATUT)
- Technical Assistance for Policy Reform (TAPR)
- Institute of International Education Development Training 2 Project (IIE/DT2)
- The NGO Service Center
- Privatization Coordination Support Unit (PCSU)

Beside the GTG activities, USAID has been involved in assisting the MOFT's capacity building efforts through USAID funded activities such as "Development Economic Policy Reform Analysis (DEPRA). In the meantime, considering the needs of effectively advancing and institutionalizing a liberalized trade regime compliant with the WTO agreements, the Egyptian government needs to establish a new entity or agency unit with a mandate to monitor the implementation of WTO agreements. In this regard, the MOFT identified a need to establish a WTO unit that will serve as a trade policy formulation and execution entity. Ministerial decree 420/2001 specifies the functions and responsibilities of this unit. USAID is ready to make an assistance in this field, drafting details of "Statement of Work; Assistance for Trade Reform (ATR)". The main purposes of this assistance are;

- (i) To establish a WTO unit within the MOFT and to form the necessary intra- and inter-ministerial coordinating mechanisms incumbent upon WTO compliance;
- (ii) To continue and finalize the reengineering efforts as contained in the Foreign Trade Sector (FTS of the MOFT) Study under DEPRA and other activities, and to expand/complete this

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effort in the Commercial Representation Sector (CRS of the MOFT) and the General Organization for Export and Import Control (GOIEC of the MOFT) so that their operations facilitate trade liberalization and enhance Egypt's export prospects; and

- (iii) To facilitate the automation of the above four units with appropriate information technologies.

The procurement of services and commodities under the ATR activities will advance USAID's Development Support Program (DSP), a program that assists the government of Egypt in this efforts to foster economic growth. DSP I, the first two-year US\$ 400 million policy reform program, was signed in September 1999. It will be followed by DSP II that will span six years starting September 2001. Up to US\$ 200 million will be obliged each year for DSP II. Trade liberalization and WTO compliance figure prominently in DSP II. The ATR activity is expected to assist the government of Egypt with the implementation of trade measures contained in DSP II.

The EU has implemented assistance programs for Egypt to be prepared for free trade regime with the EU. One example is Egyptian-European Management Development Center (EEMDC) open training courses of Industrial Modernization Center (IMC), which provides such training programs as business planning workshop, communication skills, effective selling skills, financial analysis and planning, finance for non-financial managers, marketing management, negotiation skills, and time management & delegation, to Egyptian business people. These programs was scheduled to terminate by the end of 2001, and the next program called Industrial Modernization Program (IMP), technical assistance for business upgrading, is about to start under the cooperation with the Ministry of Industry and Technological Development. The EU is also considering initiating projects for capacity building of public sector in order to contribute to Egypt's export promotion efforts. The study of project formulation is under way, and the details are scheduled to draft by the end of March 2002 with expected project commencement in January 2003.

3. Present conditions and concerns of the subject

3-1. Institutional framework of the subject

Since the Egyptian government requested the Japanese technical assistance in 1996 regarding the establishment of the Foreign Trade Training Center (FTTC), the MOFT, the EEPIC and JICA have conducted series of discussions and joint activities in order to realize the establishment of the FTTC (Table 3-1). With successful initiative of the Egyptian government, the FTTC was established in accordance with the Decree number 74 dated January 20 2001 issued by the Minister of Economy and Foreign Trade, H.E. Dr. Youssef Bourtos Ghali. The FTTC is an independent, autonomous and non-profit organization with its own legal personality, budget and administration, under the

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jurisdiction of the MOFT.² It is exempt from governmental regulations with regard to its administration and management, and there is a clear consensus among authorities concerned in Egypt that the FTTC is a semi-governmental, independent entity with authority to decide upon its own activities and financial operations. There is a consensus that training responsibilities and functions originally assigned to the EEPC are to be moved from the organization to the FTTC, given the establishment of the FTTC.

Table 3-1. Chronology of the Foreign Trade Training Center Project

Year	Month	Chronology
1996	November	Initial proposal for the Japanese technical assistance was submitted to Japan.
1999	April	H.E., President Mubarak visited Japan.
	May	Revised proposal for the Japanese technical assistance was submitted to Japan.
	June	MOEFT's Ministerial Decree to establish Steering Committee for the FTTC was issued.
	October	JICA Preliminary Study Team visited Egypt for discussions.
	December	JICA individual expert, Mr. Inui, was dispatched to the EEPC.
2000	- March	Needs survey was designed, conducted and analyzed.
	July	Refurbishment of the FTTC site started.
	September	No. 1 & 2 Trial Seminar were organized.
	October	The first FTTC board meeting was held.
	October	MOEFT's Ministerial Decree to establish the FTTC was issued.
	November	JICA individual expert, Mr. Inui, terminated his responsibilities at the EEPC.
2001	January	FTTC board meeting: Dr. Said Talat Harb was nominated to the Executive Director, FTTC
	September	JICA First Preparatory Study Team visited Egypt for discussions.
	November	FTTC board meeting: 2 Directors for Training and IT were nominated.
2002	January	JICA Second Preparatory Study Team visited Egypt for discussions.
	January	Total of 13 staff members of the FTTC took their positions and started their duties.
	January	Refurbishment of the FTTC site was completed and the FTTC moved to its site.
	February	Trial training programs of the FTTC started.

Source: FTTC and JICA

Since the middle of January 2002, the FTTC has been located in the recently refurbished two floors of the three-story building in a spacious exhibition center complex in Nasr city, a 20 minute drive suburb from downtown Cairo, that is owned by the General Organization for the International Exhibition & Fairs (GOIEF). FTTC's activities is limited to planning, designing and implementing training courses by use of trainers and instructors from outside the organization, and there is no plan to hire in-house lecturers and instructors. The purpose of the FTTC is defines as follows;

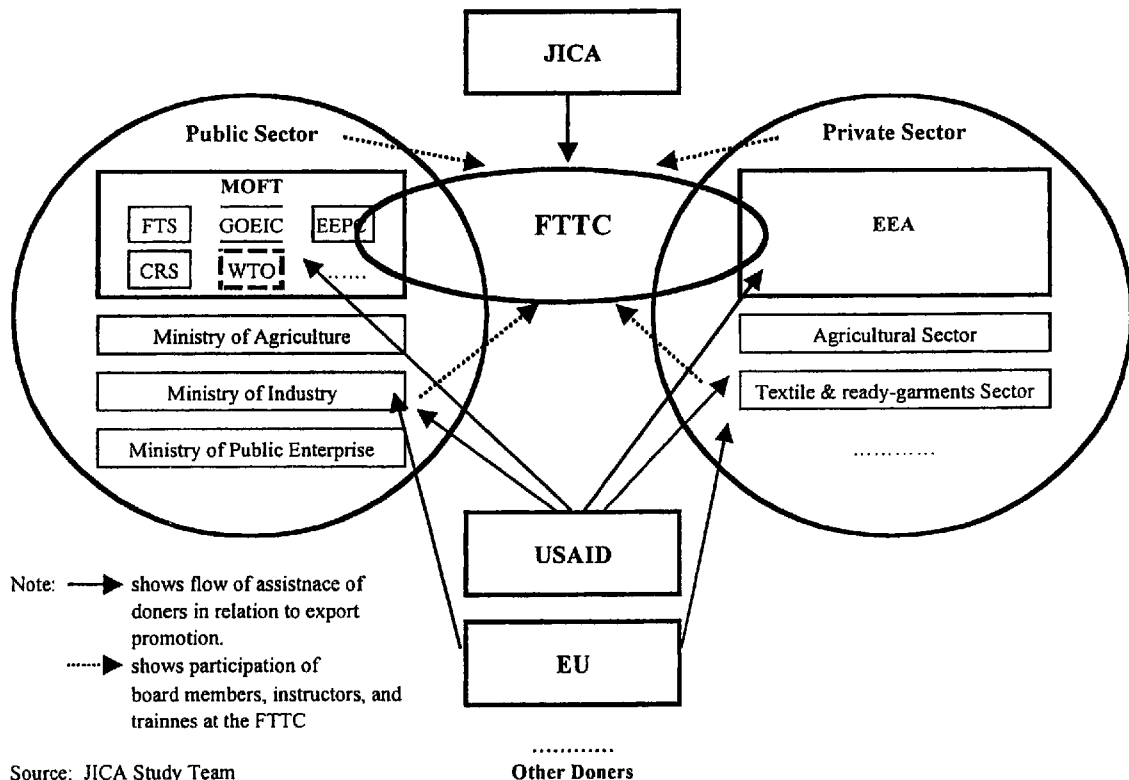
- Enhancing competitiveness of Egyptian exporters to deal with new developments in foreign markets and the International Trading System.
- Upgrading skills in terms of competitiveness and international marketing techniques.
- Development of a cadre of export marketing directors.
- Development of a cadre of trainers in international export marketing techniques using modern training and teaching methods.

² Presentation material by the Executive Director, FTTC, for the meeting with JICA First Preparatory Study Team,

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It should be noted that there are two characteristics of the FTTC as sources of differentiation and advantages of its institutional framework. The first is that the organization is to be the first-ever and the only training institution in Egypt, which provides training programs concentrating only subjects in trade issues, export marketing, and global market mechanism. Although there have been several institutions and organizations that provide various trainings including export marketing, none of them has prepared a comprehensive package of training programs for export managers in business and related government officials in the field of trade and export marketing. Secondly, the FTTC has a unique organizational structure in which it has board members from both public and private sectors, enabling the institution to provide services that match with needs from both sides. It is also important that training programs of the FTTC be places of exchange of views and opinions regarding the concrete ways of export promotion among relevant people in both public and private sectors, assuming that there will be a good mixture of trainees from different companies and organizations in many courses. These characteristics of the FTTC in institutional framework give Japan rational to make an assistance to the organization, while many other donors have contributed a lot in relation to export promotion of the country, but limited their contributions to either relevant public or private organizations (Figure 3-1).

Figure 3-1. Institutional framework of the FTTC Project in relation to export promotion and other doners' program



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3-2. Present conditions and concerns of matters related to the project

The EEPC conducted a needs survey for foreign trade training in Egypt with an assistance of JICA experts dispatched to the organization in March 2000. The sum of 1,000 questionnaire was distributed to Egyptian companies, mainly of private SMEs in target export sectors, and 316 questionnaire were collected in correct manner. The total number of companies which had export experiences and used for analysis amounted to 180, of which 25% belonged to textile, 18% to wood products, 11% to leather, 29% to food processing, and 17% to building material. Remained 136 were potential exporting companies, of which 28% belonged to textile, 18% to wood products, 15% to leather, 15% to food processing, and 24% to building material. The majority of companies which had export experiences had sales revenues that exceed half a million Egyptian pounds, but did only one third of potential exporters. The Survey clarified the following potential needs for the training;

- In parallel with such other factors as intense international competition, distribution channel selection, insufficient export finance, and high production cost, lack and shortage of human resources that have satisfactory knowledge and skills in export marketing/promotion was pointed out as major export constraints.
- The following training topics were chosen as the most important issues for their interests in descending order.
 - (1) International marketing
 - (2) International trade exhibitions
 - (3) Market strategy
 - (4) Export essentials
 - (5) E-commerce
 - (6) Negotiation skills
 - (7) Export finance
 - (8) ISO
 - (9) Contracting

The Survey concluded that there were strong demands for foreign trade training, mainly in the above-mentioned topics, and many companies were ready to send their managers and staff to the training programs by paying some tuition fee. Having these findings of the Survey, the Japanese expert who stayed at the EEPC to clarify the needs of the Foreign Trade Training Center pointed out the following issues regarding the fundamental problems and bottlenecks that the Egyptian export sector faces;

- (1) Human resources: Lack of eligible marketing staff with many redundant workforce
- (2) Products and services: Lack of competitive products and services with many obsolete facilities and inefficient management capabilities

- (3) Finance: Lack of working capital and source for investment and modernization
- (4) Technology: Far behind the global competition level with obsolete technology
- (5) Information: Lack of market information, particularly of global market

From these observations, the expert concluded that training of human resources in trade sector is quite essential for all level of managers from lower and upper beginners to middle and upper class managers. The experts also concluded that “the present level of foreign trade training in Egypt is not at all satisfactory and the establishment of the FTTC will become a very urgent matter.” As already described in the previous sections, there is no single training institutions in Egypt that provides a comprehensive package of specially focused programs on trade and export promotion issues. It is easily presumed that the more the importance of Egyptian exports increases in its economic structure, the more urgent needs for foreign trade training arises in the near future.

3-3. Significance of the Project for cooperation strategy of Japan

(1) Diplomatic benefit

Egypt is a strategically important partner for Japan as a leading country in the Arab and African regions. As seen that the Project was included in a package of “Japan-Egypt Partnership Program” in 1999 when H.E. President Mubarak visited Japan, it is of urgent need for Egypt to establish a solid foundation of the FTTC. While other major countries such the USA and the EU have implemented various assistance programs in relation to upgrading of business activities of Egyptian companies and to a capacity building of government organizations related to export promotion, it is very important and worth for Japan to contribute to development of implementing capacities of the FTTC by effectively complimenting other doners’ efforts. Japan has been famous for its establishing and managing effective institutional structure and know-how for export promotion, and expectations for the Japanese assistance in the field have been very high in both public and private sectors in Egypt. Having successful experiences of assistance to clarify the needs and functions of the FTTC in the past by dispatching individual experts to the EEPC, JICA can take a consistent cooperation strategy by starring the Project in timely and effective manner.

(2) Benefit from the increase in supply of qualified personnel in trade issues

Japan’s direct investment to Egypt is not very large, being ranked at the thirteenth position among non-Arab countries according to the statistics as of June 2000. However, given various move to build up regional free trade areas, the importance of Egypt for the Japanese business community has been increasing. Many cases were reported that Japanese companies faced difficulties in hiring eligible staff for their operation and management in order to be ready for

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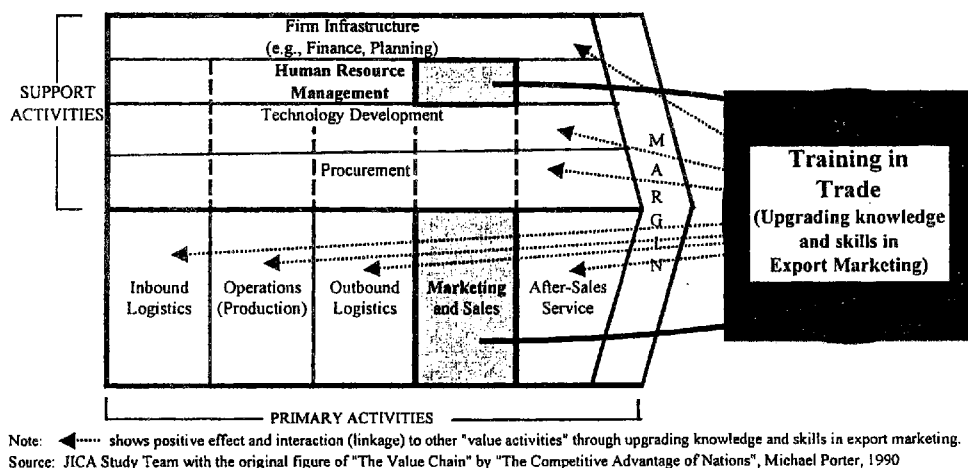
international competition when they made direct investment into Egypt.³ This tendency is the same and typical in the field of human resources which have marketing capabilities, particularly of export-related business. When the FTTC provides effective and efficient operations in foreign trade training and contributes to developing qualified personnel in trade issues both in public and private sectors, the Japanese companies who intend to have activities and to make investments in Egypt will be definitely benefited from it.

4. Project strategy

4-1. Project strategy

As already described, strengthening an institutional mechanism of foreign trade training that develops qualified human resources in export marketing and promotion is an urgent need for the sustainable economic development of Egypt. The overall Project is to contribute to establishing and increasing the capacity of the FTTC, which is to be the only one training institutions in the country, that provides a comprehensive package of trainings specifically focused on trade issues and export promotion. Of course, export marketing is no more than one of the major activities along the value chain, and hence; upgrading knowledge and skills in export marketing is not sufficient enough to realize short-term increase in Egyptian exports. However, concentration on this aspect of the value chain by development of human resources who have theoretical and practical knowledge and skills in this field by means of trainings at the FTTC would bring about positive impacts on upgrading other value activities (Figure 4-1). Furthermore, the FTTC could become an effective platform to learn and exchange different views for export promotion measures from both public and private sectors, and could provide opportunities for participants to learn from each other, which possibly leads to an effective coordination for realizing export promotion.

Figure 4-1. Image of Strategies of the overall Project
(Positioning of the overall Project on the Value Chain by Michael Porter)

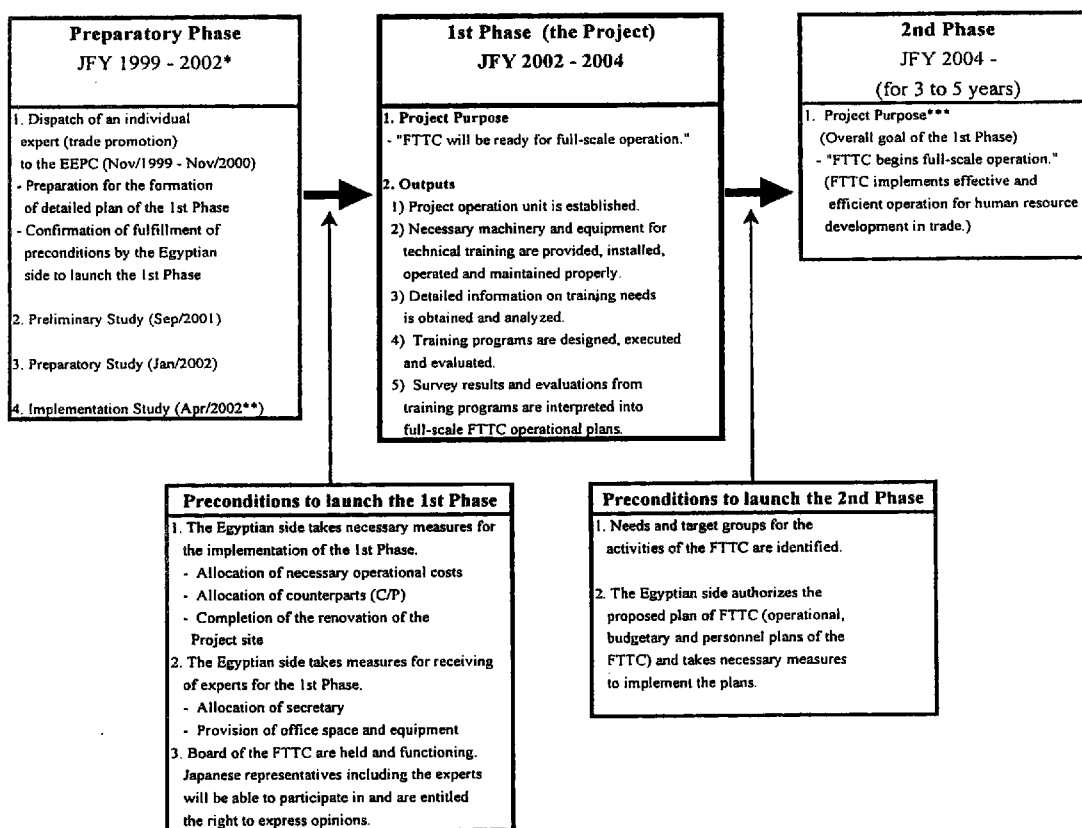


³ For example, this observation was derived from the hearing to the Japanese businessmen who were involved to the

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At the JICA Preliminary Study for the overall Project, organized in October 1999, the Egyptian government and JICA agreed that the overall Project should take a stepwise approach consisted of 2 phases, because the counterpart organization for the overall Project, the FTTC, was in the middle of the process for its establishment. Preconditions to launch of each phase were also set. Given satisfying and clearing preconditions to launch the first phase by the Egyptian side by January 2002, the Project is to take place for two years from the middle of 2002, aiming at FTTC's becoming ready for full-scale operations. The second phase of the overall Project should take place for 3 to 5 years to realize "FTTC begins full-scale operation, when confirmation of achievement of the first phase goals and also of satisfying preconditions to launch the second phase is made" (Figure 4-2). In this way, the overall Project assumes that major project purpose shifts from the preparation for the establishment of FTTC's full-scale operation in the First Phase to the quality improvement of FTTC operation through capacity development of FTTC staff in the Second Phase.

Figure 4-2. Concept of Step-wise Approach of the overall FTTC Project



Note: *: JFY means Japan's Fiscal Year which starts in April and ends at March.

** : Date(Month) of Implementation Study is tentatively scheduled.

*** : Purpose of the 2nd Phase is tentatively set. The details of the 2nd Phase is to be designed during the implementation of the 1st Phase.

Source: JICA

largest Japanese FDI to Egypt, Alexandria National Iron and Steel Works (ANSJK).

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Although the details of the second phase of the overall Project should be carefully designed and planned during the implementation of the Project, because they are related with the strategy and planning of the Project, the followings were identified as examples of potential activities of the second phase by the JICA Second Preparatory Study Team;

(1) Preparation of specialized courses for sector- or market-oriented issues

JICA Preparatory Study Teams found that many private companies in Egypt were keen to know market conditions, rules and regulations in practical manner in some specific sectors and regional markets. One example is how to cope with exporting agricultural products effectively to Asian markets under different business culture, food standards and taste, and safety regulations. If the FTTC provides specialized, practical courses in order to clear and satisfy some conditions of any standards or regulations in other regional markets, the benefits of receiving FTTC training will become large from practical aspects. This issue should be considered in detailed design of training courses that the FTTC prepare for full-scale operation with a careful analysis of successive needs survey for training among current and potential customers of the FTTC.

(2) Effective utilization of Information Technology (IT)

When the well-designed training courses are prepared and provided by the FTTC, effective marketing and proliferation of developed assets should be considered in order both to increase the numbers of qualified export managers and to increase FTTC's financial resources. One possible way is to utilize such IT tools as Web-Based Training by establishment and maintenance of FTTC's database in an effective manner. This issue should also be considered in relation to the scope of beneficiaries of the second phase and to the design of sustainability of the organization's financial operations and management.

(3) Establishment of certificate system

To give incentives for training participants as well as for organizations that send trainees is an important issue for a success of the organization. When the FTTC issues well designed, and preferably authorized certificates by the government, the importance of the FTTC as a central institution for trade training will be increased. After carefully designing and implementing an effective package of training courses in the Project, consideration and implementation of the certificate system.

4-2. Project Implementation

4-2-1. Ability of the counterpart

a) Eligibility of the counterpart organization

The FTTC is a long-awaited training institution in Egypt, which specializes in trade, global

market and export promotion issues. The organization is a quasi-government body under the jurisdiction of the MOFT, while it has autonomy of management and financial responsibilities from the government. All the administrative and management major issues concerned are to be discussed and decided by the board meetings of the FTTC. The terms of reference of the FTTC Board are the followings;

- Reviewing the FTTC's work program.
- Adopting a Master Plan for the training programs.
- Adopting rules and regulations for administrative and financial matters and conditions of appointment of staff.
- Approving annual financial and operational plans for the Center's functioning.
- Determining a strategy for raising financial resources.
- Approving budgets, work programs and progress reports.

Table 4-1. Plan of FTTC Training Programs

No	Course Title	Target Groups	Course Objectives	Duration	Courses per year
1	Export Essentials	Beginners & middle management in export companies	To give the participants the basic knowledge of - Export laws & procedures - Export research & marketing techniques - Export related services	10 Days (2 weeks)	4
2	Export Marketing	Export managers & upper-class management in companies	- Upgrade the participants capabilities of export marketing - Familiarize the participants with the latest techniques in export marketing and the international trade system	10 Days (2 weeks)	4
3	Commercial representatives	- University graduates willing to join Trade Representative Services - Official trade representatives and representatives of companies abroad	To upgrade trade representatives' skills in marketing techniques	30 days (6 weeks)	2
4	Advanced Marketing Techniques for Export Managers	University graduates willing to specialize in export marketing techniques	Develop a cadre of export marketing specialist	50 days (10 weeks)	2
5	Seminars for Top Management	Executive managers of export oriented companies	- Discuss problems of facing export companies - Give companies information about FTTC training programs	Half day	10
6	Training of Trainers	Trainers working in the field of export marketing	To upgrade trainers' skills	5 days	2
7	Specialized Seminars & Workshops (Tailor-made)	Groups to be identified by companies	To meet specific training needs of export companies and government departments	Depend on the course	5

Source: FTTC

Given assistance of the Japanese expert, the EEPC, a subsidiary body of the MOFT and responsible government agency to move forward of establishing the FTTC, has made substantial preparations for the past 3 or 4 years. The FTTC has been established in the refurbished 2 story

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spaces with 4 classrooms and several staff rooms since January 2002. Tentative course plan for its full-scale operation has been designed (Table 4-1), and those descriptions are beautifully organized into a 12-page brochure of the FTTC and they are about to be widely distributed. Major staff members including the Executive Director and some directors have been recruited and they have been busy for their initial work of preparing and implementing trial training programs as well as marketing and administrative efforts.

b) Budget

Two pillars of financial sources of the FTTC are donations and training fees. The MOFT is ready to contribute LE 500 thousands every year and the EEPC supplied LE 500 thousand for initial costs of the FTTC such as refurbishment of both classroom and staff room spaces and purchase of furniture/basic equipment. Five government-owned export-related banks are expected to contribute

Table 4-2. Budget Plan of the FTTC (as of January 2002)

(LE 1,000)

Expenses	Revenues				
	2001/2002	2002/2003			
Training Programs	297	612	Bank current account	200	-
Lecturers allowances	100	144	Donations	1,000	1,000
Coffee break	25	54	- Ministry of Foreign Trade	500	500
Technical Committee	-	48	- EEPC*	-	-
Training tools	25	35	- Export Development Bank of Egypt	100	100
Printing materials	12	8	- Banque de Caire	100	100
Training material	15	25	- Bank of Alexandria	100	100
Building rent	120	299	- Misr Banque	100	100
Salaries & Allowance	390	820	- National Bank of Egypt	100	100
Salaries	340	720			
Allowances	50	100			
General & Administrative	146	385	Trainees revenues	1,160	1,000
Telephone	15	24	- 100/M/D x 5,000 M.D.**	30	500
Utilities	25	26	- Sponsorship by USAID***	1,080	-
Maintenance	12	10	- Sponsorship by EEA	50	50
Advertisement	20	150	- Other Sponsoship****	0	450
Stationary	12	48			
Hospitality	12	48			
Vehicles	15	30			
Transport	10	10			
Janitorial Services	10	24			
Legal & Auditing	15	15			
Equipment	133	100			
Training equipment	25	25			
Photocopy Machine	20	15			
Computers	40	15			
Telephone lines	5	5			
Telephone exchange	30	30			
Books & Reference	13	10			
Provisions	-	243			
Total	966	2,160		2,360	2,000

Note: *: The EEPC contributed L.E. 500,000 to the FTTC for the initial spending such as refurbishment of the building, electricity setting and furniture, etc, but does not have a plan to make annual donations.
 **: L.E. 500,000 is an annual target figure. Because only L.E. 300 is charged for every trainee for trial training courses held in February and March, 2002 due to a large contribution by USAID, L.E. 30,000 is tentatively estimated and set as a total sum of trainee revenue with an assumption of (L.E. 300 x 100 trainees).
 ***: USAID contributed to the FTTC through the Institute of international Education Development Training 2 Project (IIE/DT2) and disburse of the fund at the FTTC is to be administered by the IIE/DT2.
 ****: In order to match with the annual target figure of L.E. 1 million for trainees' revenue, L.E. 450,000 is tentatively estimated and set as "Other contribution".

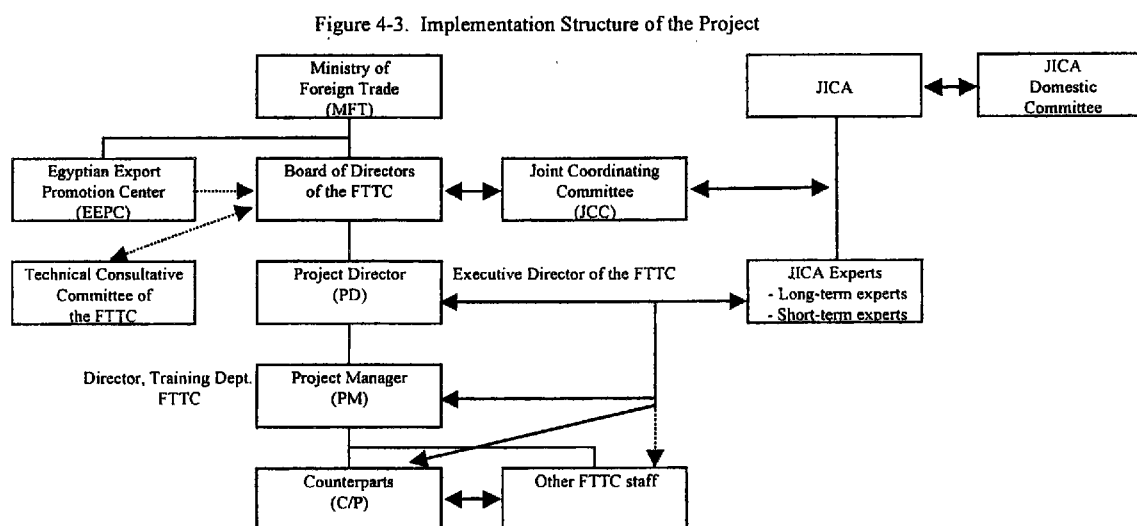
Sources: Estimated and edited by the JICA Study Team with original data and information by the FTTC

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LE 100 thousands every year to make a total sum of 500 thousands (Table 4-2). Half the portion of required annual budget of the FTTC, LE 1 million, is expected to collect from training participants as tuition fee. However, thinking of the fact that many donors are providing various funds to make sponsorship to effective training programs in relation to export promotion, the FTTC also intends to find good sponsorship by any doners' programs. Actually, the FTTC has succeeded in receiving a sponsorship of USAID's Agricultural Policy Reform Program (APRP) managed by the Institute of International Education Development Training 2 Program (IIE/DT2) for its trial training courses held between February and August 2002 with an amount of LE 1.08 million. At the same time, the EEA, one of the organizations that send a board member to the FTTC, pledges LE 50,000 annually in exchange of participations of their member company staff. In this respect, it is seen that preconditions in terms of budget are already set to initiate the Project. However, much uncertainty of the FTTC's financial resources remains, because the FTTC depends largely on contributions and donations from outside, and therefore, its financial stability is not solid. Stabilization of financial foundations is a big task for the FTTC and also for the Project, and it will be required to design an operational and budgetary plan that includes a direction of financial sustainability of the organization in the course of the Project with a careful observation of its financial conditions and directions.

c) General scheme

The Project will be implemented based on the following organizational structure (Figure 4-3). While first-stage responsibilities of project implementation lie mainly in Project Director (PD) and Project Manager (PM), Joint Coordinating Committee (JCC) will be organized to discuss the means of and monitor effective implementation of the Project with participations by relevant people from both the Egyptian and the Japanese sides.

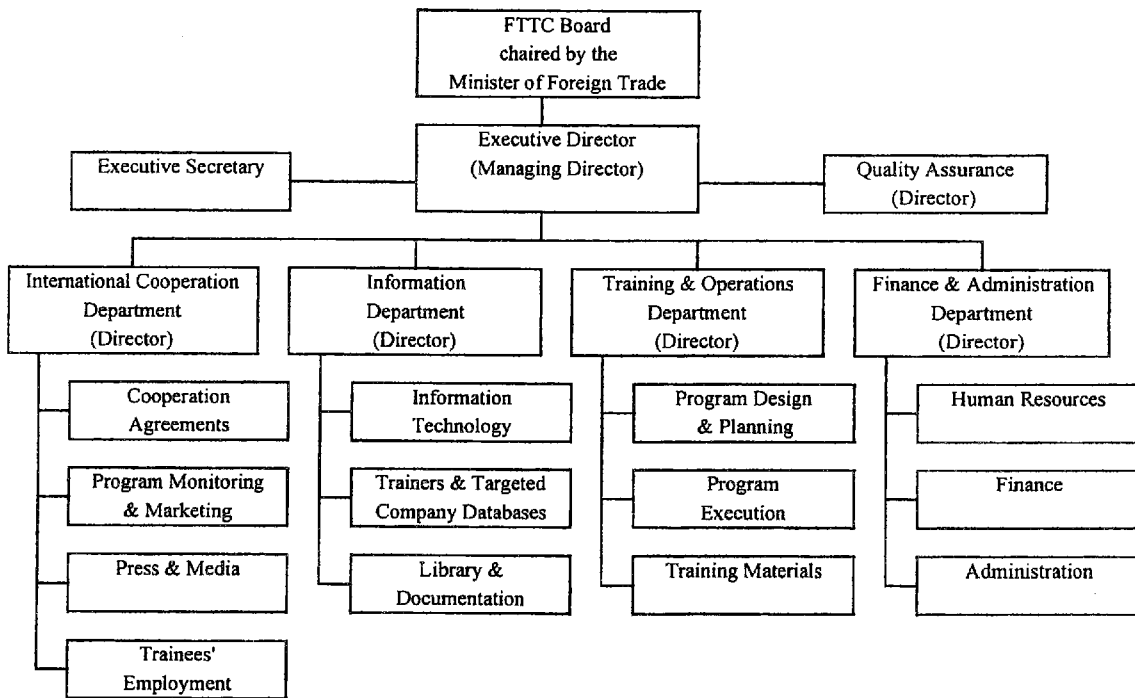


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d) Management ability of the organization

The FTTC is the designated organization to implement the project. Even though it is under the jurisdiction of the MOFT, it has its own decision-making mechanism by its board meetings that are to be chaired by the Minister of Foreign Trade. Organizational structure of the FTTC has already clearly defined by the board, and recruitment of major staff including some directors has successfully been made to start its operations (Figure 4-4, Table 4-3, and Table 4-4). For the initial stage of the Project, twelve staff members currently taking their responsibilities at the FTTC will remain working and there is no short-term plan to expand the size of staff as planned for full-scale operation.

Figure 4-4. Organization of the FTTC



Note: Boxes under each directors shows functions only.
Sources: FTTC

Most of the staff is newly recruited, and thanks to a higher wage level compared to that in the government sector, directors and specialists who have high potentials to be experts in such fields of training/operations and information technology have successfully taken their positions.

The FTTC board consists of varieties of members from both public and private sectors. Having Minister of Foreign Trade as a chairperson, the board includes all the top person of major sectors of the MOFT relating to export promotion policy issues and measures such as the Foreign Trade Sector (FTS), the Commercial Representation Sector (CRS), the International Trade Point Sector (ITPS), the General Organizations for Exhibitions and Fairs (GOIEF), and the Egyptian Export Promotion

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Center (EEPC). At the same time, the board includes head persons from such major private organizations as

Table 4-3. Proposed Terms of Reference (TOR) of Department Directors at FTTC

No	Department	TOR
1	International Cooperation	<ul style="list-style-type: none"> - Raise funds from both local and international sources (donors). - Liaise with other government agencies, business associations concerned with international trade to disseminate information about the FTTC and to solicit participation in training courses. - Propose agreements of co-operation between the center and other organizations in Egypt and abroad. - Organize and direct the unit to advise trainees on availability of work.
2	Information	<ul style="list-style-type: none"> - Maintain an up-to-date Information System to support the FTTC's full range of activities. - Build up a roster of training specialists and trade experts. - Maintain a database on prospective companies which could be interested in training. - Operate a computer laboratory based on Internet. - Organize and develop a specialized library on foreign trade and export marketing in order to support training programs.
3	Training and Operations	<ul style="list-style-type: none"> - Carry out training needs and capacity analysis at the national, sectoral and enterprise level. - Design training programs on the basis of identified training needs and specific target groups. - Organization and running of the training courses. - Developing training materials relevant to the participants. - Carry out research on practical trade related subjects.
4	Finance and Administration	<ul style="list-style-type: none"> - Responsible for financial matters, administrative matters and human resource development.
5	Quality Management	<ul style="list-style-type: none"> - Introduce Total Quality Principles. - Obtain ISO 9001/2000 certification. - Evaluate the programs and trainers, and follow/analyze impacts of training in the long run.

Source: FTTC

Table 4-4. Plan and recent situation of staff allocation of the FTTC (as of January 2002)

Category	Position Planned (Responsibility)	Person appointed
Top Management (2)	Executive Director (Managing Director)	Dr. Said T. Harb
	Quality Assurance Specialist	-
International Cooperation Department (4)	Director of the Department	-
	Cooperation Agreement Specialist	Mr. Ali Abdelhamed*
	Program Promotion & Marketing Specialist	-
	Publicity and Press Specialist	-
Information Department (3)	Director of the Department	Mrs. Hala Gedemy
	Information Technology Specialist	Mr. Ahmed Eldib*
	Library & Documentation Specialist	-
Training & Operations Department (4)	Director of the Department	Dr. Mohamed Zakaria
	Program Planning & Design Specialist	Ms. Nancy Hathout
	Program Execution Specialist	Mr. Basil G. T. Kondos
	Training Materials & Case Studies Specialist	-
Finance & Administration Department (15)	Director of the Department	Mr. Ahmed Yossef*
	Human Resource Development Specialist	-
	Finance Specialist	Mrs. Dalal Helmy
	Administration Specialist	-
	Executive Secretary	-
	Secretary	Ms. Mary Kamel
	Secretary	Ms. Walid Mahmoud
	Receptions/Telephonist	-
	Public Relations Clerk	-
	Administration Clerk	-
	Cleaner	-
	Cleaner	-
	Office Boy	-
	Driver	Mr. Abdelanime Ibrahim
	Driver	-
	28	12

Note: *: EEPC staff who also has a responsibility at the FTTC (part-time at the FTTC).

Source: FTTC

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the Federation of Egyptian Industries (FEI), the Federation of Chamber of Commerce, and the Egyptian Exporters Association (EEA) (Table 4-5).

Table 4-5. FTTC Board Member (as of January 2002)

No	Position, Title
1	Minister of Foreign Trade (Chairman of the Board)
2	Head of the Egyptian Export Promotion Center (Vice Chairman)
3	Head of the General Organization for International Exhibition & Fairs
4	Head of the Foreign Trade Sector, MOFT
5	Head of the Commercial Representation Sector, MOFT
6	Head of the International Trade Point Sector, MOFT
7	Head of Federation of Egyptian Industries
8	Head of the Federation of Chambers of Commerce
9	Head of the Egyptian Bank for Export Development
10	Head of the Egyptian Exporters Association
11	Head of the Association of Egyptian Youth Exporters
12	Head of the Anti-Dumping Subsidy & Safeguard Department
13	Executive Director of the FTTC

Sources: FTTC

It is also planned for the FTTC to be consulted with the Technical Advisory Committee, whose members and tasks are tentatively nominated and defined as in Table 4-6. The whole set of its organizational structure can bring the FTTC an effective platform to listen to and to discuss various needs and demands from varieties of potential beneficiaries concerned the Project and export promotion. It should be noted that board members from the private sector seem to be very active to participate in and often to lead the discussions at the meetings, and this would create an appropriate level of tension between the public and private sectors in order to build up an effective implementation capacities of the FTTC.

Table 4-6. Tentative List of Members of Technical Advisory Committee(as of January 2002)

No	Position, Title
1	Executive Director of EEPC/Professor of Marketing at Ain Shams University
2	Head of Economic Research & Studies, Cairo University/Economic Advisor to the Minister of Supply & Home Trade
3	International Expert at WTO
4	Packing & Packaging Expert/Ex-Dean of Faculty of Science, ?
5	Executive Director of Technological, Technical Researches, Studies and Consultations Fund
6	General Director of Egyptian Export Promotion Bank
7	Executive Director of the FTTC

Note: The tasks of the Committee are tentatively planned as follows:

- Deciding framework of each training program and main points to be covered.
- Reviewing contents of training programs
- Selection of trainers and evaluating their qualifications and bonuses.
- Setting plan for selecting trainees and way of contacting them.

e) Prospect of acquiring counterpart personnel

Dr. Said T. Harb, Executive Director of the FTTC, and Dr. Mahamed Zakaria, Director of Training and Operations Department, FTTC, are planned to be Project Director (PD) and Project Coordinating Manager (PCM), respectively. Other candidates for counterparts from the Training

and Operations Department, FTTC are Ms. Nancy Hathout, Program Planning & Design Specialist, Mr. Basil G.T. Kondos, Program Execution Specialist, and a Training Materials & Case Studies Specialist who will be recruited in the future. Counterpart candidates from the Information Department, FTTC are Ms. Hala Gidemay, Director of the department, Mr. Ahmed Eldib, Information Technology Specialist, and a Library & Documentation Specialist who is planned to recruit in the future.

f) Past experiences

The FTTC has already prepared some curricula and materials for trial training programs and the first course has successfully started on 3 February 2002 by its own efforts. Twenty-seven courses with durations of between half a day and 10 weeks are tentatively scheduled to conduct (Table 4-7). The first two courses are "Export Essentials" (Table 4-8) and "Export Marketing", which can be potentially core programs for the organization in the future. The purpose of the trial training programs are to start a "learning by doing" process for a successive cycle of course design, implementation, and evaluation, and also to satisfy urgent needs of foreign trade training among related people and organizations. These trial training programs until August 2002 are sponsored by the USAID project and participants are to pay only LE 300 each at most. The FTTC has established a list of candidate instructors and it has invited some of them for these trial programs by paying a sufficient amount of trainers' fee for their professional lecture and instruction. Certificate of Foreign Trade Training is planned to issue to trainees who have achieved good results of attendance.

Table 4-7. Tentative Plan of Trial Training Programs of the FTTC (February - September 2002, as of January 2002)

No	Timing	Course Title	Day	Hours	No of Instructors	No of Applicants	No of Trainees (Scheduled)
1	February 3 - February 14	Export Essentials - 1	10	45	15-20	36	16
2	February 10 - February 20	Export Marketing - 1	10	45	15-20	28	16
3	February 18	Seminar for Top Management - 1	1	4.5	3	4	20
4	March 3 - March 14	Export Essentials - 2	10	45	15-20	9	16
5	March 14 - March 28	Export Marketing - 2	10	45	15-20	17	16
6	March 10 - March 14	Training of Trainers - 1	5	22.5	3	8	16
7	March 25	Seminar for Top Management - 2	1	4.5	3	3	20
8	March 26	Specialized Seminar - 1	1	4.5			
9	March 31	Specialized Seminar - 2	1	4.5			
10	April 1 - June 6	Advanced Marketing Techniques for Export Managers - 1	50	225			
11	April 7 - May 16	Commercial Representative	30	135			
12	April 22	Seminar for Top Management - 3	1	4.5			
13	May 5	Seminar for Top Management - 4	1	4.5			
14	May 19 - May 30	Export Marketing - 3	10	45			
15	May 20	Seminar for Top Management - 5	1	4.5			
16	May 23	Specialized Seminar - 3	1	4.5			
17	March 27	Specialized Seminar - 4	1	4.5			
18	June 2 - June 13	Export Essentials - 3	10	45			
19	June 9 - June 27	Export Marketing - 4	10	45			
20	June 16 - August 22	Advanced Marketing Techniques for Export Managers - 2	50	225			
21	June 16 - June 27	Export Essentials - 4	10	45			
22	June 23 - June 27	Training of Trainers - 2	5	22.5			
23	June 24	Specialized Seminar - 5	1	4.5			
24	June 26	Specialized Seminar - 6	1	4.5			
25	June 30 - August 8	Commercial Representative	30	135			
26	July 14	Specialized Seminar - 7	1	4.5			
27	July 21	Specialized Seminar - 8	1	4.5			
TOTAL			263	1183.5		105	120

Source: Edited by the JICA Study Team with original data and information by the FTTC

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Table 4-8. Trial Training Schedule of "Export Essentials" Course
(3 - 14 February, 2002)

Day	Hour	Contents (Syllabus)	Instructor		Pages of Material
			Name	Title, Organization	
1	9:00 - 10:30	Registration & Opening Remarks	Nancy/Basil/Mary	Staff of the FTTC	-
	11:00 - 12:30	Importance of Exports	Dr. Hamdy Salem	Executive Director, EEPC	10
	13:00 - 14:30	International Trading System	Dr. Mohy Akal	Economic & Trade Consultant	13
2	9:00 - 10:30	Concepts of Export Marketing	Dr. Ahmed Mostafa	Professor and Head of Business	15
	11:00 - 12:30	Marketing Techniques		Administration Department,	12
	13:00 - 14:30	Export Marketing Plan		Faculty of Commerce, Zagazig University	11
3	9:00 - 10:30	Rules & Regulations of Exports	Mr. Bader Saleh	Director, Foreign Economic	12
	11:00 - 12:30	Export Documents		Affairs Sector, Ministry of Foreign Trade	10
	13:00 - 14:30	Custom Regulations		Expert, Custom & Duty Organization	10
4	9:00 - 10:30	Export Potentials	Dr. Abd El Salam Sultan	Director, Management Information	15
	11:00 - 12:30	Selection of Targeted Markets		Center, EEPC	14
	13:00 - 14:30	Marketing Channels		Professor, Faculty of Commerce, Helwan University	9
5	9:00 - 10:30	Costing & Pricing of Products	Mr. Abd El Kader Osman	Manager, Cairo Bank	15
	11:00 - 12:30	Export Finance		16	
	13:00 - 14:30	Inco Terms & Commercial correspondence		16	
6	9:00 - 10:30	Packing, Packaging and Labeling	Dr. Samir El Sayad	Professor, Faculty of Science, Helwan University	16
	11:00 - 12:30	Trademarks		13	
	13:00 - 14:30	Bar-code Techniques		10	
7	9:00 - 10:30	Export Risks	Dr. Omar El Shenawy	Assistant of General Manager, Egyptian Bank for Export	22
	11:00 - 12:30	Participation in Exhibition & Trade Fairs	Dr. Manal Karim	Under Secretary, EEPC	15
	13:00 - 14:30	Trade Missions	Eng. Osama El Meligy	Expert, Quality Management Association	14
8	9:00 - 10:30	Product Development & Quality Requirements		13	
	11:00 - 12:30	ISO 9001-2000 / ISO 14000		11	
	13:00 - 14:30	Standardization	Dr. Nadia Fahim Yousef	Expert, Quality Management Association	11
9	9:00 - 10:30	Foreign Trade Organizations	Dr. Adel Khalil	Former Director, Commercial Representative	12
	11:00 - 12:30	World Trade Organizations		8	
	13:00 - 14:30	Cultural Aspects of Targeted Markets		Mrs. Salwa Galal	EEPC
10	9:00 - 10:30	Quality Management	Eng. Ibrahim Abd El Fatah	Consultant, Special Engineering & General Management	16
	11:00 - 12:30	E-Commerce	Mr. Hamdy Moussa	Director General, Export Promotion Bank	13
	13:00 - 14:30	Final Evaluation & Closing Ceremony	Dr. Said Talaat Harb	Executive Director, FTTC	-

Source: FTTC

4-2-2. Possibilities of acquiring human resources

It is necessary to dispatch Japanese experts on foreign trade business and training in order to effectively develop design and management capabilities of the FTTC. In the areas of technology transfer of export promotion technique and know-how, there are many candidates in Japan, possibly from currently working or retired experts of the Japan External Trade Organization (JETRO). Because there are some past experiences of the JICA's project-type technical cooperation in foreign trade training in other countries, dispatching experts who have the same type of assistance experience will be one of the options to acquire necessary human resources.

4-2-3. Cooperation System

The Mining and Industrial Development Cooperation Department of JICA would take full responsibilities of organizing and managing the Project from the Japanese side, with a full support from the Regional Department of JICA. Because many assistance programs by other donors in relation to export promotion of target industries in Egypt has been and will be taken place in the country, effective interaction and compliment with those programs would effectively be considered. Two possible examples of such an interaction would be sponsorship for FTTC's training programs by other donors, and design and implementation of specific training programs regarding the regional markets using expertise and instructors of those donor countries.

The Egyptian side has had an original intention that it makes the FTTC as the regional center

for foreign trade training for all Arab and African countries in the future. The name of the organization is Foreign Trade Training Center in English, but in Arabic language it is already with the word of "Regional" at the top. Possibilities of expanding the Project to conduct the third country-training program in Egypt would also be considered as an effective way for promoting further cooperation among developing countries.

4-2-4. Sustainability

The FTTC has already started some trial training programs by its own efforts, and it is a very important and good sign of generating the Project's sustainability. Because establishment and operation of the FTTC in an effective manner is one of the important tasks for the Egyptian government, particularly of the MOFT, it is expected for the FTTC to receive a full support from the government. At the same time, commitment of the private sector for the Project has been very high up to now. Detailed study of foreign trade training needs, design and planning of details for training courses, and establishment of management capabilities of the FTTC will be conducted in the course of the Project, and relevant technology transfer will be implemented. These are to be continuously managed and operated by the FTTC during and after technology transfer of the Project with an increased capacity of the FTTC enhanced by the Project. This will be of very possible case as long as enthusiasm and supports by both public and private sectors continues at its current level.

4-2-5. Special considerations

Egypt has faced some economic difficulties and is reported to have liquidity shortages since the tragic incident on September 11 2001. It is assumed that the country's economy will be at modest growth track to make the Project feasible, because the financial resources of the FTTC is limited to such two pillars as donations and training participation fees at the moment. During the course of the Project, careful consideration for budget plan and feasibility of operational plan of the FTTC from the financial point of views will be required under the changing economic situation of the country.

5. Basic plan of the project

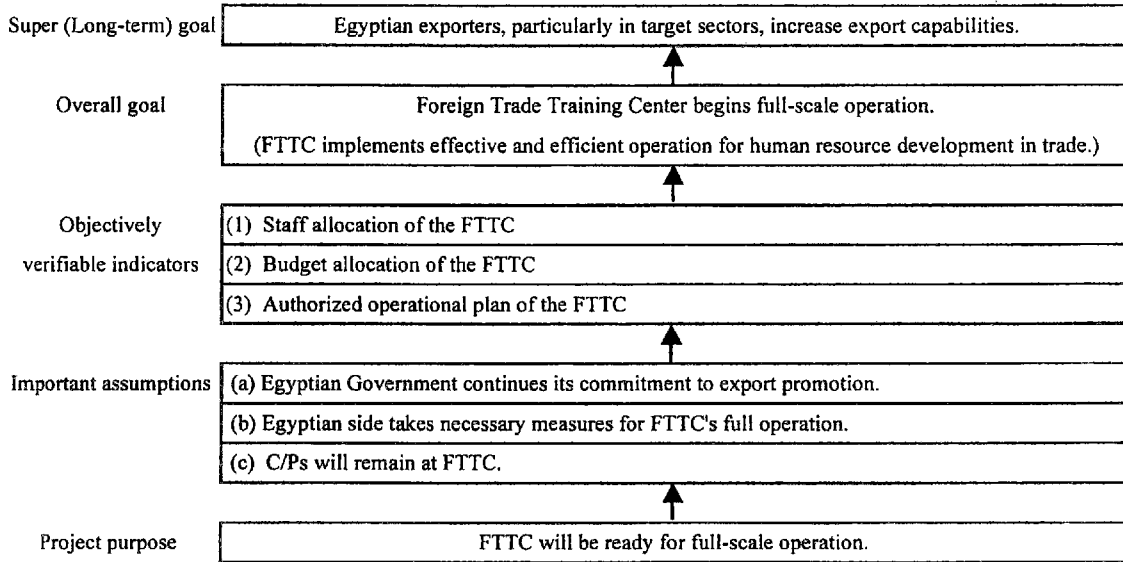
5-1. Overall goal

Project Design Matrix (PDM), a summary table of the Project, is shown in Annex 1 and Plan of Operation (PO) is summarized in Annex 2.

The overall goal of the Project will be "Foreign trade training Center begins full-scale operation." The final long-term goal (super goal) beyond the overall Project will be "Egyptian exporters, particularly in target sectors, increase export capabilities". Whether the overall goal is achieved or not will be verified by using the following three indicators (Figure 5-1):

- (1) Staff allocation of the FTTC;
- (2) Budget allocation of the FTTC; and
- (3) Authorized operational plan of the FTTC

Figure 5-1. Relationships between super goal and project purpose (Image)



To achieve this overall goal, it is imperative for the Egyptian side to continue its own efforts on expanding and upgrading outputs of the Project by receiving possible, further technical assistance by the second phase of the overall Project.

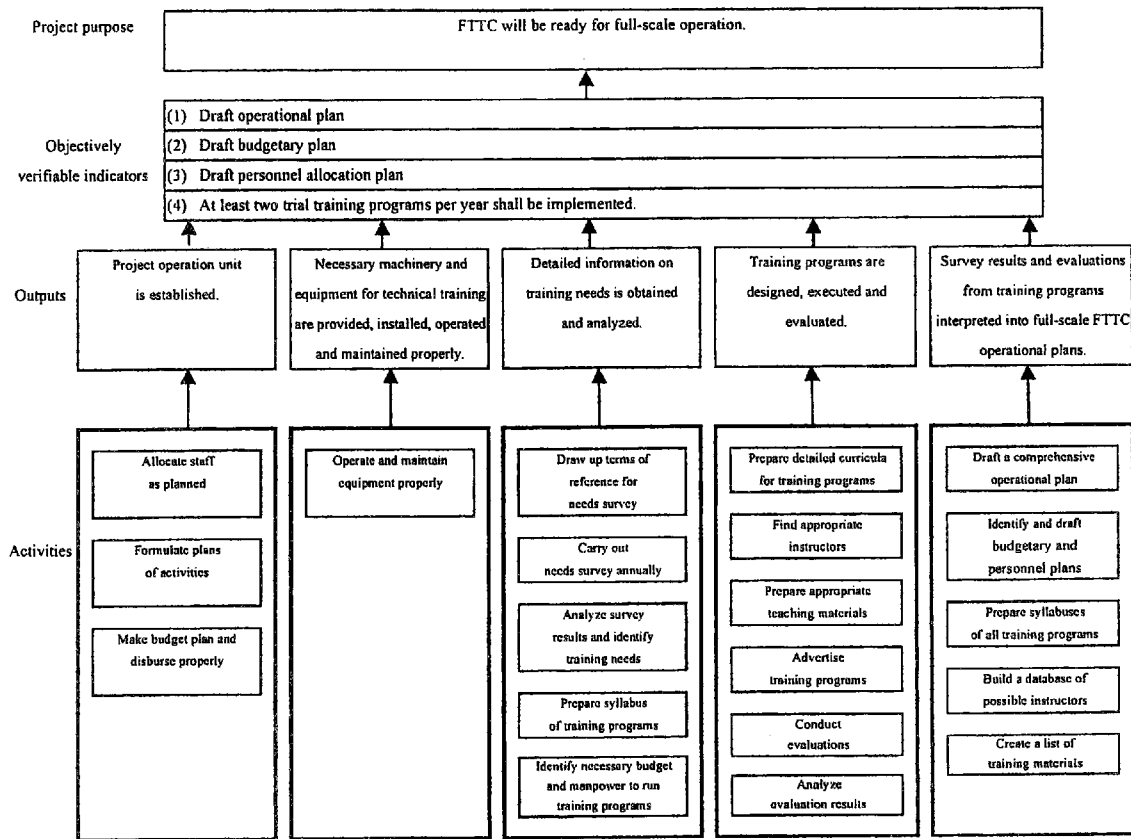
5-2. Goal of the project

As already noted, overall goal of the Project is to realize that the FTTC begins full-scale operation. Thus, the goal of the Project, the first phase of the overall Foreign Trade training Center Project, must be "FTTC will be ready for full-scale operation." To evaluate the degree of the achievements, the following indicators could be used:

- (1) Draft operational plan
- (2) Draft budgetary plan
- (3) Draft Personnel allocation plan
- (4) At least two training programs per year shall be implemented.

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Figure 5-2. Project Purpose, Outputs and Activities (Image)



5-3. Achievements and activities of the Project

5-3-1. Achievements

In the Project, the following four are expected to achieve as outputs;

- (1) Project operation unit is established.
- (2) Necessary machinery and equipment for technical training are provided, installed, operated and maintained properly.
- (3) Detailed information on training needs is obtained and analyzed.
- (4) Training programs are designed, executed and evaluated.
- (5) Survey results and evaluations from training programs are interpreted into full-scale FTTC operational plans.

5-3-2. Activities

Activities of the Project are as follows;

- (1-1) Allocate staff as planned.
- (1-2) Formulate plans of activities
- (1-3) Make budget plan and disburse properly.
- (2-1) Operate and maintain equipment properly.

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- (3-1) Draw up terms of reference for needs survey.
- (3-2) Carry out needs survey annually.
- (3-3) Analyze survey results and identify training needs.
- (3-4) Prepare syllabus for training programs.
- (3-5) Identify necessary budget and manpower to run training programs.
- (4-1) Prepare detailed curricula for training programs.
- (4-2) Find appropriate instructors.
- (4-3) Prepare appropriate teaching materials.
- (4-4) Advertise training programs.
- (4-5) Conduct evaluations.
- (4-6) Analyze evaluation results.
- (5-1) Draft a comprehensive operational plan.
- (5-2) Identify and draft budgetary and personnel plans.
- (5-3) Prepare syllabuses of all training programs.
- (5-4) Build a database of possible instructors.
- (5-5) Create a list of training materials.

5-4. Matters with different goals from the above

There are none.

5-5. Inputs

5-5-1. Inputs by the Japanese side

a) Experts

Two long-term experts and several short-term experts from Japan are to be dispatched for the Project (Table 5-1). The role of JICA experts is advisory in principle by use of their knowledge, expertise, and experiences. Although expected fields of short-term experts are tentatively set, they are to be discussed and decided upon agreements by the Egyptian and the Japanese sides during the course of the Project in a flexible manner in order to cope effectively with the needs of the Project.

b) Preparation of the project base and supply of equipment

The project base is to be located at the existing FTTC site. The FTTC is ready to prepare enough space to conduct all activities under the Project such as planning, training and evaluation/analysis in relation to foreign trade training. The FTTC is responsible for and ready to make a proper arrangement to prepare rooms for the Project with necessary furniture, electric infrastructure, air conditioners, telephone lines, and so forth, as shown on a layout plan of the Project site in the Annex. Basic office infrastructure such as desk, chair, telephone, fax/copy machine, and a number of PC for staff use were ready in February 2002.

Table 5-1. Japanese Experts

Expert	Major Activities (Fields of technology to be transferred)
One long-term expert as Chief Advisor	<ol style="list-style-type: none"> 1. Preparation of Annual Operation Plan 2. Conducting Needs Survey <ol style="list-style-type: none"> (1) Listing up target companies (2) Drafting questionnaire (3) Visiting companies (4) Interviewing related organizations (5) Analyzing survey results (6) Drawing syllabus 3. Designing Training Programs <ol style="list-style-type: none"> (1) Drafting curricula (2) Recruiting instructors (4) Deciding schedule and course fee (including fund-raising) (4) Organizing communities
One long-term expert as Project Coordinator/ Trade Training Expert	<ol style="list-style-type: none"> 4. Managing Training Programs <ol style="list-style-type: none"> (1) Promotion (2) Recruiting participants (3) Preparing training materials (4) Preparations for starting training courses (5) Preparing evaluation sheet 5. Analyzing Evaluation Results 6. Managing Resource Center <ol style="list-style-type: none"> (1) Managing access to trade-related information (2) Managing library (3) Designing website (4) Building and maintaining database of training materials
Several short-term experts	<ol style="list-style-type: none"> 1. Managing Training Programs (The same items as of No.4 by long-term experts) <ol style="list-style-type: none"> (1) Promotion (2) Recruiting participants (3) Preparing training materials (4) Preparations for opening (5) Preparing evaluation sheet 2. Transfer expertise and knowleds of specific issues (tentative) <ol style="list-style-type: none"> (1) international trading system/WTO issues (2) Export strategy (3) Pricing (4) Organizing trade fairs (5) E-commerce (6) Negotiation skills

To effectively implement the Project and to make it possible to achieve the Project purpose, "FTTC will be ready for full-scale operation", equipment is planned to provide by Japan. The following is a summary, and the details of machinery and equipment that are planned to provide are attached in the Annex.

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Table 5-2. List of equipment to be provided by Japan

Location	Equipments
FTTC	1. PC: 20 - 25 units 2. Network device 3. PC peripheral device 4. Seminar and conference equipment 5. Related software

c) Training in Japan

By providing counterpart training in the fields of foreign trade training management and know-how in Japan, effective implementation of the Project and a smooth transfer of technology and knowledge are expected to achieve. Training of the Egyptian counterparts in Japan is considered to realize for the number of up to two persons every year, depending on the budget constraints of the Japanese side.

5-5-2. Inputs by the Egyptian side

a) Personnel (including counterpart)

Nominated counterparts, mainly from the two Departments of Training/Operation and Information, are expected to participate in daily work of the related activities of the Project with the cooperation of Japanese experts in technology transfer in relation to foreign trade training, while all the staff of the FTTC are expected to make assistance and cooperation for smooth implementation of the Project. Project Director (PD) and the Project Manager (PM) are to be nominated for management and institutional arrangements for the Project

b) Facilities, land, equipment, and fund

In order to effectively implement the Project, the following facilities, land, equipment, and funds must be prepared by the Egyptian side.

Table 5-3. Facilities, land, equipment and funds to be prepared by the Egyptian side

Location	Item	Contents
FTTC	Facilities, land	Class rooms for training, Computer laboratory space Staff room both for JICA experts and Egyptian counterparts
	Equipment	Network devices, Dedicated Internet Line, Other machines and equipments required for the Project except supplied ones by Japan
	Fund	Operating costs for the Project, Costs for Egyptian counterparts and related staff of the FTTC

5-6. Analysis of external conditions and risks arising from external factors

Because the Project is to contribute to establishing basic capacity of the FTTC and an institutional mechanism of human resource development in foreign trade training, there are little

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possibilities to face unforeseeable risk factors such as natural disaster. However, it is the very basic condition that the country can keep the economic, social and political stability during and even after the Project

5-7 Pre-project obligations and necessary conditions

Pre-conditions to launch the first phase of the overall Project were set at the JICA Preliminary Study in October 1999, and all those conditions were or are to be satisfied by the commencement of the Project. The Egyptian side has made every efforts to achieve this, and the conditions in February 2002 were almost satisfactory for the Japanese side. Because the FTTC has started its trial trainings by its own initiative, it is requested that the Egyptian side provide the Japanese side all the information pertaining to the training programs scheduled to be carried out before the commencement of the Project.

6. Overall validity of implementing the project

6-1. Technological advantage of Japan in the area concerned

JICA has conducted a number of project-type technical cooperation in the field of trade promotion and foreign trade training. One such example is Human Resource Development in Trade Sector Project in the Republic of Indonesia, whose project purpose was that the Indonesian Export Promotion Center (IETC) would be able to formulate and devise training courses which would provide Indonesian enterprises, primarily of medium-size with necessary knowledge, experience, and know-how in trade. The Indonesian project started in March 1997 and is expected to complete in February 2002, and the implementation of the after-care program is in consideration. Because the structure of the project and required technological advantages are of the same kind as of the Project, JICA will be able to apply fresh and lively experiences and know-how from the Indonesian project to the FTTC in an effective way. Moreover, Japan External Trade Organization (JETRO) has accumulated various know-how and experiences of trade promotion of local products and services in many advanced and developing countries. In the Project, some experts who have experiences and expertise at the JETRO are expected to participate. Well-developed, practical skills and know-how of these experts are what the Egyptian side is willing to receive from Japan into the Project. In this regard, JICA has a solid base to make this technical assistance very practical and fruitful by use of Japanese technological advantages and availability of related human resources.

6-2. Projected impacts

6-2-1. Political impact

Export promotion is a long-time, economic key issue and also a strategically important policy issue for the Egyptian government. Many advanced, donor countries have been involved in this field from various, different aspects. The Project aims at strengthening the direction of human resource

development in export promotion in the country through building up basic capacity of the FTTC. This would effectively compliment other donors' efforts to build up capacities of related organizations in both public and private sectors. Through the FTTC training programs, achievements of the Project are to be shared and diffused to many participants of the training courses, who are of different groups from both public and private sectors. Effects for the development policy framework by the Project will be large for Egypt where human resource development in export marketing and trade promotion is one of the important pillars of the Egyptian Export Development Strategy.

6-2-2. Institutional impact

The Project aims at building up FTTC's basic capacity of planning, designing, evaluating, and managing a comprehensive set of foreign trade training. The FTTC is a new institution that is planned to be the center of human resource development in foreign trade issues and training. Expectations by the Egyptian government, particularly of the MOFT, are quite large for successful establishment and implementation of the FTTC. Because trainees are expected to participate from many different organizations from both public and private sectors, the organization has a potential to provide a unique platform of exchanging views and opinions on practical ways of export promotion regardless the matter of public or private. Successful establishment of FTTC's basic capacity in foreign trade training is of high importance for the MOFT's institutional framework, and it would also put a large impact and stimulus for organizational restructuring needs of other governmental bodies and private SMEs.

6-2-3. Social and cultural impact

a) Characteristics of beneficiary

Because the Project is the first phase of the overall Foreign Trade Training Center Project and the Project is supposed to concentrate on establishing basic implementing capacities of the FTTC, and therefore; direct benefits of the Project will be limited to the stage of FTTC staff in principle. However, indirect benefits of the Project achievements would be brought to participants of the trial training courses at the FTTC, which are planned to conduct in the course of the Project. At the same time, organizations and companies who send trainees to the FTTC programs are also expected to receive some indirect benefits. However, those indirect benefits to the participants and participating organization/companies will be still limited and small at the first phase, while these indirect beneficiaries of the Project are to be the major ones at the second phase in the future. Increasing both quality and quantity of those beneficiaries in the second phase would lead to strengthening the capabilities of the country's target export sectors by increasing theoretical and practical level of their employee through enriched foreign trade trainings at the FTTC.

Table 6-1. Scope of beneficiary

Target	Benefits description
FTTC (12 FTTC staff, particularly of 8 counterparts)	Increased capacity of needs survey for foreign trade training Increased capacity of trade training management Increased capacity of analyzing survey-evaluation results Increased capacity of resource center management
Trainees at the FTTC (Related people in public and private sectors) (around 500 persons every year)	Increased opportunities for high quality, effective foreign trade training Increased opportunities to learn global trade environments and international markets Increased opportunities to receive authorized certification of trade business
Industries, particularly of SMEs or target sectors	Increased availability of skilled foreign trade marketing managers Increased skill-level of employee in foreign trade Increased possibility of having smooth administration in trade by the government
Trade related government bodies and organizations	Increased opportunities for staff to learn more about the recent global trade business Increased opportunities of exchanging views with private sector Increased opportunities to make fine-tuning of trade related policy measures

b) Size of beneficiary

The size of direct beneficiaries of the Project, who are counterparts at the FTTC, is expected to be eight at the moment. The FTTC plans to increase its staff up to 23 when the organization begins full-scale operation. Outputs and benefits of the Project are expected to effectively share by all the staff of the FTTC. Trainees of the FTTC, indirect beneficiaries of the Project, are expected to reach 500 every year when all the currently planned training programs are held, and there will be more beneficiaries in participating organizations and companies. However, it is too early to estimate the size of those beneficiaries at this time, because those numbers should be carefully analyzed and defined in the course of the Project, which aims at drafting up full-scale FTTC operational plans.

6-2-4. Technical impact

The followings are defined as the fields of technology transfer at this stage. However, it is agreed that those fields can be modified as needs arise;

- (1) Needs survey
- (2) Trade training management
- (3) Analysis of survey/evaluation results
- (4) Resource center management

6-2-5. Economic Impact

Because the Project is the first phase of the overall Foreign Trade Center Project and beneficiaries are limited within the FTTC staff at the moment, it is rather difficult to expect direct economical impacts. However, when the second phase of the overall Project are conducted, effective foreign trade trainings are developed with appropriate course planning, curriculum, materials and methodologies, and these are well participated by many managers and staff of public and private organizations and companies, economic impacts will be large, taking into account of the size of the target export sector. On the Export Development Strategies of Egypt drafted in August

2001, increase of 600 thousands employment are expected in the four target export sectors between 2001 and 2003. The overall Project would be able to contributing to these expected economic impacts to a large extent in the future, however again; this issue should be carefully analyzed and estimated in the course of the Project.

7. Project monitoring and evaluation

7-1-1. Monitoring

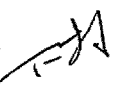
Monitoring outputs and achievements of the Project is to be conducted at the FTTC mainly by the use of FTTC records. While ongoing status of output performance is to be periodically checked and analyzed by each responsible counterpart, the Project Director (PD) and Project Manager (PM) are expected to be responsible of conducting and coordinating overall monitoring of the Project under directions and advice of the Joint Coordinating Committee (JCC). Because the overall Foreign Trade Training Center Project is assumed to follow the Project (the first phase) by the second phase, it is important to monitor and evaluate the Project's outputs and achievements in relation to the design and feasibility of the second phase. Particularly, taking into account of the importance of the continuity from the first phase to the second, careful analysis of monitoring results of outputs and achievements of the Project at the timing of the intermediate evaluation (management consultation) will be necessary and important.

Table 7-1. Monitoring

Monitoring items	Timing
1-1. Allocation of counterpart personnel and other administrative staff	Periodic, Intermediate/Final evaluations
1-2. Budget allocation	Periodic, Intermediate/Final evaluations
2-1. List of equipment introduced	Periodic, Intermediate/Final evaluations
2-2. Maintenance records	Periodic, Intermediate/Final evaluations
3-1. Results of needs survey	Periodic, Intermediate/Final evaluations
3-1-1. Number of companies covered	Periodic, Intermediate/Final evaluations
3-1-2. Size and sales volume of companies covered	Periodic, Intermediate/Final evaluations
3-1-3. Kinds of information needed	Periodic, Intermediate/Final evaluations
3-2. Analyses by FTTC	Periodic, Intermediate/Final evaluations
3-3. Analysis by experts	Periodic, Intermediate/Final evaluations
3-4. Syllabuses of training programs	Periodic, Intermediate/Final evaluations
4-1. Results of training programs	Periodic, Intermediate/Final evaluations
4-1-1. Number of participants	Periodic, Intermediate/Final evaluations
4-1-2. Curricula	Periodic, Intermediate/Final evaluations
4-1-3. List of instructors	Periodic, Intermediate/Final evaluations
4-1-4. List of teaching materials used	Periodic, Intermediate/Final evaluations
4-1-5. Evaluation by participants and their employers	Periodic, Intermediate/Final evaluations
4-1-6. Analyses by FTTC	Periodic, Intermediate/Final evaluations
4-2. Expert's evaluation	Periodic, Intermediate/Final evaluations
5-1. Draft operational plan of the FTTC	Final evaluation
5-2. Draft budgetary plan of the FTTC	Final evaluation
5-3. Draft personnel allocation plan of the FTTC	Final evaluation
5-4. List of instructors	Final evaluation
5-5. List of teaching materials	Final evaluation

7-2-2. Evaluations

Evaluation of the Project is to be made based on (1) Level of achievements of goals, (2) Effectiveness of outputs, (3) Efficiency in implementation, (4) Appropriateness of planning, (5) Sustainability. After commencement of the Project, necessary surveys and evaluation such as intermediate evaluation (management consultation) and final evaluation will be conducted.

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Annex II

Plan of Operations (PO)

Calendar Year	2002				2003				2004		
	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Japanese Fiscal Year	Signing of R/D										
Term of Technical Cooperation	▼										
1. The Project operation unit is established.											
1-1 Allocate staff as planned.	●-----●										
1-2 Formulate plans of activities.	●-----●										
1-3 Make budget plan and disburse properly	●-----●										
2. Necessary machinery and equipment are provided, installed, operated, and maintained properly.											
2-1 Operate and maintain equipment properly.	●-----●										
3. Detailed information on training needs is obtained and analyzed.											
3-1 Draw up terms of reference for needs survey	●-----●										
3-2 Carry out needs survey annually	●-----●										
3-3 Analyze survey results and identify training needs	●-----●										
3-4 Prepare syllabuses for training programs	●-----●										
3-5 Identify necessary budget and manpower to run training programs	●-----●										
4. Training programs are designed, executed and evaluated.											
4-1 Prepare detailed curricula for training programs											
4-2 Find appropriate instructors											
4-3 Prepare appropriate teaching materials											
4-4 Advertise training programs											
4-5 Conduct evaluations											
4-6 Analyze evaluation results											
5. Survey results and evaluations from training programs are interpreted into full scale FTTC operational plans.											
5-1 Draft a comprehensive operational plan	●-----●										
5-2 Identify and draft budgetary and personnel plans	●-----●										
5-3 Prepare syllabuses of all training programs	●-----●										
5-4 Build a database of possible instructors	●-----●										
5-5 Create a list of training materials	●-----●										

※Depends on training program schedule

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Annex III
 Technical Cooperation Program (TCP)

Calendar Year	2002				2003				2004		
Japanese Fiscal Year	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation											
Japanese side											
1. Preparation of Annual Operation Plan											
2. Conducting Needs Survey Annually											
(1) Listing up target companies											
(2) Drafting questionnaire											
(3) Visiting companies											
(4) Interviewing related organizations											
(5) Analyzing survey results											
(6) Preparing syllabuses of training programs											
3. Designing Training Programs											
(1) Drafting curricula (Needs analysis, lecture themes, course structure, duration, date, number of participants, etc)											
(2) Recruiting instructors											
(3) Deciding course fees (including fund-raising)											
(4) Organizing supports from local communities											
4. Advising Training Programs Management											
(1) Promotion	<div style="border: 1px solid black; padding: 10px; text-align: center;"> ※Depends on training program schedule </div>										
(2) Recruiting participants											
(3) Preparing training materials											
(4) Preparations for starting training programs											
(5) Preparing evaluation sheet											
5. Analysing Evaluation Results											
6. Managing Resource Center											
(1) Managing access to various trade-related information											
(2) Managing library											
(3) Designing and maintaining web site											
(4) Building and maintaining database of training materials											

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Annex IV

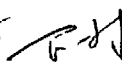
Tentative Schedule of Implementation (TSI)

Calendar Year	2002				2003				2004		
Japanese Fiscal Year	2002				2003				2004		
	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation	Signing of R/D ▼ ●—————●										
Japanese side											
1. Dispatch of missions											
(1) Implementation Study	●◆										
(2) Management Consultation					●◆						
(3) Final Evaluation									●◆		
2. Dispatch of long-term experts											
(1) Chief advisor	●	●
(2) Trade training/Project coordinator	●	●
3. Dispatch of short-term experts	Appropriate number of short-term experts will be dispatched.										
4. Training of Egyptian C/P in Japan											
(1) Trade training	●◆		●◆		●◆		●◆		●◆		
5. Provisions of Machinery and Equipment	●.....◆										
Egyptian side											
1. Preparation and maintenance of building and facilities	●	●
2. Allocation of C/P and administrative staff	●	●
3. Allocation of local cost	●	●

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Members of the Technical Advisory Committee

1. ***Dr. Mohamed Hamdy Salem***
Executive Director of The Egyptian Export Promotion Centre (EEPC)
2. ***Dr. Samir El Sayad***
International Expert of Packing & Packaging (ITC)
3. ***Dr. Hassan El Hayawan***
Director and Professor of Marketing & Management Consulting Centre,
Ain Shams University
4. ***Dr. Ahmed Mostafa Sayed***
Head of Business Administration Dept., Faculty of Commerce, Zagazig University
5. ***Mr. Mamoun Abdel Fattah***
International Expert (WTO)
6. ***Mr. Sherif El Maghraby***
Board Member (Egyptian Exporters Association Expolink)
7. ***Dr. Ossama Khair El Din***
Chairman of The Commodity Council for Agricultural Products
8. ***Mr. Mohamed Kassem***
Chairman of The Egyptian Association For Garments Exporters

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List of Machinery and Equipment

No.	Item	Qty	Note
1	Computer and Software		
1- 1	for Computer Lab		
1- 1- 1	Personal Computer (desktop type)	15	seminar at computer Lab
1- 1- 2	UPS	15	ditto
1- 1- 3	MS office XP Professional	15	ditto
1- 1- 4	Vaccine Software	15	ditto
1- 1- 5	Financial Software	15	ditto
1- 1- 6	Printer	1	ditto
1- 1- 7	ISDN Fax Modem (Router)	1	ditto
1- 1- 8	Switching Hub(24port)	1	ditto
1- 2	for education affair		
1- 2- 1	Personal Computer (desktop type)	3	making/recording text
1- 2- 2	UPS	3	ditto
1- 2- 3	MS office XP Professional	3	ditto
1- 2- 4	Vaccine Software	3	ditto
1- 2- 5	Financial Software	3	ditto
1- 2- 6	Adobe Photoshop	3	ditto
1- 2- 7	Adobe illustrator	1	ditto
1- 2- 8	Printer	1	ditto
1- 2- 9	Color Printer	1	ditto
1- 2- 10	Flat Scanner	1	ditto
1- 2- 11	ISDN Fax Modem (Router)	1	ditto
1- 2- 12	Switching Hub(24port)	1	ditto
1- 3	for library or terrace		
1- 3- 1	Personal Computer (desktop type)	2	information collection
1- 3- 2	UPS	2	ditto
1- 3- 3	Vaccine Software	2	ditto
1- 3- 4	ISDN Fax Modem (TA)	1	ditto
2	Training Tools & Devices		
2- 1	Visual Presenter	2	presentation in classroom
2- 2	LCD Projector (Data Show)	2	ditto
2- 3	Personal Computer (notebook type)	2	ditto
2- 4	Portable Screen	2	ditto
2- 5	Video and TV Set	2	including carrier
2- 6	Slide Projector	1	ditto
2- 7	Overhead Projector	1	ditto
2- 8	Digital Video Camera	1	ditto
2- 9	Digital Still Camera	2	ditto
2- 10	Amplifier and Speaker System	1set	combined classroom
3	Photocopying & Printing Equipment		
3- 1	Photocopier with document feeder and sorter	1	making text
3- 2	Color Laser Copier	1	ditto
3- 3	Automatic Binding System	1	combined classroom
4	Vehicle		
4- 1	Minivan	1	11 persons

Attachment IV

List of Counterpart Personnel (C/P) of the FTTC Project

- | | |
|---------------------------|---|
| 1. Dr. Said Talaat Harb | Executive Director (Project Director) |
| 2. Mr. Mohamed Zakaria | Director, Training & Operations Department
(Project Manager) |
| 3. Ms. Hala Gidemay | Director, Information Department |
| 4. Ms. Nancy Hathout | Program Planning & Design Specialist |
| 5. Mr. Basil G. T. Kondos | Program Execution Specialist |
| 6. (To be recruited) | Training Materials & Case Studies Specialist |
| 7. Mr. Ahmed Eldib | Information Technology Specialist |
| 8. (To be recruited) | Library & Documentation Specialist |

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