



# **National Offshoring Strategy for Egypt**

## **Covering the period 2027-2030**

### Request for Proposal

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June 2026

PROPOSAL DEADLINE: **July 19, 2026**

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## **1. Introduction**

### **Background and Context**

Egypt has established itself as a leading global destination for ICT offshoring and digital services. In February 2022, Egypt launched the Digital Egypt Offshoring Strategy (2022–2026), which aimed to increase ICT service exports, create employment opportunities, and position Egypt as a globally recognized offshoring destination.

Building on the achievements and lessons learned from the previous strategy, Egypt is undertaking a comprehensive Strategy Refresh for the period 2027–2030. The new strategy aims to reposition Egypt not only as a cost-competitive destination, but as a global hub for high-value, scalable, resilient, and AI-enabled digital and technology services — spanning large-scale Business Process Services, high-value IT services, software development, Engineering Research & Development, semiconductor design, electronics design, and AI-enabled services.

The strategy must address two complementary growth engines:

- **Inbound investment attraction** — positioning Egypt as a preferred destination for multinational companies, Global Capability Centers (GCCs), BPO providers, and technology firms seeking to establish or expand offshore operations.
- **Outbound internationalization of Egyptian companies** — enabling Egyptian IT, software, and technology service providers to compete in global markets and grow exports through their own commercial capabilities, not solely through FDI attraction.

### **National Offshoring Strategy Objectives (2027–2030)**

The National Offshoring Strategy 2027–2030 aims to strengthen Egypt's position as a globally competitive destination for Offshoring, offshoring, and digital services while creating sustainable economic value through export growth, investment attraction, and high-quality employment generation.

The strategic objectives of the National Offshoring Strategy are as follows:

1. **Triple Offshoring exports** by achieving a compound annual growth rate (CAGR) of approximately 30% during the period 2027–2030, driven by both foreign investment attraction and the international expansion of Egyptian companies.
2. **Create high-quality employment opportunities** by increasing sustainable jobs in the offshoring industry, with a deliberate focus on high-value, knowledge-intensive, and technology-driven roles.
3. **Accelerate Egypt's transition up the global value chain** by increasing the share of high-value digital services, software engineering, artificial intelligence, engineering and R&D (ER&D), and semiconductor-related activities within Egypt's export portfolio.

4. **Build AI-enabled services capabilities** and position Egypt as a globally competitive destination for AI-enabled, technology-intensive, and future-oriented Offshoring services.
5. **Ensure policy and ecosystem alignment with future market requirements** by strengthening regulatory frameworks, incentive structures, talent development systems, and enabling policies in response to rapid technological transformation and evolving global demand patterns.

## Scope Orientation and Strategic Priorities

This section defines the strategic priorities and analytical focus areas that shall guide the Consultant's work throughout the assignment. These priorities reflect ITIDA's current strategic thinking, lessons learned from the implementation of the 2022–2026 strategy, industry consultations, and emerging global market developments.

The Consultant shall validate, quantify, challenge where appropriate, and build upon these priorities through independent analysis, stakeholder engagement, and international benchmarking.

These priorities should not be interpreted as predetermined conclusions. The Consultant is expected to exercise independent professional judgment and may identify additional strategic focus areas supported by evidence and market analysis.

### Priority 1 — Developing and AI-Enabled Offshoring Services

Artificial intelligence is fundamentally reshaping the global offshoring industry and represents one of the most significant drivers of future competitiveness. The Consultant shall integrate AI analysis as a cross-cutting dimension throughout the assignment, from market assessment and strategic positioning to investment attraction and operational implementation.

*The Consultant shall:*

- Assess the impact of Generative AI, machine learning, automation, and intelligent process automation on global Offshoring and offshoring demand.
- Identify service segments expected to grow, transform, face disruption, or decline as a result of AI adoption.
- Benchmark on how leading Offshoring destinations are adapting their strategies, talent development initiatives, and investment attraction approaches in response to AI-driven market changes.
- Evaluate Egypt's readiness to compete as an AI-enabled global services destination, including talent availability, infrastructure, cloud readiness, AI ecosystem maturity, regulatory environment, and industry adoption.
- Identify priority AI-enabled services and emerging technology opportunities that Egypt should target through 2030.
- Develop recommendations to capitalize on AI-driven opportunities while mitigating potential workforce and competitiveness risks.

### Priority 2 — Maintaining BPS/ KS Momentum While Diversifying the Investor Base

Egypt has built a strong position in large-scale BPS, particularly in contact center services anchored by large multinational operators. While maintaining this leadership is important, over-

concentration in a single investor profile and service tier creates strategic risk — particularly in the context of AI-driven automation of contact center services.

*The Consultant shall:*

- Develop strategies to maintain and strengthen Egypt's BPS Momentum while proactively diversifying the investor base beyond large Tier 1 operators.
- Assess opportunities to attract second-tier and mid-sized multinational companies with high growth potential, and identify the specific barriers preventing mid-market companies from selecting Egypt.
- Develop differentiated value propositions and engagement strategies for different investor profiles, including large global BPOs, regional operators, captive shared services centers, and emerging digital service providers.
- Identify opportunities to upgrade Egypt's BPS offering toward higher-value shared services.

### Priority 3 — Building Egypt's Position in High-Value Technology Segments

Beyond BPS, Egypt has significant untapped potential in high-value technology services that offer stronger growth prospects, higher revenue per employee, and greater resilience to AI-driven automation. The Consultant shall specifically assess and develop strategies for Egypt's positioning in:

- **IT Services, Software Development, Embedded Software, and Artificial Intelligence (AI) Services** — assessing Egypt's current positioning and competitiveness, benchmarking leading technology and software destinations (e.g., India, Poland, Romania, Vietnam, and other relevant markets).
  - Identifying critical success factors applicable to Egypt, and recommending strategic interventions across talent development, innovation incentives, intellectual property protection, startup ecosystems, research and development capabilities, and technology infrastructure.
  - The Consultant shall also identify specific AI opportunities aligned with Egypt's talent base and infrastructure and develop targeted strategies to attract AI-focused investments and position Egypt as a regional hub for AI-enabled services and advanced digital technologies.
- **Semiconductors and Electronics Design** — evaluating Egypt's existing capabilities and institutional ecosystem, identifying gaps relative to global leaders, and recommending targeted interventions to attract semiconductor and electronics design investment.

For each segment, the Consultant shall identify capability gaps, ecosystem requirements, investment barriers, competitive positioning relative to peer destinations, and the specific strategic interventions required to attract global leaders.

### Priority 4 — Enabling Egyptian Companies to grow Services Exports

A critical and strategically distinct priority — and one that is often underweighted in investment promotion strategies — is enabling Egyptian technology and offshoring companies to grow their Exports revenues independently and FDI Attraction. This is fundamentally different from attracting foreign companies to set up operations in Egypt, and requires a different strategic framework, different interventions, and different success metrics.

*The Consultant shall develop separate, evidence-based recommendations for:*

- Egyptian IT and software companies seeking to sell technology services and products to international clients — including software products, SaaS platforms, Embedded Software, Electronics design, and technology consulting. The strategy should focus on how these companies can build international sales pipelines, access global buyers, and compete on quality and innovation rather than cost alone.
- Egyptian BPS and contact center operators seeking to expand internationally and compete with regional and global BPO providers for contracts in priority markets.

Across all these categories, the Consultant shall assess barriers to international expansion, identify strategic initiatives required to increase global competitiveness, and recommend scalable mechanisms through which ITIDA and relevant stakeholders can systematically support Egyptian companies — covering international sales capability development, partnership and co-selling models, certification and standards compliance, brand-building, access to international financing, and participation in global value chains and technology ecosystems.

## 2. Data Sheet

<b>Project Context</b>	Develop a comprehensive, actionable, and execution-ready National Offshoring Strategy for Egypt covering the period 2027–2030
<b>Title of Services/Work:</b>	National Offshoring Strategy for Egypt 2027-2030
<b>Country:</b>	Egypt
<b>Language of the Proposal:</b>	<input checked="" type="checkbox"/> English <input type="checkbox"/> Others (pls. specify) _____
<b>Conditions for Submitting Proposals for Parts or Subparts of the Work</b>	Submitting proposals for parts or sub-parts of the TOR is: Not allowed
<b>Conditions for Submitting Alternative Proposals</b>	<input checked="" type="checkbox"/> Shall not be considered <input type="checkbox"/> Shall be considered
<b>Period of Proposal Validity Commencing on the Submission Date</b>	<input checked="" type="checkbox"/> 90 days

<b>Pre-proposal Q&amp;A Conference will be held:</b>	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <b>June 30, 2026, 12:00 PM, Online.</b> Registration link will be announced on ITIDA Website.
<b>Proposal Security</b>	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required
<b>Proposal Prices shall be subjected to Taxation</b>	<input checked="" type="checkbox"/> Yes, pls. submit a price inclusive of all applicable taxes <input type="checkbox"/> No, pls. submit a price exclusive of all taxes
<b>Advanced Payment upon signing of Contract/PO</b>	<input type="checkbox"/> Allowed <input checked="" type="checkbox"/> Not allowed
<b>Liquidated Damages</b>	<input type="checkbox"/> Will not be imposed <input checked="" type="checkbox"/> Will be imposed under the following conditions: <ul style="list-style-type: none"> <li>- Percentage of delayed deliverable price 1%</li> <li>- No. of days of delay 7</li> <li>- Maximum amount prior to termination 3%</li> </ul>
<b>Performance Security</b>	<input checked="" type="checkbox"/> Required <ul style="list-style-type: none"> <li>a. Amount: 5% of the total Contract valid till the end of the Contract.</li> <li>b. Form: Bank Letter of Guarantee.</li> </ul> <input type="checkbox"/> Not required
<b>Currency of Bid</b>	Single Currency: <b>USD</b> for Firms outside Egypt <b>EGP</b> for Firms inside Egypt
<b>Deadline for submitting requests for clarifications/questions</b>	<b>June 28, 2026, 12:00 PM</b> Any question or request for clarification must be sent by email.
<b>Contact Details for submitting clarifications/questions</b>	Mr. Hossam Fawzy Strategy and Programs Manager <a href="mailto:hfawzy@itida.gov.eg">hfawzy@itida.gov.eg</a>
<b>Deadline of proposals Submission</b>	July 19, 2026 – 12 PM

<p><b>Procedures and Conditions for Submitting Proposals</b></p>	<ul style="list-style-type: none"> <li>• The bidder must submit their proposal in 1 email</li> <li>• Proposal submission email subject must be: <b>Offshoring Strategy 2027-2030 / Proposal / [INSERT COMPANY NAME]</b></li> </ul> <p><i>The email must contain the following:</i></p> <ol style="list-style-type: none"> <li>1. <b>Contact Information</b> signed by the bidder’s representative</li> <li>2. <b>Two separate zipped folders:</b> <ol style="list-style-type: none"> <li>a. 1 folder for <b>the technical offer</b> documents.</li> <li>b. Checklist can be found in <a href="#">Appendix A</a></li> <li>c. Folder name must be: <b>Offshoring Strategy 2027-2030 - [INSERT COMPANY NAME] - Technical Offer</b></li> <li>d. 1 folder for <b>the financial offer</b> documents.</li> <li>e. Checklist can be found in <a href="#">Appendix B</a></li> <li>f. Folder name must be <b>Offshoring Strategy 2027-2030 - [INSERT COMPANY NAME] - Financial Offer</b></li> </ol> </li> </ol>
<p><b>Proposal Submission Address</b></p>	<p><b>Mr. Hossam Fawzy</b> E-mail: <a href="mailto:hawzy@itida.gov.eg">hawzy@itida.gov.eg</a> Telephone: +202 3534 5153</p> <p><b>Mr. Ahmed Agamy</b> E-mail: <a href="mailto:aagamy@itida.gov.eg">aagamy@itida.gov.eg</a></p> <p><b>Dr. Marwa Mokhtar</b> Email: <a href="mailto:marwamokhtar@tiec.gov.eg">marwamokhtar@tiec.gov.eg</a></p>
<p><b>Evaluation method to be used in selecting the most responsive Proposal</b></p>	<p><input type="checkbox"/> <b>Lowest financial offer of technically qualified Proposals</b></p> <p><input checked="" type="checkbox"/> <b>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively</b></p> <p>The formula for the combined scoring method is:  <math>C = 70 (T/H) + 30 (L/P)</math>  Where;  T = technical score of the proposal being evaluated  H = technical score of the highest technically scored proposal  L = price of the lowest priced proposal  P = price of the proposal being evaluated</p>
<p><b>ITIDA will award the contract/PO</b></p>	<p><input checked="" type="checkbox"/> <b>One Bidder only</b></p> <p><input type="checkbox"/> <b>One or more Bidders</b></p>
<p><b>Required Documents that must be submitted to Establish the Qualification of Proposers</b></p>	<ul style="list-style-type: none"> <li>■ <b>Document evidencing the person(s) duly authorized to commit the Bidder or a Power of Attorney.</b></li> <li>■ <b>Company Profile, which should not exceed ten (10) pages, including printed brochures and product catalogues relevant to the goods/services being procured.</b></li> <li>■ <b>Tax Registration/Payment Certificate issued by the</b></li> </ul>

	<p><b>Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder.</b></p> <ul style="list-style-type: none"> <li>■ <b>VAT Card.</b></li> <li>■ <b>Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation.</b></li> </ul>
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## 2.1 Timeline

<b>RFP Release</b>	17 June 2026
<b>Questions Due</b>	28 June 2026
<b>Q&amp;A Online Session</b>	30 June 2026
<b>Proposal Submission Deadline</b>	19 July 2026

## 2.2 Technical Evaluation Criteria

Summary of technical proposal evaluation sections		Points obtainable
1.	<p><b>Proposer’s qualification, capacity and experience:</b></p> <ul style="list-style-type: none"> <li>• Reputation of organization / reliability / industry standing</li> <li>• General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted.</li> <li>• Relevance of specialized knowledge and experience on similar engagements done in the region / country</li> </ul>	300
2.	<p><b>Proposed methodology, approach and implementation plan:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail?</li> <li>• Description of the Proposer’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference</li> <li>• Details on how the different service elements shall be organized, controlled and delivered</li> <li>• Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement</li> <li>• Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement</li> <li>• Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic</li> </ul>	400

3.	<b>Management structure and key personnel:</b> <ul style="list-style-type: none"> <li>Composition and structure of the team proposed. <i>Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?</i></li> <li>CVs and Qualifications of key personnel proposed</li> </ul>	300
	<b>Total</b>	<b>1000</b>
<b>Proposal shall be rendered non-responsive if it fails to achieve 70%.</b>		

### 3. Assignment Structure and Packages

This assignment is structured into two packages:

Package	Scope	Phases
Package 1	Analysis, Diagnosis, Strategy Development & Roadmap, Investment Attractiveness Framework	Phases 1 & 2
Package 2	Investment Attraction & Lead Generation Execution	Phase 3

- The Consultant shall submit separate Technical and Financial Proposals for both; Package 1 and Package 2.
- ITIDA reserves the right, at its sole discretion, to:
  - Award and proceed with Package 1 only; or
  - Award and proceed with both Package 1 and Package 2.
- Submission of proposals for both packages does not guarantee that Package 2 will be awarded. The decision to proceed with Package 2 shall be made by ITIDA based on its strategic priorities, budget availability, and other relevant considerations.
- Consultants shall therefore provide complete technical and financial proposals for both packages as part of their submission.

### 4. Scope and Deliverables

Phase (1) Analysis and Diagnosis	Expected Duration
Inception Report and Detailed Workplan (including Gantt chart)	<b>6 Weeks</b>
Demand Assessment Report	
Egypt Supply Assessment and Ecosystem Readiness Report	
Competitiveness Benchmarking and Risk Analysis Report	
Prioritized Segments and Strategic Focus Report	

Investor pitch	
Top 3 Markets Strategy	
<b>Phase (2) Strategy Development and Road Map &amp; Investment Attractiveness Framework</b>	
National Offshoring Strategy and Operational Roadmap	<b>10 weeks</b>
4 Y business development and lead generation plan	
<b>Phase (3) Investment Attraction</b>	
Business Development and Lead Generation Execution	<b>12 Months</b>
<p><b><u>The overall assignment shall be considered complete upon:</u></b></p> <ul style="list-style-type: none"> <li>• Submission of all required deliverables under both phases;</li> <li>• Completion of the Investment Attraction and Lead Generation Execution activities;</li> <li>• Submission of the Final Investment Attraction Performance Report and Pipeline Handover Package;</li> <li>• Review and acceptance of all deliverables by ITIDA</li> </ul>	

## ***PACKAGE 1 — Analysis, Diagnosis, Strategy Development, Roadmap, and Investment Attractiveness Framework.***

Estimated Duration: 16 Weeks

### **PHASE ONE: Analysis and diagnosis**

This Phase includes various deliverables as follows:

#### **4.1.1 Inception Report and Work Plan**

The Consultant shall submit an Inception Report and Detailed Workplan within fifteen (15) working days from contract commencement. The report shall confirm the Consultant's understanding of the assignment, proposed methodology, implementation approach, stakeholder engagement plan, governance and communication arrangements, key assumptions and risks, resource deployment plan, and a detailed workplan. The workplan shall include a Gantt chart covering all activities, milestones, deliverables, dependencies, stakeholder consultations, review and approval cycles, and expected completion dates for all phases of the assignment.

#### **Deliverable 1: Inception Report and Detailed Workplan**

#### **4.1.2 Global Demand Assessment**

The Consultant shall conduct a comprehensive and data-driven assessment of global onshoring and offshoring demand trends to identify high-potential opportunities for Egypt's Offshoring and offshoring sector. The assessment shall provide a detailed

understanding of the evolving global Offshoring landscape, emerging demand patterns, buyer requirements, and future growth areas across key markets and service domains.

The scope of work shall include, but not be limited to, the following:

#### **A. Global Market Assessment**

1. Global Market Assessment
2. Assessment of the current global outsourcing and offshoring market size, including historical growth trends and future market forecasts.
3. Analysis of the global evolution of outsourcing delivery models, including offshore, nearshore, hybrid, Global Capability Centers (GCCs), and managed services models.
4. Evaluation of macroeconomic, geopolitical, digital transformation, and labor market trends influencing global sourcing decisions.

This shall deeply analyze:

- Service segments (Business Process Services / Knowledge Services (BPS/KS), IT Services, Software Development (IT and Embedded Systems), and other relevant offshoring service categories).
- Industries (banking, healthcare, telecom, manufacturing, etc.)
- Technologies (AI, cloud, cybersecurity, data, etc.)
- Geographies and regions
- Key sourcing markets (U.S., Europe, GCC, etc.)

#### **B. Impact of Artificial Intelligence and Emerging Technologies on Global Offshoring**

This is a dedicated and critical component of the global demand assessment for both risks and opportunities. The Consultant shall conduct an in-depth analysis of:

- The impact of Generative AI, automation, machine learning, and intelligent process automation on the structure, scale, and nature of the global offshoring industry.
- Identification of service segments expected to experience growth, transformation, disruption, or decline as a result of AI adoption — including specific assessment of segments at high automation risk versus those with high AI-enabled growth potential.
- Assessment of changing client requirements, sourcing preferences, and operating models driven by AI-enabled service delivery, including the emergence of AI-augmented and AI-native delivery models.
- Evaluation of the implications of AI on talent demand, skills requirements, productivity, and workforce composition across priority service segments, including the transition from headcount-intensive models to outcome-based and technology-augmented delivery.
- Benchmarking of how leading offshoring destinations — including India, Philippines, Poland, Morocco, and others — are adapting their strategies, talent development programs, incentive frameworks, and value propositions in response to AI-driven market changes.

#### **C. Buyer and Investor Landscape**

- Major multinational companies and global buyers driving Offshoring demand.

- Leading industries and enterprises expanding Offshoring operations.
- Global Offshoring trends among multinational corporations.
- Buyer decision-making criteria and location selection priorities.
- Analysis of how AI is reshaping the global buyer and investor landscape, including evolving demand patterns, sourcing preferences, investment priorities, and expectations from offshoring destinations — including the extent to which buyers now require destinations to demonstrate AI capability, AI talent pipelines, and AI-ready infrastructure as part of their location selection criteria.

#### **D. Future Outlook and Strategic Opportunity Assessment**

- Future global Offshoring demand outlook over the medium and long term.
- Key market growth drivers and disruptors.
- Emerging Offshoring models and delivery structures.
- Assessment of the potential risks and disruptions posed by AI to the global offshoring industry, including the automation of services, changing workforce requirements, evolving sourcing models, and implications for the competitiveness of offshoring destinations.
- Development of scenarios outlining the potential impact of AI on the global offshoring industry through 2030 and the strategic implications for Egypt's competitiveness and positioning under each scenario (e.g., accelerated AI disruption, managed transition, and AI-enabled growth scenarios).

Based on the full analysis, the Consultant shall identify and prioritize the most attractive demand pools, service segments, industries, technologies, and geographic demand zones that align with Egypt's competitive advantages, talent capabilities, and strategic positioning.

**Deliverable 2: Comprehensive Global Demand Assessment Report, including AI impact analysis, scenario development, and prioritized demand pool mapping for Egypt.**

#### **4.1.3 Egypt Supply Assessment and Capacity Analysis**

The Consultant shall conduct a comprehensive assessment of Egypt's current and future supply-side readiness to support the growth and scalability of the Offshoring and offshoring industry, across both inbound investment attraction and the international expansion of Egyptian companies

##### **A. Industry Sizing**

- Assessment of the size, structure, and growth of the offshoring industry, including
  - total revenues,
  - export revenues and contribution to services exports,
  - employment size and workforce distribution,
  - operating company profiles, and,
  - historical market trends, segmented by service category (BPS/KS, IT Services, Software Development (IT and Embedded Systems), and Semiconductors & Electronics Design), industry verticals, technology domains, and geographies

## B. Talent Supply Analysis

- Graduate pipeline analysis by discipline and specialization.
- Annual talent supply from universities, technical institutes, and training programs.
- Skills availability across technical, digital, linguistic, and operational domains.
- Talent quality, productivity, and international competitiveness.
- Multilingual capabilities and language readiness.
- Middle-management talent availability and scalability.

## C. Egypt's AI Readiness Assessment

The Consultant shall conduct a dedicated and comprehensive assessment of Egypt's readiness to compete as an **AI-enabled global services destination**. The assessment shall cover:

- **AI talent availability and pipeline** — including the supply of AI engineers, data scientists, machine learning specialists, and AI operations professionals; quality of AI-related university programs; and talent pipeline scalability.
- **AI research ecosystem** — including university research centers, published research output, and collaboration with global AI institutions.
- **AI startups and innovation ecosystem** — including the number, scale, and maturity of AI startups; access to venture capital; and linkages with global technology ecosystems.
- **AI infrastructure** — including availability of GPU compute resources, high-performance computing facilities, and AI development platforms.
- **Cloud and compute readiness** — including availability of cloud infrastructure from global hyperscalers, data center capacity, and connectivity infrastructure.
- **AI adoption by Offshoring companies** — including assessment of the extent to which existing Egyptian Offshoring companies are integrating AI tools, platforms, and capabilities into their service delivery.

## D. Infrastructure Readiness

- Connectivity and telecom infrastructure.
- Technology parks, smart villages, and innovation hubs.
- Delivery location assessment across key cities.

## E. Real Estate and Business Infrastructure

- Availability and scalability of Grade A office spaces suitable for Offshoring operations.
- Geographic distribution of Offshoring-ready locations across Egypt.
- Rental pricing competitiveness benchmarked against peer Offshoring destinations.
- Flexibility of leasing models and operational readiness for multinational companies.
- Availability of plug-and-play facilities and managed office solutions.
- Identification of infrastructure and real estate gaps impacting investment attraction and sector scalability.

## F. Egyptian Company Capabilities Assessment

- Assessment of the international competitiveness, scale, service portfolio, and export readiness of Egyptian BPS/KS, IT Services, Software Development (IT, Embedded Systems), Semiconductors and electronics design companies.
- Identification of companies with high potential for international expansion.

- Analysis of current barriers to international growth for Egyptian companies.

## G. PESTEL Analysis

Comprehensive political, economic, social, technological, environmental, and legal analysis of Egypt's offshoring ecosystem.

**Deliverable 3: Egypt Supply Readiness and Capacity Assessment Report, including a dedicated AI Readiness Assessment, identification of constraints and bottlenecks, and clear recommendations on how Egypt should adapt its strategy to capitalize on AI-driven opportunities and mitigate risks.**

### 4.1.4 Competitiveness and Risk Assessment

The Consultant shall benchmark Egypt against leading global offshoring destinations (to be determined, e.g., India, Philippines, South Africa, Morocco, Poland, Kenya) across the following dimensions:

#### A. Cost Competitiveness

- Fully loaded cost models including salaries, facilities, telecom costs, attrition, and productivity factors.

#### B. Incentive Benchmarking

- Identification of competing countries' incentive programs and government support mechanisms, with implications for Egypt's incentive positioning.

#### C. Risk Assessment

- Political and regulatory risks, economic stability, technology infrastructure, and cybersecurity readiness.

#### D. Talent Competitiveness

- Qualifications, scalability, sustainability, and language capabilities.

#### E. AI Competitiveness Benchmarking

The Consultant shall benchmark Egypt against key competitor destinations specifically on AI-related dimensions, including:

- **AI talent** — depth, quality, and scalability of AI and data science talent pools.
- **AI regulation** — maturity, clarity, and investment-friendliness of AI regulatory frameworks.
- **AI adoption** — extent of AI integration by local Offshoring companies and technology firms.
- **AI infrastructure** — availability of compute, cloud, and high-performance computing resources.
- **AI investment** — levels of domestic and foreign AI investment and R&D activity.
- **AI ecosystem maturity** — startup density, research output, corporate innovation activity.

- **AI policy readiness** — national AI strategies, government support programs, and public investment.
- **Responsible AI governance** — frameworks for ethical AI, data governance, and regulatory compliance.

## F. High-Value Segment Competitiveness

- Specific benchmarking of Egypt's competitiveness in software development, AI services, semiconductor design, and ER&D against relevant peer destinations.

## G. Anchor Clients and Ecosystem Depth

- Volume, service mix, and strategic significance of existing anchor investors.

**Deliverable 4: Competitiveness Benchmarking Report, Competitiveness and Risk Scorecard (including AI Competitiveness Scorecard), and Egypt Offshoring Value Proposition Framework, with clear implications for Egypt's positioning and recommended actions to strengthen competitiveness across all priority segments.**

### 4.1.5 Prioritized Segments, industry, services and Country Focus

The Consultant shall identify priority segments (ITS, BPS, ER&D, Semiconductor Design, Electronics Design, AI), industries (fintech, healthcare, retail, logistics, SaaS, etc.), and services (IT, customer support, finance and accounting, HR, data analytics, software engineering, AI engineering, etc.) using a structured prioritization framework.

The prioritization shall address both inbound investment attraction and Egyptian company internationalization, based on demand attractiveness, Egypt's supply readiness, strategic relevance, feasibility, and scalability, across the following timeline:

- Short-term (0–12 months)
- Medium-term (12–36 months)
- Long-term (36–60 months)

### **Deliverable 5: Priority Segment Report**

### 4.1.6 Developing an investor pitch

The consultant shall develop a comprehensive investor pitch and investment proposition, including:

- Modular pitch deck (tailored per: Target Market / segment/ industry/ services – 10–15 slides with customizable sections on cost, talent, and risk mitigation.
- One pager / executive summary for quick distribution at conferences and digital outreach.

- RFP (Excel tool) – allowing investors to compare Egypt vs. 3–5 competing destinations dynamically.
- Investor FAQs & objection handling guide – covering data sovereignty, internet reliability, talent retention, and political risk.

The consultant should clearly distinguish near-term, implementable opportunities from medium- to longer-term structural actions.

#### **Deliverable 6: Investor Pitch Package**

#### **4.1.7 Targeted destination Strategy (Top 5 Countries)**

The Consultant shall develop a targeted strategy and engagement plan for three priority markets, to be determined in agreement with ITIDA, covering market structure, key players and decision-makers, buyer perceptions, competitive positioning of Egypt, and potential barriers and investment opportunities.

#### **Deliverable 7: Top 5 Country Strategy**

### **Phase TWO: Strategy Development and Road Map & Investment Attractiveness Framework**

Phase Two consists of two main Pillars; Strategy Sustainable and Operational Implementation Plan, and Investment Attractiveness Framework

#### **5.1 Pillar 1: Strategy Development and Road Map**

This is the core deliverable of the assignment. The Consultant shall develop a comprehensive, implementation-ready National Offshoring Strategy and Roadmap structured around the following components:

##### **A. Strategic Framework**

- Strategic Vision for 2030.
- Strategic Pillars and Objectives, encompassing inbound investment attraction, Egyptian company internationalization, and AI-enabled services development.
- Strategic Priorities and Focus Areas across all priority service segments.
- Target Outcomes aligned with quantitative objectives, including the 30% CAGR export growth target and the increase in the share of high-value and AI-enabled services.

## B. Go-to-Market Strategy

- Priority markets segmented by geography, sector, and service line.
- Target customer and investor segments, including large multinationals, mid-market companies, GCC operators, and technology-focused investors.
- Differentiated strategies for inbound FDI attraction versus support for Egyptian company international expansion.
- Recommended business and operating models.
- International events, conferences, and engagement platforms with defined objectives and ROI expectations.

## C. Operational Programs and Initiatives

A portfolio of strategic programs required to achieve strategy objectives, including:

- AI readiness and AI-enabled development programs.
- High-value segment development initiatives (software engineering, semiconductor design, AI, ER&D).
- BPS leadership momentum and investor diversification programs.
- Egyptian company internationalization and export growth programs, segmented by company type (IT and software product companies, IT services firms, BPS operators, ER&D companies).
- Talent development and advanced skills pipeline programs, including AI, data science, and engineering disciplines.
- Ecosystem and innovation infrastructure development initiatives.
- Program prioritization, sequencing, milestones, dependencies, timelines, and delivery responsibilities.
- Risk assessment and mitigation measures.

## D. Marketing and Communication Framework

- Strategic communication objectives and key messages differentiated by audience.
- Value propositions tailored to different investor profiles and service segments, including AI-readiness messaging.
- Stakeholder engagement approach and marketing plans.

## E. Budget Classification and Costing Framework

- Cost estimates by initiative and program.
- Annual budget estimates (2027–2030).
- Funding sources and financing mechanisms, including public, private, and partnership models.

## F. Governance, Performance Management, and Strategy Activation Framework

- Inter-agency coordination mechanisms.
- Strategy Execution Management Office (SEMO) operating model.
- Program governance framework and strategy activation roadmap.
- Reporting, monitoring, and executive dashboard requirements.
- Performance management framework including Input, Output, Outcome, and Impact KPIs — covering FDI attraction targets, Egyptian company export growth targets, and AI-enabled services development targets.

- Strategy review and performance assessment processes.

## G. Execution Team Readiness and Sustainability Framework

- Assessment of execution team readiness and capability gaps.
- Recommended learning and development roadmap.
- Sustainability recommendations to support long-term strategy execution.

### Deliverable 8: National Offshoring Strategy and Operational Roadmap (2027–2030)

#### Important note:

To maintain the relevance and competitiveness of Egypt’s National Offshoring Strategy throughout the 2027–2030 period, the Consultant shall propose a Strategic Review and Market Intelligence Mechanism. This shall include

- ✓ an annual strategy retreat to evaluate market shifts, reassess strategic priorities, and recommend necessary adjustments to Egypt’s value proposition and investment attraction approach,
- ✓ periodic executive briefs highlighting emerging technologies, market trends, competitive developments, and policy implications for decision-makers.

## 5.2 Pillar 2: Business Development and Lead Generation Plan

The Consultant shall develop a comprehensive Business Development and Lead Generation Plan covering:

- **Investment Attraction Strategy** aligned with Egypt's growth objectives and priority sectors, covering both FDI attraction and Egyptian company export growth enablement.
- **Investor Segmentation and Targeting** — listing and prioritization of high-potential target investors, multinationals, GCCs, BPO providers, and technology companies, including AI-focused investors.
- **Investor Engagement Framework** — structured investor engagement model, and journey maps
- **Investment Promotion and Market Development Plan** — 4 years plan for international market engagement, priority events, roadshows, investor missions, and market activation activities.

### Deliverable 9: 4-Year Business Development and Lead Generation Plan

## ***PACKAGE 2 — Phase 3: Business Development and Lead Generation Execution.***

Estimated Duration: 12 Months

### **Phase Three: Business Development and Lead Generation Execution.**

The Consultant shall support ITIDA in executing the Business Development and Lead Generation plan developed under Phase 2 and shall act as an Investment Promotion and Business Development Partner to facilitate investor engagement and opportunity creation across priority markets and sectors.

All investor-facing activities shall be conducted in close coordination with ITIDA. The Consultant shall facilitate engagement with target investors, while ITIDA shall remain the lead governmental entity responsible for investor facilitation, negotiations, incentives, site visits, and investment establishment activities.

#### **6.1 Scope**

The scope shall include, but not be limited to, the following:

##### **A. Investor Targeting and Pipeline Development**

- Identify, profile, and prioritize target investors aligned with the approved Business Development and Lead Generation Execution.
- Monitor investor engagement status and update pipeline records based on market developments and engagement outcomes.
- Developing and maintaining Qualified Investment Opportunity Reports (APPENDIX C)

##### **B. Investor Outreach and Engagement**

- Execute targeted outreach campaigns to priority investors and establish engagement channels with qualified prospects.
- Facilitate introductions and ongoing engagement between target investors and ITIDA.
- Organize and coordinate investor meetings, executive briefings, investor roundtables, and one-on-one engagement sessions with qualified investors.
- Present Egypt's Offshoring value proposition and relevant business cases to prospective investors in coordination with ITIDA.

#### **6.2 Strategic Targets**

The Consultant shall support ITIDA in building an investment pipeline capable of contributing to the National Offshoring Strategy target of achieving approximately 30% CAGR growth in export revenues.

<b>Qualified Opportunity Pipeline</b>	<b>70</b> qualified new establishment opportunities during 2027.	
	Delivered in 4 waves over the year:	
	Wave 1	<b>16</b> qualified investors
	Wave 2	<b>17</b> qualified investors
	Wave 3	<b>18</b> qualified investors
Wave 4	<b>19</b> qualified investors	
	<b>Total</b>	<b>70</b>
<b>Sector Mix</b>	<b>Sector</b>	<b>Target Share</b>
	BPS – Call Center	<b>40%</b>
	IT Services (ITS), Embedded Systems	<b>40%</b>
	Semiconductors and electronics design	<b>20%</b>
<b>Expected Expansion Potential</b>	<b>100,000</b> new employment opportunities in <b>3 years</b>	

## 7. Approach and Methodology

The proposers shall identify a comprehensive, data-driven, and implementation-oriented methodology to deliver the scope of services. The proposed methodology shall clearly explain the analytical framework, tools, and approach that will be used to deliver each component of the assignment.

## 8. Data Collection and Analysis

The proposers shall describe:

- Data sources to be used (primary and secondary)
- Market research and benchmarking approach
- Approach to global demand and supply analysis
- Cost benchmarking and competitiveness analysis approach

The proposers shall ensure that analysis is evidence-based and supported by verifiable data.

## 9. Stakeholder Engagement and Validation

The proposers shall describe the approach for engaging relevant stakeholders, including:

- Government entities
- Industry stakeholders
- Existing investors
- Subject matter experts

The methodology shall include workshops and validation sessions to ensure accuracy and feasibility of recommendations.

## **10. Client Data & Inputs Required**

To ensure the Strategy Refresh is evidence-based, operationally grounded, and deliverable within the proposed timelines, the proposers are required to explicitly identify all data, inputs, and stakeholder access required from the Client as part of their proposal.

## **11. Data Sources and Supporting Documentation**

The Consultant shall provide and submit all data sources, datasets, reference materials, methodologies, analytical models, calculation sheets, financial models, benchmarking tools, working files, and supporting documentation utilized throughout the assignment.

This shall include editable versions of all analytical outputs and calculations (including Excel models and databases where applicable), as well as documented findings, summaries, and analytical assessments resulting from stakeholder interviews, roundtables, workshops, focus groups, surveys, and investor engagement activities conducted during the project.

All submitted materials shall be fully transferable to the Client and provided in editable and reusable formats.

## **12. Professional Qualifications of the Successful Contractor and its key personnel**

- **Senior Principal as engagement lead**

The assignment shall be led by a senior consulting professional (Partner / Principal / Managing Director level or equivalent) from the Consultant company, who will have overall responsibility and accountability for the delivery of the engagement. The shall be actively involved throughout the assignment and shall personally lead key strategic discussions, validation workshops, and final presentations to senior government stakeholders, including ministerial-level audiences.

- **Dedicated senior analysts and consultants**

The company shall propose a dedicated, multi-disciplinary project team comprising senior analysts, consultants, and subject-matter experts with demonstrated experience in offshoring strategy, global services competitiveness, and investment promotion.

- **Global teams under consultant responsibility**

Where expertise or analytical support is provided by the Consultant’s international or regional offices, such resources shall operate under the full responsibility, governance, and quality assurance of the bidding firm.

## 13. Price and Schedule of Payments

The contract shall be a fixed output-based price contract, Payments shall be linked exclusively to the successful delivery and acceptance of outputs, and not to time elapsed or level of effort expended, regardless of the actual level of effort or time spent by the Consultant.

The contract price shall cover all professional fees, personnel costs, administrative expenses, travel costs (if applicable), and any other costs required for the successful completion of the assignment.

Any extension of the assignment duration, if required, shall not result in an increase in the contract price unless accompanied by an approved change in scope of work.

### Costs to be included in the Consultant’s Financial Proposal

<b>Professional Fees</b>	<ul style="list-style-type: none"> <li>• Fees for all personnel involved in the assignment, including partners, consultants, analysts, subject matter experts, and support staff</li> <li>• All staff costs required for project management, analysis, reporting, and deliverable preparation</li> </ul>
<b>Administrative and Operational Costs</b>	<ul style="list-style-type: none"> <li>• Administrative support costs</li> <li>• Communication costs</li> <li>• Office expenses</li> <li>• Report preparation and production costs</li> </ul>
<b>Travel and Related Cost for the consultant</b>	<ul style="list-style-type: none"> <li>• International and local travel costs required for project delivery</li> <li>• Accommodation and subsistence costs</li> <li>• Local transportation costs</li> </ul>
<b>Meeting, Workshop, and Stakeholder Engagement Costs</b>	<ul style="list-style-type: none"> <li>• Costs related to organizing and conducting stakeholder meetings</li> <li>• Preparation of workshop materials and presentations</li> </ul>
<b>Taxes and Duties</b>	<ul style="list-style-type: none"> <li>• All applicable taxes, duties, and other statutory obligations</li> <li>• The Consultant shall be responsible for complying with all applicable tax regulations</li> </ul>
<b>Other costs</b>	<ul style="list-style-type: none"> <li>• Access to paid data and reports</li> </ul>

## 14. Payment Milestone Schedule

	<b>Deliverables</b>	<b>Payment</b>
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Package 1	Inception and workplan	Inception Report and Detailed Workplan	10%
	Analysis and Diagnosis	Demand Assessment Report	40%
		Egypt Supply Assessment and Ecosystem Readiness Report	
		Competitiveness Benchmarking and Risk Analysis Report	
		Prioritized Segments and Strategic Focus Report	
		Investor pitch	
	Top 5 Counties Strategy		
Strategy Development and Road Map & Investment Attractiveness Framework	National Offshoring Strategy and Operational Roadmap	50%	
	4 Y business development and lead generation plan		
<b>Total</b>			<b>100%</b>
Package 2	Business Development and Lead Generation Execution.	Wave 1	25%
		Wave 2	25%
		Wave 3	25%
		Wave 4	25%
<b>Total</b>			<b>100%</b>

## 15. Appendix A: Technical Proposal Form

**TECHNICAL PROPOSAL FORMAT**  
**INSERT TITLE OF THE SERVICES**

*Note: Technical Proposals not submitted in this format may be rejected. The financial proposal should be included in separate envelope.*

<b>Name of Proposing Firm:</b>	
<b>Country of Registration:</b>	
<b>Name of Contact Person for this Proposal:</b>	
<b>Address:</b>	
<b>Phone / Fax:</b>	
<b>Email:</b>	

**SECTION 1: Capability and Expertise**

**1.1. Profile:** Provide a brief description of the firm/consortium submitting the Proposal, the year and country of incorporation, types of activities undertaken, and industry standing. Include reference to reputation, competencies, and partnerships. If consortium, describe consortium organization and members roles demonstrating strengths and potentials.

**1.2. Best Practices:** Demonstrate how best practices are institutionalized. Also demonstrate governance, quality certification, project management controls.

**1.3. Track Record and Experiences:** Demonstrate specialized knowledge, Similar Projects, regional experience, and projects jointly undertaken if consortium. Provide the following information regarding experience within the last five (5) years which are related or relevant to those required for this RFP.

Project Name	Client	Contract Value Range < 1 MEGP, < 10 MEGP, < 50 MEGP, Otherwise	Period	Activity Type	Status/Date Completed	References (Name, Phone, Email)

## SECTION 2: Approach and Implementation Plan

2.1. Approach to the Service/Work Required: Please provide a detailed description of the vision and methodology for how the firm/consortium will achieve the requirements of the assignment, keeping in mind the appropriateness to local conditions and the project environment. Clearly indicate the proposed approach to investor targeting, pipeline development, outreach, and matchmaking, and demonstrate how the methodology will deliver the required number of qualified investment opportunities across each wave. A key issue to demonstrate is the outreach and engagement strategy; specifically, how targeted campaigns will be designed and executed to engage priority investors in the BPS, IT Services, embedded systems, and semiconductor and electronics design sectors. Another issue is investor qualification; describe the criteria and process that will be used to assess and qualify prospective investors before they are added to the pipeline, and how engagement will be coordinated with ITIDA throughout.

2.2. Technical Quality Assurance Review Mechanisms: The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.

2.3 Implementation Timelines: The Bidder shall submit a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. The schedule of all four target waves of qualified investment opportunities should be clearly depicted, indicating timelines for investor targeting, outreach, qualification, and matchmaking for each wave.

2.4. Risks/Mitigation Measures: Please describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate those risks.

2.5. Reporting and Monitoring: Please provide a brief description of the mechanisms proposed for this project for reporting to ITIDA, including a reporting schedule. Describe the pipeline tracking and reporting tool intended to automate most of the performance indicators, including pipeline status, qualified opportunity counts by wave, and sector mix.

2.6. Requirements Compliance: Please identify the specific components proposed, addressing the requirements, as specified, point by point; stating how the Proposal meets or exceeds the specifications. The completeness and quality of the Qualified Investment Opportunity Reports (Appendix C) submitted for each wave is an essential requirement.

2.7. Other: Any other comments or information regarding the project approach and methodology that will be adopted.

**SECTION 3: Management Structure and Key Personnel**

**3.1. Management Structure:** Describe the overall management approach toward planning and implementing this activity. Include an organization chart for the management of the project describing the relationship of key positions and designations.

**3.2. Staff Time Allocation:** Provide a list showing the activities of each staff member and the time allocated for his/her involvement.

**3.3. Key Personnel Qualifications:** Provide the CVs for key personnel provided to support the implementation of this project. CVs should demonstrate General Qualifications, International Experience, Regional Experience, Professional Experience, Training Experience (if applicable). Please use the format below:

<b>Name:</b>	
<b>Position for this Contract:</b>	
<b>Nationality:</b>	
<b>Contact information:</b>	
<b>Countries of Work Experience:</b>	
<b>Language Skills:</b>	
<b>Educational and other Qualifications:</b>	

**Summary of Experience:** *Highlight experience in the region and on similar projects.*

**Relevant Experience (From most recent):**

<b>Period: From - To</b>	<b>Name of Activity/Project/Client</b>	<b>Job Title/Description of actual role performed</b>

**3.4. Business Development and Investor Engagement Team List:** Provide a list of all business development, investor engagement, and sector specialists at minimum participating in the implementation of the required activities and the time allocated for his/her involvement. Please use the format below:

<b>Name:</b>	
<b>Nationality:</b>	
<b>Email:</b>	
<b>With firm/role since:</b>	
<b>Core Skills/Specialization:</b>	
<b>Weekly Time Allocated:</b>	
<b>Activity Type (Targeting, Outreach, Matchmaking, Events):</b>	

*Note: No substitution of personnel will be tolerated once the contract has been awarded except in extreme circumstances and with the written approval of ITIDA. If substitution is unavoidable it will be with a person who, subject to the approval of ITIDA, is at least as experienced as the person being replaced. No increase in cost will be considered as a result of any substitution.*

## 16. Appendix B: Financial Proposal Form

*The Bidder is required to prepare the Financial Proposal in a separate envelope. The Financial Proposal must provide a cost breakdown. Provide separate figures for each functional grouping or category.*

### A. Cost Breakdown

SN	Item	%	Price in EGP/ USD (All Inclusive)
1	Inception and workplan		
2	Analysis and Diagnosis		
3	Strategy Development and Road Map & Investment Attractiveness Framework		
4	Investment Attraction and Lead Generation Execution		
5			
	<b>Total</b>	<b>100%</b>	<b>EGP/ USD.....</b>

### B. Payment Terms

SN	Payments	Due Date	%	Amount
1				
2				
3				
4				
	<b>Total</b>		<b>100%</b>	<b>EGP/ USD.....</b>

## **17. Appendix C: Qualified Investment Opportunity Report Template**

The Qualified Investment Opportunity Report shall be developed and maintained by the Consultant for each qualified investment opportunity identified during the engagement.

The template provided below represents the minimum information requirements. The Consultant may propose additional sections, indicators, analyses, or supporting information as deemed necessary to effectively assess, monitor, and progress investment opportunities through the investment lifecycle.

*The Qualified Investment Opportunity Report should include, but not be limited to, the following:*

### **1. Company Profile**

- Company Name
- Headquarters
- Industry / Sector
- Global Presence
- Number of Employees
- Current Delivery Centers

### **2. Opportunity Summary**

- Type of Investment (New Establishment / Expansion)
- Service Line (BPS, ITS, ER&D, Shared Services, etc.)
- Estimated Jobs to be Created
- Estimated Export Revenue Contribution
- Expected Investment Timeline

### **3. Qualification Assessment**

- Strategic Fit with Egypt's Priorities
- Expansion Appetite
- Offshoring Maturity
- Decision-Making Status

### **4. Engagement History**

- Meetings Conducted
- Stakeholders Involved
- Key Discussion Points
- Actions Completed

### **5. Opportunity Status**

- Current Opportunity Stage
- Progress Since Last Update

- Expected Next Milestone

## **6. Risks and Challenges**

- Key Risks
- Potential Barriers to Investment
- Competitive Considerations
- Mitigation Actions

## **7. Recommended Next Actions**

- Proposed Actions
- Responsible Stakeholders
- Target Completion Dates