

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 473-1000  
Cable Address: INTBAFRAD  
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December 1, 2010

Ussama Khattab  
Bridges To Business  
Cairo 11435  
Egypt, Arab Rep.

Dear Ussama Khattab,

The *Doing Business* team would like to thank you for your valuable contribution to the enclosed report *Doing Business 2011 - Making a Difference for Entrepreneurs*. The report was launched on November 3<sup>rd</sup> with great success and extensive media coverage. We are delighted to send you this copy in appreciation of all your time and effort in the development of the *Doing Business* indicators.

As you are aware, *Doing Business 2011 - Making a Difference for Entrepreneurs* is the eighth in an annual series of reports providing objective measures of business regulations and their enforcement. Contributions like yours have been essential for ensuring the quality and timeliness of the data in *Doing Business 2011 - Making a Difference for Entrepreneurs* and, of course, we would be very glad to rely on your continued cooperation in the project.

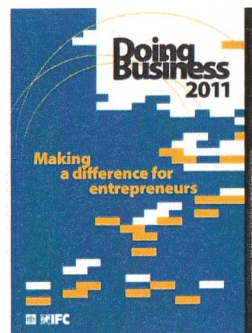
We would also like to invite you to visit our interactive website at <http://www.doingbusiness.org>, where we have acknowledged your important contribution to the project in our "Local Partners" section. The website provides more detailed information on the methodology and background studies and permits customized queries and cross-country comparisons of the indicators. You may also order additional copies of *Doing Business 2011 - Making a Difference for Entrepreneurs* directly through the site.

Thank you again!

With best regards,



Neil Gregory  
Acting Director, Global Indicators and Analysis  
Financial and Private Sector Development



# Certificate of Appreciation

Presented to

*Ussama Khattab*

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**In appreciation of your contribution to**  
***Doing Business 2011: Making a Difference for Entrepreneurs***

NEIL GREGORY, ACTING DIRECTOR  
GLOBAL INDICATORS AND ANALYSIS DEPARTMENT  
FINANCIAL AND PRIVATE SECTOR DEVELOPMENT VICE PRESIDENCY  
THE WORLD BANK



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International Finance Corporation

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November 15, 2012

Mr. Ussama Khattab  
General Manager  
Bridges To Business  
30 Nirco Buildings, 3rd Sector, Degla, Maadi  
Cairo 11435, Egypt, Arab Rep.

Dear Mr. Khattab,

The *Doing Business* team would like to thank you for your valuable contribution to the enclosed report *Doing Business 2013 – Smarter Regulations for Small and Medium-Size Enterprises*. The report was launched on October 23<sup>rd</sup> with great success and extensive media coverage. We are delighted to send you this copy in appreciation of all your time and effort in the development of the *Doing Business* indicators.

As you are aware, *Doing Business 2013 – Smarter Regulations for Small and Medium-Size* is the tenth in an annual series of reports providing objective measures of business regulations and their enforcement. Contributions like yours have been essential for ensuring the quality and timeliness of the data in the *Doing Business* reports and, of course, we would be very glad to rely on your continued cooperation in the project.

We would also like to invite you to visit our interactive website at <http://www.doingbusiness.org>, where we have acknowledged your important contribution to the project in our “Contributors” section. The website provides more detailed information on the methodology and background studies and permits customized queries and cross-country comparisons of the indicators. You may also order additional copies of *Doing Business 2013 – Smarter Regulations for Small and Medium-Size Enterprises* directly through the site.

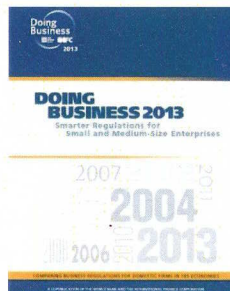
Thank you again!

With best regards,



Augusto Lopez-Claros  
Director, Global Indicators and Analysis  
Financial and Private Sector Development





# Certificate of Appreciation

Presented to

*Ussama Khattab*

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Egypt, Arab Rep.

**In appreciation of your contribution to**  
**Doing Business 2013: Smarter Regulations for Small and Medium-Size Enterprises**

A handwritten signature in black ink, likely belonging to Augusto Lopez Claros, is positioned above a horizontal line.



AUGUSTO LOPEZ CLAROS, DIRECTOR  
INDICATORS AND ANALYSIS DEPARTMENT  
FINANCIAL AND PRIVATE SECTOR DEVELOPMENT VICE PRESIDENCY  
THE WORLD BANK

 **IFC**  
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