

EGYPT: A PORTRAIT OF YOUTH

A survey of the opportunities and challenges facing Egypt's youth



IN PARTNERSHIP WITH:



■ EXECUTIVE SUMMARY

This report tackles the urgent issue of youth unemployment in Egypt. It focuses particularly on the entrepreneurship environment, which we believe is one important avenue for the alleviation of unemployment. Through extensive interviews with young Egyptians and local experts in the field of youth development, we identify some of the most important factors shaping the capacities and expectations of young Egyptians. The report examines education, access to the job market, political freedom and social mobility, access to financial and health services, and finally the entrepreneurship environment.

We found large-scale systematic problems in the areas of education and entrepreneurship facilitation. These issues are exacerbated by certain social expectations that do not match the needs of the current job market and stigmatize potentially fruitful careers in the start-up sector. Our main findings are as follows:

- The public education curricula are out of date and do not match the needs of the job market
- There is a lack of 'soft skills' training in public education which puts graduates at a distinct disadvantage compared to their privately-educated counterparts
- Social connections have too much of an influence in helping graduates get their first jobs
- There is a considerable appetite among young Egyptians to become involved in entrepreneurship
- Perceptions of high levels of corruption within the bureaucratic system discourage young people from starting their own businesses
- Social stigma attached to being self-employed makes it difficult for entrepreneurs to marry and hire competent staff, and thus dissuades youth from pursuing self-employment

Based on our research we developed recommendations for how these issues should be tackled and thus where opportunities for partnership exist. The key recommendations are as follows:

- There should be an overhaul of the public education system, based on up-to-date analysis of the current job market
- Curricula should be modernized and a greater emphasis should be placed on teaching 'soft skills'
- Efforts should be made to ensure that there is sustained financing available to young entrepreneurs and that effective mentorship programs are in place to support them
- The social stigma attached to working for start-ups should be reduced and young people should be encouraged to take the risks involved in entrepreneurship

OVERVIEW

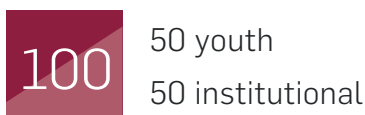
As the January 25th, 2011 revolution demonstrated and subsequent street protests reinforced, the youth of Egypt have found their voice and are seemingly unafraid to use it. Youth (those between the ages of 18 and 30) make up roughly 25% of the overall Egyptian population, and their political mobilization poses a huge challenge to the established leadership of the country.¹ Fundamental to youth discontent are unemployment levels, which have remained stubbornly high for well over a decade and have increased dramatically since the revolution.² Viable solutions need to be found in order to rebuild the credibility of and trust in Egyptian leaders, institutions, and policies. Youth require constructive political avenues that go beyond the fractious street protests currently paralyzing the country. This will only happen if youth unemployment is tackled head-on. Solutions will need to be radical and far-reaching.

This study examines why Egyptian youth are failing to make an easy transition from the education system into the job market and whether entrepreneurship is one potential solution to the country's employment problems. Using a combination of qualitative and quantitative research, we analyze Egypt's education system, determinants of job market access more broadly, the political environment, health and financial services, and finally, the entrepreneurship ecosystem to uncover where problems lie and identify potential solutions.

METHODOLOGY

We conducted surveys over the period of a month with 100 participants, half of them individual respondents between the ages of 18–30 and half of them representatives of institutions connected to youth development. The youth interviewees came from various employment and educational backgrounds; however, there was a particular focus on interviewing young entrepreneurs. Thirty percent of interviewees were entrepreneurs; 18 percent were unemployed; 36 percent were female; 78 percent were college educated; and 14 percent were from a religious minority (Coptic Christians). Entrepreneurs were purposefully over-represented to gain a more in-depth understanding of the problems associated with starting a business. Women were unfortunately under-represented, which was largely due to their lack of visibility in the start-up sector. While the majority of institutional respondents worked in the NGO sector, we also interviewed academics, social scientists, and people from the private sector with expertise in this field. All interviewees were asked to respond to questions in both a quantitative and qualitative manner. Opinions were first expressed on a scale from 1-7, and respondents then justified these opinions with evidence based on their expertise or experience. Almost all interviews were conducted live; however, due to certain pressures imposed by the current political instability in the country, we accepted a small number of written responses.

SURVEY RESPONDENTS



YOUTH DEMOGRAPHICS



■ SURVEY ANALYSIS

EDUCATION

In developing countries there tends to be a strong correlation between education levels and employment, with the least educated youth most likely to be unemployed.³ However, in Egypt the opposite is true, as graduates are most likely to face long periods of unemployment in their twenties.⁴

Respondents highlighted major failings in the education system that help explain this phenomenon. The content of the public education curricula was cited as an impediment to youth entrepreneurship, which is one means of alleviating high unemployment rates. Responses to questions showed that both institutional interviewees and young people believe that private institutions generally provide a higher standard of education than public ones. However, the prohibitive cost of private education prevents all but the richest families from considering it.

Two questions addressed attitudes towards the standard of public education, and respondents provided relatively low scores for its quality. Question 1 asked, 'How well do young people's skills match the requirements of the job market?', and Question 8 asked, 'How helpful is the government in preparing you for a successful career?' A score of 7 represented the best possible result in both questions. Q1 received averages of 3.5 (individual) and 2.8 (institutional), and Q8 received averages of 2.3 (individual) and 1.9 (institutional). Respondents often complained that the education system emphasizes theoretical learning rather than practical learning and that curricula are out of date. Learning by rote is still standard teaching practice, respondents observed - a method that inhibits critical thinking. "The market is changing so fast and the curriculum is not adapting quickly enough to keep up," one recent graduate told us, while another said that "the system is based on

"The country has been obsessed with university degrees for years; it's believed that unless you have one, you're doomed. But look at the number of jobs out there that don't need a degree; it's a huge number. The amount of people who have degrees and are overqualified for their jobs is very large. There needs to be a concentration on vocational training."

Sherif Kamel, Dean of AUC Business School

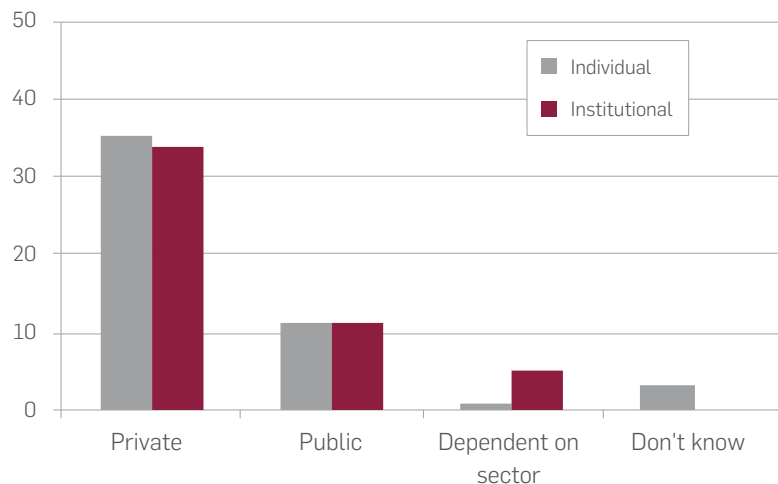
memorizing information without criticizing it and sometimes without even understanding it."

The second major issue highlighted was the gap between the private and public education systems. Over two thirds (69 percent) of all respondents told us that employers prefer to hire from private institutions, with little difference between institutional and individual replies. There was no discernible difference across the gender divide in the individual survey but entrepreneurs were less likely to believe that employers preferred public education (13 percent of entrepreneurs gave this response compared to 20 percent of

■ SURVEY ANALYSIS

overall respondents). The small sample of corporate respondents also stated that they prefer to hire from private institutions. However, a number of respondents said that the quality of teaching in certain public university departments, especially engineering and medicine, is better than at private universities, but that it is let down by a lack of emphasis on the 'soft skills' which students need, both to market themselves properly and to work effectively and confidently once they graduate. This concern was echoed more broadly by respondents from the NGO sector who told us that multinationals hire predominantly from the private sector because universities like the American University in Cairo (AUC) and the German University in Cairo (GUC) put significant emphasis on teaching students presentational skills, time management, and other practical workplace techniques.

Which type of educational background is best regarded by employers?



Another issue which appears to give a fundamental advantage to private institutions is their considerably lower student-teacher ratio. The

public University of Cairo, for instance, has a student-teacher ratio of approximately 17:1 compared to 11:1 at AUC.⁵ High student-teacher ratios are partly due to the fact that public education is free, which enables even quite poor families to send their children to university. While free public education is intended to reduce the education gap between high and low-income youth, in reality it does not. One respondent stated that teachers deliberately teach poorly during school hours so that there is greater demand for paid private classes. The need to pay for additional classes helps explain why on average respondents rated the cost of education a 4 out of 7, despite the fact that most students attend public institutions that are free. Another consequence of the large numbers enrolled in higher education institutions is that university degrees have become devalued. One respondent commented wryly that Egypt's

nickname is 'balad al-shuhadaa' – country of certificates – meaning that everyone has one and none of them mean anything. Nonetheless, there is still prestige attached to higher education which has resulted in an imbalance with respect to other forms of education. "When you look at the Egyptian market we see a lack vocational training," says Sherif Kamel, Dean of AUC Business School. "The country has been obsessed with university degrees for years; it's believed that unless you have one, you're doomed. But look at the number of jobs out there that don't need a degree; it's a huge number. The amount of people who have degrees

and are overqualified for their jobs is very large. There needs to be a concentration on vocational training."

Thus, a bloated and out-dated public education system that fails to produce graduates capable of competing with their privately-educated counterparts is seen as a cause of both high unemployment and poor productivity within the private job market.

ACCESS TO JOB MARKET

Although quality of education was seen as one of the most significant determinants of how successful a young person will be in the job search, social connections were most commonly cited as the key to success in getting a job. The survey responses also suggest that there is a growing appetite among Egyptian youth to work in the private sector.

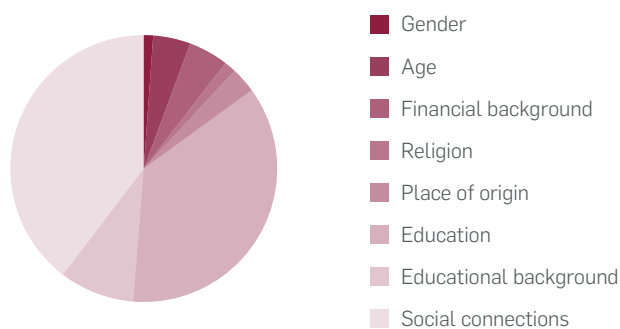
Interviewees were asked to select the three things that are most important for getting a job from the following list: gender, age, financial background, ethnicity, religion, place of origin, education, educational background (parents), and social connections. Social connections were cited as a major factor in getting a job by 29 of the 50 individual respondents and by 26 of the 50 institutional respondents. Partly, this is explained

“Learning about job opportunities is hard in Egypt, so knowing about opportunities generally comes through your social network. And employers also rely on their networks over other channels.”

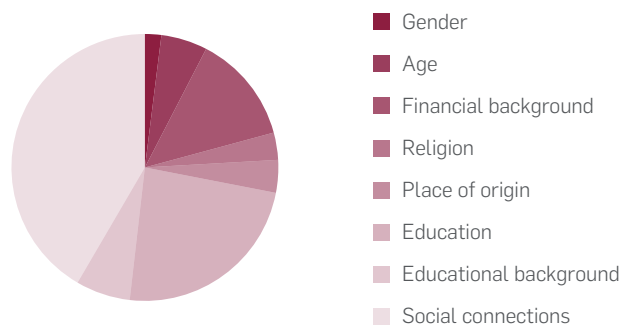
Mohammed el-Zohairy, tech entrepreneur

by necessity, as career services are underdeveloped in Egypt. “Social connections are important in most cases because they mean someone can vouch for you at entry level,” says Mohammed el-Zohairy, a young tech entrepreneur. “Learning about job opportunities is hard in Egypt, so knowing about opportunities generally comes through your social network. And employers also rely on their networks over other channels.” However, an over-reliance on social connections means that graduates are often unaware of jobs best

Which of the following is most important for getting a job?
(Institutional)



Which of the following is most important for getting a job?
(Individual)



■ SURVEY ANALYSIS

suiting to their skill set, and those who are hired are often not properly qualified or motivated to do well. The government is trying to make some changes in this regard by establishing career services in major public universities that aim to both teach soft skills to students and link them with suitable employers.

Significantly, gender was not widely seen as a major factor in getting a job, despite higher levels of unemployment among female graduates than male (even among female respondents only 11 percent cited this as a factor). According to Hany Amin, director of the Better World Foundation, females are becoming more sought after in the job market and are increasingly making the choice to follow careers rather than start a family. "Within the next five years we'll see a major change in the gender divide," he says. "Males change jobs a lot, so even if you employ one and train him up, it is likely he will soon leave your company. Females are seen as more consistent and likely to stay loyal to one company, so employers see the value in training them."

Another interesting result of the survey was the strong preference among youth to work in the private sector. Seventy-four percent of respondents said they would prefer private sector to public sector employment. This proportion was more or less consistent regardless of gender with only 30 percent of females saying they wanted to work in the public sector. Almost half of all respondents said they prioritized a high salary, which they felt they were more likely to receive in the private sector. Several interviewees cited the old-fashioned work methods and uncreative nature of public sector jobs as reasons for their preference for the private sector. "The government isn't well-paying anymore and there's no prestige attached to it among our generation. Especially if you're

well educated it's unfashionable to want a public sector job," one respondent told us.

POLITICAL FREEDOM & SOCIAL MOBILITY

The ability to express opinions freely, contribute to public debate, and have an impact on policy-making are all important means by which young people can attempt to address failings in government policy. In Egypt, the successes of street protests have made young people believe for the first time that they have a voice to which politicians need to listen. Yet, at the same time, deep political divisions have been exposed that pose critical challenges to the future success of the country.

The results we received in the political freedoms section of the survey were heavily influenced by political events of the last two years. Many respondents qualified their answers by saying that the score was to be taken as a post-revolution evaluation of the situation. Others gave their answers in reference to the recent overthrow of Mohamed Morsi. Others still refused to answer at all, saying that Egyptian politics were too unstable for them to give an opinion

Regardless of their political stripes, young Egyptians all seem in agreement that corruption is a real problem.

at the current time. A response heard several times was "right now there is no political system." Given all these qualifications it was impossible to discern certain trends in the data. Young people generally felt that, while they are able to express their views with relative freedom, this

does not translate into representation at the level of government. Meanwhile, while responses were split on the issue of whether they can influence government policy, most respondents who answered positively to this question explained that their power comes through direct action on the streets. Predictably, the question with the highest level of consensus concerned levels of corruption in the country with a score of 5.7 (with 7 representing the highest levels of corruption). Regardless of their political stripes, young Egyptians all seem in agreement that corruption is a real problem. Entrepreneurs tended to be most negative about the current political climate, providing scores lower than the average on how represented they feel youth are (average of 2.8 compared to an overall average of 3.7) and on young people's ability to express themselves freely (average of 4.6 compared to an overall average of 5.2). Christians, meanwhile,

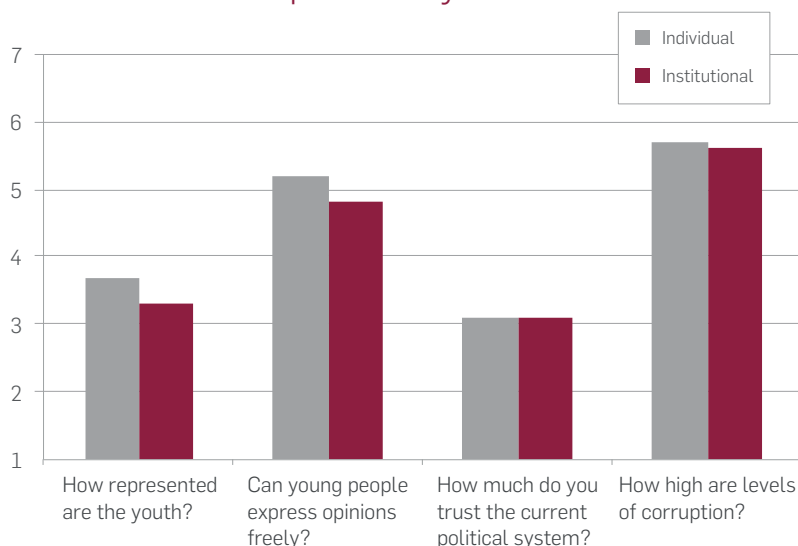
“The government puts you through a ‘free’ education system; you get a certificate that means nothing. You graduate and you realize you’ve been conned. So of course there is a lot of bitterness.”

Ismail el-Habrouk, Education for Employment

gave the most positive scores, reflecting a feeling amongst this religious group that life will improve for them now that the Muslim brotherhood are no longer in power.

Trust in the system is low, although not catastrophically so. A question on this topic produced an average score of 3.1 out of 7 (with 7 meaning that the respondent had absolute faith in the government to solve the country's problems). Many respondents stated that they are waiting to see how the new government performs. However, there are clearly deep-rooted reasons for people's distrust, and the failures of the education system

Attitudes towards political system



■ SURVEY ANALYSIS

again seem relevant. “The government puts you through a ‘free’ education system; you get a certificate that means nothing. You graduate and you realize you’ve been conned. So of course there is a lot of bitterness,” says Ismail el-Habrouk of Education for Employment.

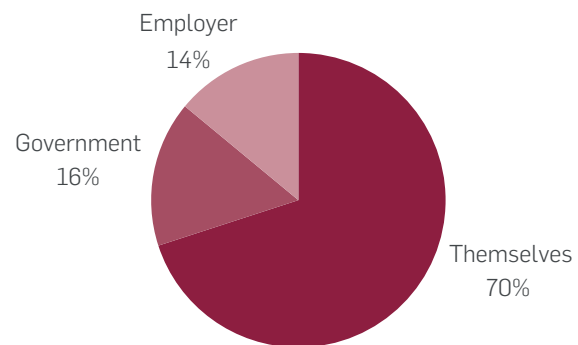
What is fairly clear from these results is that young Egyptians (and older ones too, as institutional surveys corroborated these results) believe that they live in a deeply corrupt political system. It also appears that they believe that the most effective way they currently have to influence policy-making is through direct action on the streets rather than through more traditional forms of lobbying. Time will tell whether this is conducive to a transition towards more effective, youth-directed policy-making, as street protests currently form part of an increasing unstable political milieu.

Interestingly, however, the youth we interviewed seem to be upbeat about their future financial prospects, as well over half (68 percent) thought they would be financially better off than their parents. In contrast, institutional interviewees were more divided on the youth’s future, with roughly the same number saying they thought the youth would be better off (48 percent) as said they would be worse off (40 percent). The feeling of optimism among young interviewees was somewhat reinforced by the relatively strong average score of 4.5 out of 7 to the question ‘how easy is it to climb the social ladder?’ These results jar somewhat with the overwhelming response by youth to an earlier question that social connections provide the best access to the job market and are perhaps more reflective of the upwardly mobile type of youth we surveyed than of a wider consensus on this subject.

HEALTH & FINANCIAL SERVICES

Our survey found that health and financial services do not pose much of a concern to young people. As those in their twenties are generally fit and healthy, health insurance payments do not constitute a great burden on their salaries. Meanwhile, although a significant number of youth do not have bank accounts, the process of opening one does not appear to be overly difficult.

Who pays for your healthcare? (Individual)



Seventy percent of youth respondents said that they pay their own health insurance bills; this supports research conducted by the Population Council which estimates that 45 percent of all entrants into the private sector job market do not have social insurance.⁶ Most respondents do not actually pay annual insurance, but rather only pay health bills when they have an illness that needs treatment. All but one of our respondents said that health bills never come to more than 10 percent of their salary - a result we take to mean that healthy young people are taking the risk of not paying for health coverage.

Rania Roushdy, of the Population Council, warns that young people are no longer being covered by a social security net in the way that their

parents once were. “Legally, companies have to give their employees the same benefits that people who work in the public sector receive, but this often doesn’t happen due to a lack of law enforcement,” she says. “Private companies will often offer higher salaries to young people instead of providing them with health insurance and the young people accept it, believing that they will lose the insurance payments if they leave the company anyway.”

A significant proportion of young people we interviewed still do not have bank accounts (30 percent) and of those who do, 58 percent have never used mobile banking. However, participants who had set up banks accounts told us that the process is straightforward, giving an average rating of 1.6 out of 7 for the difficulty of doing so (with 7 being most difficult). Respondents who did not have bank accounts commonly told us that the reason was that they had no money, not that the financial service was not available. It is also worth noting that with one exception all those who did not have bank accounts were either students under the age of 23 or females. While the sample size here is not large enough to make any sound conclusion about these data, it seems likely that females are less likely to have bank accounts as they grow older because tradition still holds that men control family finances.

ENTREPRENEURSHIP

We found that many of the young people we spoke to had thought about starting their own businesses but had chosen not to due to the many obstacles which exist in Egyptian society. It appears that both the government and NGOs are largely failing to provide the services necessary to overcome these obstacles.

Seventy-three percent of youth respondents

told us they had thought about starting a business, a surprisingly high figure. This number should not be taken as representative of the wider Egyptian youth, since we deliberately over-represented entrepreneurs in our study. However, it was interesting to note that 53 percent of those who told us they had thought about starting a business had chosen not to do so. In other words, a considerable number of the non-entrepreneurs in the survey had aspirations to start their own businesses.

We found that several obstacles discourage people from starting their own businesses but that access to finance was by far the biggest impediment. We believe this applies to entrepreneurs from all socio-economic backgrounds, to both ‘entrepreneurs of necessity’ and ‘entrepreneurs of opportunity.’ For entrepreneurs of necessity, borrowing from friends and family is the most viable option since banks are reluctant to give small loans. Entrepreneurs of opportunity meanwhile face problems with sustaining investment. “Angel investors are still a bit green about investing in start-ups,” says Karim Shaffei, an e-commerce entrepreneur. “They analyze us in too formal a way. They think about it in terms of cash and return investment rather than investing in a person and an idea which has potential growth in the future.” The infancy of innovative entrepreneurship in Egypt and the subsequent challenges in finding financing was best expressed by Venture Labs’ Rawia Abdullah who said, “In the world of Egyptian entrepreneurship, everyone knows everyone else.”

Another major issue is the difficulty of hiring competent employees. For entrepreneurs who have gone through incubators this complaint was largely against the standard of graduates being produced by universities. “When we choose

■ SURVEY ANALYSIS

graduates to employ we look through a hundred CVs and only five are suitable," one young entrepreneur told us. "Start-ups are different from corporations. We need someone who can work from day one." For entrepreneurs from lower socio-economic backgrounds the problem exists in the necessity of hiring unqualified family members. This hiring practice is driven by two social forces. First, there is a social pressure to employ one's family and also to share profits with them. Second, the stigma attached to working for a start-up means that often the only people who will work for you are your relatives. This stigma can also discourage people from starting a business altogether. Ahmed Alfi, creator of Flat6Labs, explains that "the desire for a steady income so that they can get married is the main social constraint on young people starting businesses. If you're young and you start a business it's very unlikely your fiancée's father will grant you permission to marry her, as opposed to

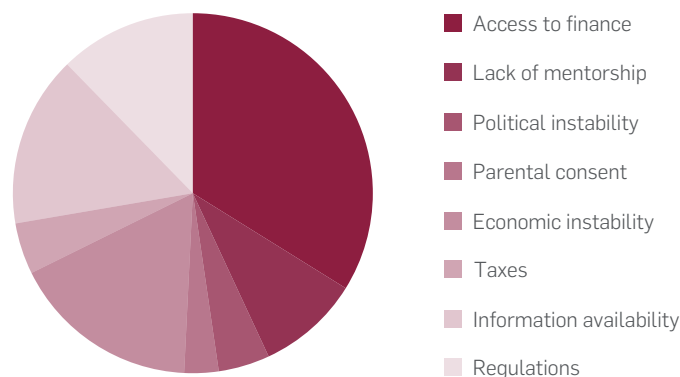
"If you're young and you start a business it's very unlikely your fiancée's father will grant you permission to marry her, as opposed to someone who works in government and whose salary increases five percent a year."

Ahmed Alfi, creator of Flat6Labs

someone who works in government and whose salary increases five percent a year."

The trust interviewees had in both the government and NGOs to cooperate in helping businesses become successful was fairly limited. Both individual and institutional respondents provided low scores (2.3 and 2.0, respectively) on the question for how cooperative the government is in assisting businesses. These answers were low primarily because it is so difficult to obtain business licenses from the government. There was significant difference in responses according to gender

What are the obstacles to starting a business in Egypt? (Individual)

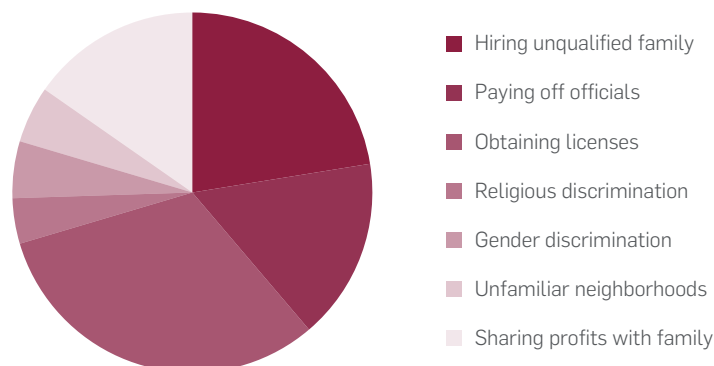


and whether the respondent was an entrepreneur or not. Females scored the government significantly lower than males (1.6 as opposed to 2.4), while entrepreneurs were most likely to give the government a higher score, averaging at 3.7. This suggests that government policies are exclusionary of women, but also that the government is not doing enough to reach out to young people about the opportunities that are available. For instance, several institutional respondents pointed out that the government has made concerted efforts over the past few years to encourage entrepreneurship and make funding available. This was said to have led to a reduction in corruption and unnecessary bureaucracy in the relevant departments. According to Dr Ragui Asaad, of Minnesota University, money is freely available through the Social Fund for Development, however the education and training of entrepreneurs is lacking. This, Asaad says, means that loans are often never repaid as businesses run by inexperienced youth tend to fail. Meanwhile, a view commonly held among youth is that the government will put you in jail if you fail to pay back loans, something

which does apparently happen. Obviously, this is a big disincentive to taking the risk of starting a business with government aid.

NGOs were not considered particularly helpful in linking youth to self-employment assistance, mainly due to their lack of visibility to respondents. While many respondents had a positive view of the work NGOs do, others were unaware of their existence or felt NGOs were not doing enough to reach out into the respondents' neighborhoods. NGOs that work specifically in youth entrepreneurship are clearly still in their infancy, so it is perhaps unsurprising that many people are still unfamiliar with them. For instance, when asked to name the NGO they thought did the best work in this regard, respondents most frequently mentioned Nahdet el-Mahroussa, which works in social entrepreneurship, rather than business entrepreneurship. There were also complaints that NGOs do not do enough to follow up on the progress of entrepreneurs once they have graduated from their programs.

What social constraints or pressures do you face when starting a business? (Individual)



■ OPPORTUNITIES

CONCLUSION

This report examines the relationship between youth and the job market in Egypt with a particular focus on the environment for entrepreneurship. The report analyzes education, access to the job market, political freedom and social mobility, health and financial services, and entrepreneurship.

The data indicate that the education system in Egypt has a detrimental impact on the potential for youth to successfully enter the job market and also for them to develop the skills necessary to be successful as young entrepreneurs. Student-teacher ratios are a significant problem in public education, as are outmoded curricula and an emphasis on rote learning. The gap in standards between the public and private education systems is also worrying and serves to stop the majority of young people from maximizing their potential.

Access to the job market was the next concern of our research, and we found that youth are constrained considerably by the importance of social connections in getting a job. While social connections may be a necessary employment pathway due to underdeveloped career services in universities, it perpetuates nepotism and means that companies are not finding the graduates who are best suited to their needs. We also found that there is a significant desire on the part of young people to work in the private sector. This is at odds with the aspirations of their parents, for whom public sector work is still more prestigious. This creates tensions which adversely

affect start-ups.

Trust in the political system is low, as youth have been sold aspirations that do not match reality. This disillusionment has had a huge effect on Egyptian politics over the past two and a half years, as youth-led street protests have posed a serious challenge to the old political order. Many young people now believe they can influence the political direction of their country, and this seems to have the effect of making them optimistic about the future, despite the violence the country is currently experiencing.

Access to financial and health services are generally not a problem in themselves. However, privatization has led to a greater exposure of young people to the risk of expensive health bills, since companies often avoid their obligations to make health insurance contributions. Banks, meanwhile, appear to be reluctant to give loans to young people, thus discouraging them from starting businesses.

According to our survey, the appetite to establish businesses exists; however, youth feel too inhibited by various political and social constraints to make the leap into the unknown. Young people cannot find the necessary investment to start businesses and fear that they might end up in jail if their investment does not work out. Furthermore, the stigma attached to working for a start-up means youth who want to get married to gain independence from their parents prefer to work for more established corporations.

RECOMMENDATIONS

The problems that the youth in Egypt face are large and profound, and solutions are not likely to be straightforward. However, we have developed several recommendations of ways the public and private sectors can work together to address these issues and bring about significant change:

- Efforts should be made by the Egyptian government to better analyze market trends so that young people are not being pushed into oversupplied career paths
- Young people should be encouraged to see vocational training as a legitimate career path in order to reduce the burden on public universities and to fill the gap in this sector of the job market
- 'Soft skills' should be taught in the public education system, starting at high school, in order to reduce the gap with the private sector
- An emphasis should be placed on developing career services at universities in order to reduce the importance of social connections as the major route into employment
- Young people should be encouraged, through education and other outlets, to view entrepreneurship as a positive career path with potential benefits aside from money
- The government should look at the process by which businesses obtain licenses in order to make it simpler and freer from corruption
- Both the public and private sector should do more to ensure that there is sustained financial assistance to young entrepreneurs, backed up by dedicated mentorship programs, which last beyond the launch phase

1 Youth population figures taken from Egypt Human Development Report (2010)

2 2012 figures from the Central Agency for Public Mobilization and Statistics put the rate of youth not currently in employment at 77.5%, a substantial increase on the Egypt Human Development Report's estimate of 60% in 2009

3 Global Employment Trends for Youth, the International Labor Office (2012)

4 Youth Exclusion in Egypt "In Search of Second Chances" Wofensohn Center for Development (2007)

5 Cairo University enrollment figures taken from Egypt Human Development Report (2010); AUC enrollment figures taken from interview conducted with Dean of AUC Business School

6 "Who is covered and who underreports? Access to social insurance on the Egyptian Labor Market" Population Council (2013)

Concordia is a nonprofit, nonpartisan organization established to promote effective and sustainable public-private partnerships (P3s) by convening global leaders and developing new methods of research and intelligence. Concordia's mission to foster cross-sector collaboration is exemplified by its annual Concordia Summit, which convenes over 400 of the world's most prominent government, business, and nonprofit leaders. Past Summit attendees include President George W. Bush, President Bill Clinton, and President Álvaro Uribe. Concordia's research and development division, P3 Intelligence (P3i) is dedicated to equipping governments, businesses, and nonprofits with innovative analytical tools to engage effectively in P3s for positive social and economic impact. Concordia's primary research product is the Concordia Index, a ranking of countries based on their relative readiness and need to engage in P3s for large-scale impact.



theconcordiasummit.org
office@theconcordiasummit.org
21 W. 46th St.
New York, NY 10036
+1 646.568.1388



frontierdatacorp.com
info@frontierdatacorp.com
9 Murray St
New York, NY 10007
+1 855.935.5997

Frontier Data Corp is a data collection firm which specializes in surveys, geospatial data and economic data on frontier and emerging markets. Through a robust network of trusted, on-the-ground sources, FDC collects highly granular and unique survey, market, pricing and photographic data from countries throughout the Middle East, Africa, Asia and Latin America. The timely, customized datasets can include construction trends, market sentiment, supply and demand characteristics, photographic site surveys, in-port waiting times, and more. This allows FDC clients to enjoy a decided advantage in determining ground truth in the most difficult-to-penetrate markets, and in the modeling future outcomes and assessing market opportunities. The FDC team has years of experience delivering traditional corporate due diligence and collecting data in frontier and emerging markets. The network extends into not just countries and cities of interest but also into the neighborhood level. FDC has put in place proven information gathering methodologies, quality control and a time-tested network of local lawyers, accountants, businessmen and other experts who collect high-fidelity data in a timely and continuous manner.