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**EL SHAMS Signs MOUs with MUCIA and HEIA to Assist Upper Egyptian Farmers Produce High Value Horticultural Produce**

*In July, the Agricultural Export and Rural Income (AERI) - EL SHAMS Project led by CARE-Egypt, signed two Memorandums of Understanding (MOU) to establish terms of cooperation with the AERI Institutional Linkages Project implemented by the Midwestern Universities Consortium for International Activities (MUCIA), and the Horticultural Export Improvement Association (HEIA). The MOU of cooperation with MUCIA, signed on July 5th, lays out the plan for cooperation between EL SHAMS and MUCIA in providing a range of training and technical assistance to the farmers of Upper Egypt that join Farmers Associations and make export contracts. The MOU with HEIA, signed on July 26th, establishes the guiding principles that will govern the activities that EL SHAMS and HEIA will undertake to raise horticultural production and marketing activities in Upper Egypt.*

In a ceremony in the MUCIA offices at the Ministry of Agriculture and Land Reclamation, EL SHAMS Chief of Party, Dr. Tom Herlehy, and the MUCIA Project Director, Dr. Mohamed Samy, signed the MOU before representatives from USAID and the MUCIA Public-Private Sector Advisory Committee. The two AERI Projects will initially cooperate to develop a unified training and technical assistance plan for Upper Egyptian farmers to grow green beans, (galia) melons, onion, garlic, and various high-value medicinal and aromatic plants. The MUCIA Technical Working Groups (TWGs) for these five clusters will work side-by-side with the technical experts from the EL SHAMS project, who hail from both the Nile Valley Group and the University of California at Davis. The two projects will cooperate to develop one unified training plan for Upper Egypt. MUCIA TWGs are comprised of members of the Horticultural Research Institute and the Faculties of Agriculture at several Egyptian universities.



Anne Goddard, CARE-Egypt Country Director (L), Bahey el din el Baroudy, the Chairman of the Board of Directors for HEIA, and Dr. Tom Herlehy, ELSHAMS Chief of Party at the HEIA/EL SHAMS MOU signing event.

Tom Herlehy, EL SHAMS Chief of Party, and Bahey el din el Baroudy, the Chairman of the Board of Directors for HEIA, signed an MOU on July 26th aimed at raising Upper Egyptian farmer incomes, increasing rural employment - both on and off the farm - and improving the standard of life for rural families in Upper Egypt. EL SHAMS and HEIA have already been working closely together since the project was launched in September

2003. One of the more innovative and progressive activities of the EL SHAMS- HEIA MOU is an initiative to place Mubark-Kohl secondary students supported by HEIA on EL SHAMS designated farms, through the Farmer Associations (FAs) that CARE is helping to organize in Upper Egypt. In this way, secondary school students will get real world farming experience that will make their formal education more enriching.

### ICT Assists MCIT with Broadband Initiative to Hit 40K Broadband Service Users by End of 2004

*The Broadband Initiative was developed by the Ministry of Communications and Information Technology (MCIT) to follow-up President Mubarak's speech last December in Geneva to the ITU's World Summit on the Information Society in which Mubarak stated that Egypt has a target of 40,000 broadband service users by end of 2004.*

Since March 2004, the MCIT has undertaken several steps to meet this target and, in doing so, reach a "critical mass" of users of high-speed, advanced information services in the economy. This is being overseen by a working group within the ministry that is supported by the Telecommunications Policy Unit. Since the initiative's inception, the USAID-funded Information and Communication Technology (ICT) Program has been providing considerable support to the MCIT to help it to realize the initiative's targets.

Steps undertaken by the MCIT to expand access to broadband services include dramatically lowering the cost of ADSL monthly subscription fees (from LE350 to LE150), reducing the time that Telecom Egypt takes to provide an ADSL connection for a consumer, and allowing fixed wireless systems for "hotspots" to operate without formal licenses. The MCIT also worked hard to liberalize access to international data circuits that support internet services.

In assisting the government in implementing the initiative, the ICT Program has evaluated internal studies done by the MCIT and provided technical expertise on issues that had to be addressed in order to stimulate broadband use in Egypt. The ICT Program advised the MCIT on migration pricing issues and the economic implications of the direct service contract arrangements with FLAG. The Program also provided advice on technical and licensing issues related to the deployment of fixed wireless systems.

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### AmCham's BIC CyberLink Creates an Online Community of Member Companies to Exchange News, Experiences and Services

*After the successful implementation of its online registration and payment systems in 2003, the American Chamber of Commerce in Egypt's (AmCham Egypt) Business Information Highway Project launched a new service - CyberLink - for all AmCham members and their key staff. CyberLink creates an online community where member companies can exchange information, news, experiences and services on a private website ([www.amcham.org.eg/CyberLink](http://www.amcham.org.eg/CyberLink)). CyberLink includes two types of services: member-to-member services and AmCham-to-member services. The member-to-member service section is designed to facilitate communication between AmCham member companies and the AmCham-to-member section will allow for better communication between the Chamber and its members.*

USAID and the US embassy will be invited to use CyberLink to update the AmCham community on news and events, and their key staff will be able to access all the CyberLink functions.

AmCham's member-to-member section allows AmCham members to provide their key staff access to CyberLink functions. They can then be designated as either users (who can only display information), or as administrators (who can both display and edit information). This allows principal members to delegate the administration of specific services to their desired staff. The "Search Company's Staff" function allows CyberLink users to search for and communicate with particular staff members at other AmCham member companies.

Authorized users will be able to announce their companies' events, and users will be able to publish their

events on the calendar to prevent conflicting engagements.

CyberLink will also include a "Member news" function that will allow authorized users to publish company news. They will then be able to edit and delete their news at any time.

An E-procurement function will enable buyers to submit their RFP(s) either to a general list or to a customized list of preferred AmCham suppliers where sellers will be able to view them.

Member companies will be able to promote their special discounts on products and services to the AmCham community through a Quality Benefit Program, by which they will also be able to take advantage of other members' offers.

The AmCham-to-Member section includes functions such as the

"AmCham Calendar of Events", which updates AmCham members on all chamber events (luncheons, committees, conferences, etc.). It will also contain online access to videos/audios of speeches that took place during AmCham events.

Moreover, CyberLink allows members to update their company and personal information on AmCham's database whenever necessary. It will allow members to select the AmCham correspondences they would like to receive. For example, a member can specify that only his or her HR manager receive AmCham updates on training courses.

The Business Information Highway project also provides other services, including video conferencing, Tenders Alert Service (TAS), Business Matchmaking, website and intranet development, and web advertising.

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### AERI-Livestock and Dairy Conducts Baseline Study on Targeted Dairy Processors' Current Status

AERI- Livestock and Dairy Activities' Marketing Specialists are currently finalizing a baseline survey for dairy processors in the governorates of Sohag, Minya and Fayoum. The study assesses the hygienic cleanliness, production capacity, types of products, and the level of coordination between processors and milk providers. It also evaluates the potential of these processors to increase their production capacity, improve their techniques, promote their relations with farmer groups, and produce more hygienic milk. The survey also asks processors about what kinds of technical assistance they require. Topping the list were: access to new techniques for dairy processing and new product development, training on business development and feasibility studies, adoption of sanitary systems and hygiene standards, and partnering with small holders who produce high quality raw milk.

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### DATA Participates at CEFRS Revisiting Egypt's Competitiveness Conference

The Data Access and Transmission Activity (DATA) attended the "Revisiting Egypt Competitiveness" Conference organized by the Center for Economic and Financial Research Studies (CEFRS) and funded by USAID/ Egypt on June 28-29, 2004. Dr. Anthony Chan, Division Chief for USAID, extended an invitation to the DATA Team to present at the Conference. He also invited CAPMAS to present a report on their achievements. Dr. Ghazal Abdel Aziz, Statistical Methodology Advisor, presented "The Significance of Indicators and The Wholesale Trade Example." Copies of his presentations are available in Arabic and English. Dr. El Hussein Rady, Sampling Advisor, moderated Dr. Abdel Aziz's presentation. Dr. Mohamed Fattouh, Head of the Industrial Statistics Department at CAPMAS, presented the achievements of economic indicators and focused on their development.

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### AERI-ILA Presents Findings of the Skill Gap Analysis

The Agricultural Export and Rural Incomes (AERI)- International Linkages Activity held a three-day Workshop on June 16-18, 2004, to present the findings of the Skill-Gap Analysis Study, which looked at the divide between market-relevant skills and those provided by the current academic curricula. The study is a fundamental step for ILA's Capacity Building Component to improve skills for agricultural graduates to better match the skills required by Egypt's rapidly developing agriculture and agribusiness sectors. Participants in the workshop included the Deans and Vice-Deans for Teaching and Student Affairs, and the Department Heads for the Horticulture, Animal Sciences and Agricultural Economics Departments at each of

the six participating universities. In addition, several private sector leaders participated at the workshop. The research team, led by Dr. Salwa El Magoli, Dean of the Faculty of Agriculture at Cairo University, presented the findings of the study during after analyzing the data gathering results. For the completion of the data gathering stage, the researchers conducted interviews with a total of 1000 graduates from 5 faculties of agriculture and 250 employers. The Agricultural Extension and Rural Development Research Institute (AERDRI), responsible for collecting the data, provided comprehensive tables summarizing the results, divided by type of questionnaire (i.e. student vs. employer) and by name of the university.

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### AmCham's Business Information Center (BIC) Offers a 15 Percent Discount on its Videoconferencing Service to USAID-funded Projects

In 2004, AmCham's videoconferencing service helped several local and multinational companies save time, effort and costs. Videoconferencing applications include business meetings, remote interviews, thesis discussions, E-learning, and depositions. AmCham's BIC services provide state-of-the-art equipment, three dedicated high-speed (384k) international ISDN lines, and both point-to-point (2 parties), and multipoint (3 or more parties) conferences. It's possible to broadcast the sessions to authorized viewers on the Internet and to tape sessions using available VCR equipment, and luxurious meeting rooms accommodate up to 50 people. AmCham BIC now offers 15 percent discount on its videoconferencing service to USAID-funded projects.

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### MUCIA-ILA Organizes Two "Strategic Planning for Curriculum Development" Workshops in July 2004

The MUCIA-AERI International Linkages Activity (ILA) organized two "Strategic Planning for Curriculum Development" workshops for faculty members from five Upper Egyptian Universities in Alexandria from July 18-25, 2004. The workshops introduced interactive teaching methods and guidelines on how to develop and update course content. The participants were from the horticultural, animal science and agricultural economics departments from Cairo, Fayoum, Minya, Assuit and South Valley universities. Dr. Kirby Barrick, Associate Dean for Academic Affairs at the University of Illinois, and Dr. Jamie Cano, Associate Professor of the Agricultural Education Department at Ohio State University, led the workshops. The Participants agreed to meet again after six months to assess the effectiveness of the new interactive teaching methods they learned and applied in their classrooms.

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## How Has [www.usaideconomic.org.eg](http://www.usaideconomic.org.eg) Helped Me to Learn About USAID/Egypt Economic Growth Programs?

In October 2003, the USAID-funded Results Reporting Support Activity (RRSA) launched USAID/Egypt Economic Growth (EG) Program's Website: [www.usaideconomic.org.eg](http://www.usaideconomic.org.eg) to serve as information dissemination and outreach tool for USAID/Egypt Economic Growth Programs' services, results and activities. Since the launch, [www.usaideconomic.org.eg](http://www.usaideconomic.org.eg) has been disseminating timely information on the USAID/Egypt's EG Program activities, services, results, news, publications, key contacts, profiles and impact. The USAID/EG Program comprises a number of projects located throughout Egypt dedicated to improving the trade and investment opportunities for both Egyptians and international investors. RRSA has worked to improve the website features and search and navigation options. In June 2004, RRSA developed two online maps where users can view USAID/Egypt Economic Growth Program results by sector and location. By clicking on the required sector, aggregated results are displayed by area of operation (particular governorate/s). The website receives 10,000 hits every month and has been accessed by 1,200 visitors since its inception. In this article, EgLink tries to capture the responses of several users on how useful the website is to them.

A research fellow at a British University stated that a friend has forwarded him the website's address and noted that he was aggressively trying to find research on the cost of not privatizing in Egypt. Downloading a report from the publications page on that was very helpful for his research.

Another Egypt-based journalist who writes for a monthly business magazine said that she learned a great deal from accessing information on USAID/EG Programs which assist the government of Egypt on policy reform initiatives. She went on

to say that information on donor assistance in the area of customs regulation and trade development is often more scarce than information on private sector or SME development, but

added that she was able to learn more about the running policy reform programs from the website and has used some of the research in her magazine articles.



An American free-lance journalist wrote to RRSA commending them on their effort:

*"I frequently access the website to research articles I write for international journals. On the whole, the website is technically very efficient, informative and user friendly but some of the displayed results should be more specific and focused and*

## TAPR Completes its Term Leaving Behind Noteworthy Sector Policy Reform Support

By the end of September 2004, the USAID-funded Technical Assistance for Policy Reform Activity (TAPR) will have completed its contract term with USAID. Since its inception in September 1997, TAPR's contractor, Chemonics International, Inc., has been dedicated to supporting the reform activities of the Egyptian government.

TAPR's objectives included improving the economic policy framework of the government through direct technical assistance and support to the Sector Policy Division (SPD) of the Economic Growth Program at USAID/Egypt. Since its inception, TAPR has undertaken eight specific tasks ranging from monitoring and verification of USAID-funded Development Support Program's (DSP) benchmarks to technical assistance, translation, and event coordination.

Since 1997, TAPR has completed a number of studies to assist policy reform in Egypt. TAPR studies look at the following topics: global trade patterns, foreign direct investment, and Egypt's export strategy; the economic impact of the Luxor incident; the investment incentives law; the translation and legal review of the capital markets' executive regulations; social insurance and pension enhancement; customs and trade facilitation reform; and mortgage and real estate advisory services. On a weekly basis TAPR translated articles from the Egyptian press that discussed pertinent economic issues. TAPR also worked with USAID to provide technical assistance in policy reform to various Egyptian ministries. Noted

examples of TAPR's technical assistance include offering advice to the Ministry of Housing and Urban Communities for the establishment of GAREFA and appointing an actuarial professor to teach courses on insurance reform at Cairo University. TAPR also submitted a report on the importance of regulating real estate finance activities in Egypt in September 2003. Following the report, the Egyptian government enacted a new Mortgage Law that provides for basic regulatory structures for a mortgage market.

TAPR is currently finalizing a study assessing the time and cost of import procedures, which includes a detailed flow chart of all steps involved in importing, and over the past year, TAPR has analyzed Egyptian subsidies and price distortions.

TAPR's accomplishments in the area of monitoring and evaluation include designing and developing the DSP II policy benchmarks and monitoring plan. TAPR worked with USAID/Egypt on a number of documents for the DSP II monitoring plan, including the plan's specific objectives and policy analysis. TAPR assisted USAID in monitoring and

verifying the achievements of DSP I, as well as the initial indicators agreed to under DSP II. In addition, TAPR reviewed available data on private sector exports and assessed the data's appropriateness as a measure of private sector export performance. On a quarterly basis, TAPR tracked and reported significant developments in the economy for USAID.

TAPR regularly provided logistical support to USAID activities, ministries and organizations; it supported Cairo University's Center for Economic and Financial Studies (CEFRS) annual economic conference held from June 25 and 26, 2003. TAPR also took part in organizing the "Revisiting Egypt's Competitiveness: the Road Ahead" conference in coordination with the USAID/CEFRS, held on June 28 and 29, 2004.

Recently, TAPR hosted a four-day workshop for the Ministry of Manpower staff to discuss the "Role of Social Partners in Light of the Labor Law 12 of 2003." on July 12-15, 2004. Discussion centered on problems that inspectors face while implementing the new labor law, and how these problems can be overcome.

less dense... I enjoyed reading people-centered success stories but would like to read lessons learned of programs or initiatives that did not work."

A Cairo/Fayoum based Egyptian importer who was looking for USAID-credit service discovered the website while browsing the official USAID-website. He was looking for information on credit facilities. Reading the commodity Import Program description on the official USAID website helped, but he needed more details on the program's results, especially for Upper Egypt and the Fayoum in particular. He read more about it on the EG Program website through the map. He said it was useful and gave him some leads.

An American consulting firm Associate referred to the website as very "informative and comprehensive". He stated that he recommended it to some of his business and economic consultants.

"I particularly enjoyed reading about AERI's new programs for upper Egypt and on the results of AgReform and AgLink Projects—although not much detail is provided on program design, one can get enough lead from the results displayed." He however thought having two maps on the home page very confusing and suggested clearer instructions on using the maps.

A Cairo based USAID/ EG Program Business Studies and Analysis Center Director said that he occasionally accesses the website and finds it very useful as an information sharing tool. He also adds that, for him, the website served as a "diplomacy tool in response to people who don't know much on the USAID assistance to Egypt." He recommended it to other contacts who were trying to find assistance services. A Cairo based donor institutions' press officer stated that she benefits from the news sec-

tion's success stories, the newsletter, the study findings and the new initiatives on the website. It keeps her informed of USAID- events and new initiatives. She states that the website is user friendly and informative. She made use of the results of the Small and Emerging Business Bashayer el Khier Impact Tracking Study and Success Stories:

"Reading about Bashayer EL Khier Micro-Lending Program for asset-less women was very useful. I downloaded all publications related to that program and forwarded to a colleague who was working on a similar program who found it very useful... I would however like to see more on the program description as I understand it is close to completion."

She also finds the periodical bi-monthly bulletins very useful as it keeps her abreast of what is new on the website.

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## EL SHAMS Assesses the EU Market for Fruits and Vegetables

The Agricultural Exports and Rural Income (AERI) - EL SHAMS Project led by CARE-EGYPT recently produced a target market assessment of Italy and Germany for Egyptian horticultural products entitled: "Initial Market Assessment for Egyptian Fruit and Vegetable Exports to Italy and Germany". The assessment, performed by ACDI/VOCA, one of the team members working with CARE-EGYPT on the horticultural grant, indicates that Egyptian horticultural products are becoming known in Italy and Germany. It also reports that prices received by Egyptian fresh produce exporters depend on the European Union (EU) grade, with the highest grades receiving the best prices; the demand and supply at a particular time of year - this fluctuates seasonally; the differences in individual country consumer demands; and agreements made between buyers and sellers.

The assessment urges producers and exporters in Upper Egypt to seriously consider participating in key European trade shows, such as Fruit Logistica (Berlin, Germany), MacFruit (Cesena, Italy), Bio Fach (Nuremberg, Germany for organic products) and Apefel (Agadir, Morocco) to make contacts with European importers and to learn more about the requirements for specific markets and products. Participants, if they plan to display produce, should pay special attention to labeling and packaging. Such trade shows allow for the exchange of valuable market information and the establishment of business contacts.

For its part, EL SHAMS plans to take leaders of Farmer Associations and executives from food companies to several trade shows this year, beginning with the SIAL Trade Show in Paris, France in Oc-

tober. A separate delegation is going to the Produce Marketing Association (PMA) trade show in Anaheim California after a weeklong study tour at the University of California at Davis.

The assessment also recommended that Egyptian exporters consider working with and being represented by a European agent and/or importer in order to improve their chances of selling successfully in the EU, where a vast array of regulations, especially those relating to phyto-sanitary, grade, quality and organic issues, seem to be increasing in number and complexity. A partnership with a European firm could also allow Egyptian producers and exporters to benefit from technical and marketing expertise. Finally, efforts need to be made to reinforce the concept that exporting is a long-term com-

mitment and that it must be sustained on a yearly basis. Egyptian exporters need to be vigilant about and understand EU importer demands for long-term reliable sources of supply at a reliable high quality standard. The report includes specific statistical tables, annexes with EU regulations, and additional information.

To produce the assessment, Frank Padovano (EL SHAMS - ACDI/VOCA Volunteer) and Mohamed Khafagy, (EL SHAMS ACDI/VOCA Coordinator), the authors of the report, met with private and public sector representatives in Rome and Fondi (Italy) and Berlin (Germany) and participated in the MacFruit Show in Cesena (Italy). The assessment is available through the ACDI/VOCA office or the EL SHAMS project office at CARE.

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## ICT Program Organizes Trade Liaison Office Networking Trip to Washington for Egyptian Private Sector ICT Companies

*The USAID-funded ICT Program sponsored representatives from 10 Egyptian private sector information technology companies on a Trade Liaison Office (TLO) Targeted Networking Trip to the Washington DC/Virginia area on June 5-12. ICT Program COP Jun Labadan and MCIT representative Mohamed Fathy escorted the group on this networking effort, which was conducted in coordination with US-based consultants and the Northern Virginia Technology Council (NVTC).*

Each Egyptian company had an average of 3-4 one-on-one targeted meetings with US firms chosen for their potential interest in the products/services of the Egyptian companies. The meetings were pre-arranged by NVTC International Committee Head Jim Leblanc.

There were also several networking events and briefings that the companies attended as a group in an effort to expose themselves to a larger number of US firms, as

well as to promote Egyptian ICT capabilities in general. US companies in attendance included Browne Global Solutions, EDS Corp., Skill Soft, Avineon Inc., Wachovia Corporation, Blue Water Capital, Globalization Partners International, and Cisco Learning Systems. The briefing topics included a current assessment of 'hot' technology, trade issues impacting the private sector, developing successful strategic alliances, and establishing business operations in the US.

Feedback from the trip was very good, with all participants agreeing that it was an excellent learning experience. In late June, responses to the ICT Program-developed evaluation questionnaire were received from the TLO Targeted Networking Trip participants. The TLO team also began drafting the selection criteria for the second wave of companies who will participate in the TLO networking trip in the fourth quarter of 2004.

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## RRSA Workshops Focus on Strengthening CRU and Customs Officers' Performance Management and Monitoring

*In July 2004, the USAID-funded Results Reporting Support Activity (RRSA) conducted a three-day performance management workshop in Alexandria for the Customs Reform Unit (CRU) and the Egyptian Customs Authority. RRSA provided technical assistance for the participants to enhance their performance management.*

The first day of the conference was devoted to team building and helping the various CRU committees reach a consensus on major objectives, implementation, and the identification of performance indicators to evaluate and monitor the 11 CRU committees' performance.

The second and third day introduced officials to the importance of good evaluation planning and performance monitoring in improving their management of results. Through small group exercises, officials developed improved performance management integration techniques and identified clear and focused results statements

and results frameworks, as well as quality performance indicators, realistic baselines, targets, and trend lines for reform activities.

By the end of the workshop participants were proposing a number of future steps for fulfilling the monitoring and evaluation needs of the CRU.



*First Day Participants at RRSA M&E CRU Performance Management Workshops*

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## ICT Sponsors a Delegation of Egyptian Officials on E-Commerce/E-Government Study Tour in Ireland

*On June 14-18, the Information and Communications Technology (ICT) Program sponsored a delegation of Egyptian officials on the e-commerce/e-government overseas study tour to Ireland. The Egyptian delegation was composed of eight participants representing the MCIT, the ENPO, the Ministry of the Interior, and the Central Bank of Egypt.*

The tour provided participants with information on a wide variety of topics, including the accreditation and certification of electronic signature certificate authorities, the taxation of electronic commercial transactions, the deployment of broadband services on a universal basis, the implementation of IT systems in the delivery of public services, copyright and data

protection policies, and the use of biometric technologies for public and private security applications. Presentations were made by leaders from the public and private sectors in Ireland.

During the course of the tour, participants discussed matters of mutual interest and concern in the ICT sector, agreeing in principle to

undertake periodic collaborations between the Egyptian and Irish governments. According to Dr. Sherif Hashem of the MCIT, the leader of the Egyptian delegation, the Irish experience in the development of the ICT sector is particularly pertinent for Egypt as it proceeds in implementing the Information Technology Industry Development Authority.

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## RRSA Participates at USAID/CEFRS Revisiting Egypt's Competitiveness Conference

*Dr. Samir Makary, Professor of Economics at American University in Cairo and Consultant to the Results Reporting Support Activity (RRSA), presented a study on measuring the competitiveness of Egypt's food and beverage sectors at a conference entitled "Revisiting Egypt's Competitiveness: The Road Ahead for Building Leading Sectors" held on June 28 – 29. The conference was organized by Cairo University's Center for Economic and Financial Research and Studies (CEFRS) in collaboration with United States Agency for International Development (USAID) and the Egyptian Competitiveness Council.*

Dr. Makary discussed the main findings of RRSA's study, which assessed the performance of the processed food sector in Egypt and investigated its economic viability. The study also tested the quality, reliability, validity and consistency of the data. Dr. Makary explained that due to data limitations, competitiveness can only be measured at specific points in time or over short peri-

ods. The only way to gauge the effect of the capital invested in the sector and its sub-sectors on productivity, employment, job creation, exports, or foreign exchange earnings is by applying ratios as proxy indicators of competitiveness.

The study also examined the competitiveness of the processed food sector through ap-

plying Revealed Comparative Advantage (RCA) principle. The effect of investment on value added, employment and exports, as well as revealed comparative advantages were measured for the whole sector and for each sub sector over the period 1996-2001, the period in which data are available. The estimated indicators are applied to both the private and public sectors.

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## CARE Celebrates its 50th Anniversary

*On September 22, 2004, CARE will celebrate its 50th anniversary of operations in Egypt. CARE is implementing the EL SHAMS project under USAID funding with four other partners: the Nile Valley Group (NVG), Environmental Quality International (EQI), University of California at Davis (UC-Davis) and the ACDI/VOCA. CARE will announce shortly where this important anniversary celebration will be held and invitations will follow soon thereafter.*

CARE is one of the world's largest private international humanitarian organizations. CARE's vision is to seek a world full of hope, tolerance and social justice where poverty has been overcome and people can live with dignity and security. CARE's mission is to serve individuals and families in the poorest communities in the world. CARE was

founded in 1945 by 22 American organizations that came together to rush emergency relief packages to post WWII Europe, from this came the organizations' name: Cooperative Assistance and Relief for Europe (CARE). Today, CARE is active in more than 60 developing countries worldwide, serving about 25 million people. Today, CARE is an acronym that

means "Cooperative Assistance and Relief Everywhere." CARE is implementing several projects in Egypt, among them one to help improve the opportunities in Upper Egypt for young female education, funded by USAID; and one to teach and disseminate environmentally sound farming practices in Upper Egypt, funded by the EU.

## Comings

Mr. **George Atalla**, Deputy Chief of Party, IT, Procurement and Training Advisor of the Data Access and Transmission Activity (DATA) left Cairo July 15, 2004 and returned to Booz Allen Hamilton in the United States. Mr. Atalla will continue his involvement and work for the Project from the US and by intermittent visits back to Cairo as needed.

In September, **Ronia Hawash**, Monitoring and Research Associate at the Results Reporting Support Activity (RRSA) left to resume a teaching post at the Cairo's German University. An economist by practice and education, Ms. Hawash was filling in for Ms. Rawia Mokhtar who is on maternity leave. Ms. Hawash took an active role in producing some of RRSA's finest deliverables such as the Employment Multiplier Study and the Customs M&E Best Practices.

In September, **Dalia Bayoumi**, RRSA's Information Dissemination Coordinator resigned to pursue post-graduate studies in London. During her employment at RRSA, Ms. Bayoumi helped define the content for RRSA Economic Growth Programs' website, provided content to the News section and produced five Website bi-monthly bulletins to announce the latest added content for website. She also trained the surveyors of the RRSA's Client Satisfaction Survey, managed the production and distribution of six bi-monthly EgLink newsletters, worked on identifying case study topics to USAID, and co-facilitated two monitoring and evaluation workshops.

## PFCE Initiating an Egyptian Quality Forum (EQF) and Developing Egyptian Executives' Skills and Perspectives in Marketing, Quality, HR, and Operations

*Inspired by the Quality Management workshop under the USAID-funded Partners for a Competitive Egypt's (PFCE's) Leadership Development Program (LDP), an Egyptian Quality Forum (EQF) was initiated by participants in May 2004. USAID/PFCE supports the forum's sustainability and sponsored their first meeting, which set the group's vision, mission, and objectives for 2004-2005. Participants discussed the proposed structure, methodology, membership criteria, election procedures of the organization. EQF's vision is to develop a competitive quality environment that will encourage organizations to share and benchmark their experiences and strategies. Their mission is to create and sustain a network of organisations that work to improve their performance through developing and deploying the latest quality management systems.*

Partners for a Competitive Egypt (PFCE), a USAID-funded project designed to improve the competitiveness of Egypt's workforce, through its Management Development Initiative (MDI) implemented three workshops under the Leadership Development Program (LDP). The Leadership Development Program is a series of intensive three-day workshops, intended for senior managers of Egyptian corporations and focusing on a functional area of business.

The first workshop titled "Marketing Keys to Business Success" was attended by 29 marketing executives from 18 companies. The three-day workshop was facilitated by Dr. Robert E. Spekman of the Darden Graduate School of Business at the University of Virginia and Dr. Judy Frels of the Robert H. Smith School of Business at the University of Maryland. The objectives of the program were to: 1) use basic marketing tools to perform the right segmentation, positioning, and targeting; 2) drive companies towards customer equity; 3) perform the right market forecasts, market potential, and

market share; 4) develop channel partners; and 5) develop a customer focused organization.

The second workshop, entitled "Quality Management," brought together 29 senior quality managers and operations executives representing 22 companies. The goal was to provide a better understanding of different kinds of quality measurement systems and to encourage companies to embrace the concept of process management. The workshop was facilitated by Dr. A. Blanton Godfrey, Dean and Joseph D. Moore Professor at North Carolina State University. Participants gained a comprehensive and timely understanding of quality management and its key functional areas, including theories and concepts. In addition to developing the ability to apply a significant range of professional skills, practices and techniques to quality management, participants also learned how to communicate quality cultures effectively within their management discipline, including people-related communication, teamwork, and the use of financial and other management information.

The third workshop, entitled "HR: Moving from Professional to Strategic Partner," was facilitated by Dr. Susan Taylor, the Director of the Center for Human Capital, Innovation and Technology at the Robert H. Smith School of Business at the University of Maryland, and attended by 24 HR professionals from 22 companies. The program aimed to develop knowledge and business management skills in the field of HR development, and to create a strategic partner model emphasizing the HR function, HR competencies, HR planning, recruitment methodology, employee selection, compensation and individual performance management.

The extensive use of case studies and examples throughout the program, along with the special attention paid to international business examples and group assignments and discussions were all key features in the Leadership Development Program.

The last workshop of LDP is scheduled for September 2004 and will focus on operations management.

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▶▶ Visit: [www.usaideconomic.org.eg](http://www.usaideconomic.org.eg) for Activities, Services and Results of USAID/Egypt's Economic Growth Programs.

### ■ CREDITS

EG Link is published by Development Associates' USAID-funded Results Reporting Support Activity (RRSA)  
 Editorial Board: RRSA Team  
 Editor: Dalia Bayoumi  
 Design and Printing: Muhammad Gomaa, Studio/Noon-color separation  
 Contributions by: USAID SO 16 Activities, USAID, RRSA

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## USAID/ Economic Growth Program Studies On the Spot (July-August 2004)

### Available...

▶ **Best Practices for M&E for Customs Reform in Egypt- the Results Reporting Support Activity (RRSA)-June 2004** This report reviews and assesses the quality of the USAID/Egypt Assistance to Customs and Trade Facilitation (ACTF), with results and performance indicators as well as performance indicators for the Customs Reform Unit. It aims to give a better perspective of Monitoring and Evaluation (M & E) systems and to suggest a set of operational indicators based on best practices to monitor customs reform policy and trade facilitation performance. The ACTF hopes to reduce the average clearance time for goods at port, the clearance process steps, the number of customs disputes, and to increase the amount of customs declarations transmitted electronically.

▶ **A Comparative Analysis of the Economic Censuses for 1996/1997 & 2000/2001- The Data Access and Transmission Activity (DATA) - July 2004.**  
Contact: [www.data-egypt.org](http://www.data-egypt.org)

▶ **Measuring Competitiveness by Indicators- DATA- July 2004.**  
Contact: [www.data-egypt.org](http://www.data-egypt.org)

▶ **Monthly Data on the CPI, WPI, Manufacturing Index, Tourism Expenditures, and the Foreign Trade Statistics for the month of June 2004- DATA-July 2004.**  
Contact: [www.data-egypt.org](http://www.data-egypt.org)

▶ **Civil Service Wages and Reform: The Case of Egypt- The Egyptian Center for Economic Studies (ECES)-May 2004.** This paper analyzes the causes and ramifications of excessive civil service employment in Egypt and makes recommendations for future reforms. It attributes the problem to past policies, which combined guaranteed government employment for all graduates of intermediate and higher education with free schooling for all.  
Contact: [www.usaideconomic.org.eg](http://www.usaideconomic.org.eg) and [www.eces.org.eg](http://www.eces.org.eg)

### In Progress...

▶ **Estimating Income and Employment, Multiplier for Food Processing Industry in Egypt, Phase II, RRSA-September 2004.** This study estimates multipliers of employment and income generated from various processing activities as a result of direct increases in the final demand for processed food and livestock products. This includes change in employment and income at the processed plants, the increased supply of horticultural and livestock products from the farm gate (back-ward linkage), and the dispersal of processed food to intermediate and final markets (forward linkage).

▶ **The Client Satisfaction Review 2005 (CSR) - RRSA- November 2004.** The CSR will follow up on the findings of the 2003 review by exploring client perspectives on the content and quality of five USAID/Egypt-funded Competitiveness and Agriculture Development Partner services and the result of these services on their income, exports, production, and employment. The CSR will also ask clients how satisfied they have been with partner services, and about their recommendations for how better to meet their needs. It will focus on services provided by five partners to three target beneficiary groups: private firms, associations, and smallholders.

▶ **The Skill-Gap Analysis Study- AERI-Institutional Linkages Activity (ILA)- September 2004.** This study assesses the divide between market relevant skills and knowledge and those provided by the current agricultural economics, horticultural, animal science and agribusiness academic curricula. The study includes analyses of interviews with 1000 agriculture graduates from five Egyptian universities and 250 employers. The Agricultural Extension and Rural Development Research Institute conducted the research.

# MARK YOUR CALENDAR Sept. Oct. 2004

## The Agricultural Exports and Rural Incomes- EL SHAMS

34 St. 106, Hadayek El Maadi Tel: (02) 526-0096/3373  
Fax: (02) 525-7074 Website: [www.care.org.eg](http://www.care.org.eg)

### Event

### Date

### Contact person

Event	Date	Contact person
EL SHAMS Second Strategic Action Planning Workshop	September 12-16	Dr. Tom Herlehy Chief of Party Email: <a href="mailto:therlehy@egypt.care.org">therlehy@egypt.care.org</a>
Second Follow-up Training for MALR Horticultural Extension Agents in Upper Egypt	September 19-24	

## The Agricultural Led Export Businesses (ALEB)

12 El Dokki St., Dokki (Giza) Tel: (2-02)338-1445 Fax: (2-02) 748-0729 Website: [www.aleb.org](http://www.aleb.org)

Event	Date	Contact person
Inventory Management and Best Practices	September 1	Dina Essam Program Assistant Email: <a href="mailto:dbebawi@aleb.org">dbebawi@aleb.org</a>
Marketing Communication Training	September 5	
Problem Business Finance Training	September 8	
Marketing Communication Training	September 12,19	
Cost Reduction and Productivity Improvement Training	September 22,26	
E-Marketing Training	October 3	

## The Egyptian Exporters Association (ExpoLink)

90 Road 105 Maadi. Tel: (02) 527-1010 Fax: (02) 527-1015 Website: [www.expoLink.org](http://www.expoLink.org)

Event	Date	Contact person
GDS International Shoe Fair- Düsseldorf	September 16-19	Aliaa El Serafy, Market Intelligence Manager. Email: <a href="mailto:aserafy@expoLink.org">aserafy@expoLink.org</a>
GITEX-Dubai Software Exhibition	October 19	

## The American Chamber of Commerce in Egypt (AmCham) 33 Soliman Abaza St., Mohandiseen

Tel: (02) 338-1050 Fax: (02) 338-1060  
E-mail: [edirector@amcham.org.eg](mailto:edirector@amcham.org.eg) Website: [www.amcham.org.eg](http://www.amcham.org.eg)

Event	Date	Contact person
Adobe Photoshop (Basic Level)	September 5	Dina Nawar, Events and Training Coordinator Email: <a href="mailto:Dnawar@amcham.org.eg">Dnawar@amcham.org.eg</a>
Ms/Power-point 2000 (Basic Level)	September 5	
Adobe Photoshop (Advanced Level)	September 12	
Ms/Using the Internet	September 12	
MS/Outlook 2000 (Basic Level)	September 19	
MS/Power Point (Advanced Level)	September 26	
MS/Access (Advanced Level)	September 27	
Using Microsoft Project 2003	September 27-30	

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## Competitiveness and Agriculture Development Portfolio

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<b>AERI-Midwest University Consortium for International Activities</b> MUCIA	<b>Dr. Mohamed Samy</b> Egypt Coordinator	7 Nadi El Sid St., Dokki Tel: (02) 337-0567 Fax: (02) 335-6081 Email: <a href="mailto:samy@uiuc.edu">samy@uiuc.edu</a>
<b>AERI-Small Holder Livestock and Dairy Producers and Organizations Activity</b>	<b>Stephen McCarthy</b> Chief of Party	53 Manial St., Manial Tel: (02) 364-6933 Fax: (02) 364-6900 Website: <a href="http://www.acdivoca.org">www.acdivoca.org</a> Email: <a href="mailto:steve@pop.thewayout.net">steve@pop.thewayout.net</a>
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<b>Horticultural Export Improvement Association</b> HEIA	<b>Wael Rafea</b> Executive Director	22 Syria St., Mohandiseen, Giza Tel: (02) 338-3080 Fax: (02) 338-1940 E-mail: <a href="mailto:info@heia.org">info@heia.org</a> Website: <a href="http://www.heia.org">www.heia.org</a>

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