

The GOEIC Trade Services Center
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1.0 Background

Since GOEIC was established in 1971, the business environment in Egypt has undergone considerable change. Policies and regulations that were designed to protect local industries have gradually given way to efforts to promote exports and establish a more liberal and open trade regime. The need to comply with WTO requirements has given additional support to Egypt's trade liberalization efforts and promoted increased scrutiny of policies and regulatory procedures that produce impediments to trade.

GOEIC's leadership has recognized the need to review the role that GOEIC should play in a more liberalized trade regime and the manner in which it should carry out its mandated functions. Recent reviews of GOEIC's mission and functions have focused on the importance of maintaining the right balance between inspection, testing, and examination functions and services that facilitate trade and support the country's trade liberalization and foreign trade expansion agenda. GOEIC leadership has expressed an interest in placing increased emphasis on its customer service and trade facilitation role.

The Assistance for Trade Reform project (ATR) has been working with GOEIC to help it become a "Center of Excellence", customer service-oriented organization. Under Task 3 (Institutional Development of GOEIC) and Task 5 (Implementation of Information Technology), the ATR team has proposed several new initiatives to enable GOEIC to provide more effective support to the trading community and play a positive role in trade development. The formation of a new Trade Services Center (TSC) is a key part of the ATR strategy to help GOIEC adapt to the demands of a more liberal trade environment and play a more effective trade facilitation role.

The proposed Trade Services Center is expected to provide a number of essential services that are consistent with GOEIC's mandate.

First, it will provide services to Egyptian exporters and importers to enable them to deal with Egyptian and foreign regulatory and market requirements in a more efficient manner. Services provided through the TSC will make it easier for traders (importers and exporters) to obtain relevant information about GOEIC requirements related to registration, certificates of origin, product testing and inspection, as well as pertinent procedures related to sorting, arbitration, drawback, and temporary admission.

Second, the proposed Trade Services Center will provide a vehicle for streamlining and automating GOEIC services and making the organization

more responsive to the needs of its customers. Previous reviews of GOEIC's operations have noted that there is "great scope for introducing appropriate information technology to make GOEIC's day to day operations more cost effective, directly contributing to its trade facilitation objectives and to meet international standards."¹ The Trade Services Center will support, on the long run, automation and e-government initiatives to make interaction between GOEIC and its customers more efficient and transparent.

Third, the TSC will provide a means of improving coordination between GOEIC and other public sector and private sector organizations involved in trade regulation, facilitation, and support.

In this document, we lay out an action plan for establishing and managing a new Trade Services Center that will support GOEIC's institutional development plans and the interests of its leadership in making it a "Center of Excellence" customer service organization.

2.0 Goals and Objectives

The Trade Services Center (TSC) will provide GOEIC with an enhanced capacity for providing services to the Egyptian import-export community. The **goal** of the new Trade Services Center will be to facilitate trade by delivering services to importers and exporters to help them comply with Egyptian and foreign market requirements related to product inspections, testing, and other regulatory standards administered by GOEIC in a more efficient, cost-effective manner. To accomplish this goal, the TSC will provide information and systems development support to GOEIC operating units to help them function more efficiently and deliver improved services to their customers.

Specific **objectives** of the TSC include:

- Delivering useful information and business advisory services to importers and exporters to help them meet domestic and international market demands and requirements.
- Providing support to specific automation and re-engineering initiatives within GOEIC to improve the efficiency and quality of core GOEIC functions and services.
- Improving coordination between GOEIC and trade promotion and trade facilitation activities provided by other government and non-government organizations (i.e., other parts of the Ministry of Foreign Trade, the

¹ Joshi and Heikel, "Review of the Organizational Efficiency of The General Organization for Export and Import Control (GOEIC), Assistance for Trade Reform Project, Nathan Associates, Inc., July 7, 2002, page. 6.

Customs Administration, business associations, and private sector service providers. To enable GOEIC to function more effectively as a customer service organization

3.0 Principal Functions and Services of the Trade Services Center

The principal functions of the TSC will include:

- Delivering information services (to external and internal customers)
- Managing business advisory and training services
- Implementing automation initiatives and e-government solutions to improve GOEIC's internal operations and its capacity to serve its customers more effectively
- Promoting business and public awareness of GOEIC functions and services
- Improving coordination with other "export and import" -related organizations
- Managing customer relations and dispute resolution

Underlying the delivery of these services will be new information systems, business models, and procedures that will allow the TSC to operate as a highly efficient and financially sound organizational unit.

3.1. Information services

A principal function of the TSC will be to deliver information services to the import-export community in Egypt.

Core information services that the TSC will offer include the following:

Providing importers and exporters with information about GOEIC procedures and requirements

- Trade registration
- Obtaining certificates of origin
- Testing and inspection
- Sorting, arbitration, drawback and temporary admission
- Obtaining White List status and the benefits of being White-listed.

Collaborating with exporters' associations to provide information about foreign market requirements for various types of products, such as

- Inspection requirements
- Certificates of origin requirements
- Technical Quality standards
- Packaging and labeling requirements

The TSC will develop and maintain a centralized data warehouse to serve the internal information needs of GOEIC and enable it to deliver information services to its customers – including importers, exporters, and brokers, and other trade service providers.

Initially, the data warehouse will include:

- Information on GOEIC procedures necessary for trade registration and required forms for registering as an importer, exporter, or agent.
- Requirements for obtaining certificates of origin and copies of the formats required for different countries or regions
- Conformity assessment procedures
- Information on inspection and testing requirements for Egyptian exports to targeted international markets.
- A database of companies on the importers White List.
- All procedures published in “Imports & Exports Quality Control Manual” issued in June 2002.

As the information management capabilities of the TSC grow, the data warehouse will be expanded to include a centralized company and product database that can be used for storing, processing and reporting imports and export consignment and records entered by GOEIC staff from multiple GOEIC branches.

Delivering information services: The TSC will develop a system for disseminating information to its external customers through various channels – website, CD-ROM, e-mail lists, and printed materials. Internal information services will be delivered through a web-based virtual private network (VPN).

3.2. Automation and e-government solutions to improve GOEIC’s internal operations

TSC staff, supported by the ATR team, will help develop and implement new ICT/e-government solutions to improve the efficiency of GOEIC operations and strengthen its capacity to deliver services to its customers. (Initially, these initiatives will provide online access to forms and applications; in the longer term, e-government services may be expanded to include online registration for importers and exporters, online application for certificates of origin, and online tracking of status of inspection/testing of import or export consignments.)

- As part of these efforts to implement e-government solutions, TSC managers and staff will provide recommendations to GOEIC management on ways of streamlining and simplifying GOEIC procedures and make them more efficient and user-friendly. Based on feedback from customers, TSC staff will also suggest ways of improving GOEIC procedures and requirements in order to serve clients better and provide more effective trade facilitation support. For recommendations that are approved, the TSC will provide IT support to help implement new procedures and systems.

3.3 Business advisory and training services

The Trade Services Center will collaborate with other trade development organizations to offer business advisory and training services to new importers and exporters to help them understand and meet domestic and international market requirements related to product quality, safety, and environmental standards. For example:

Training programs (work shops and seminars) will be offered to groups of importers and exporters on a variety of topics related to meeting safety, health, and environmental standards for domestic and international markets.

Advisory services will be provided on an individual basis to companies that have particular problems or concerns related to import-export regulatory compliance.

Over time, the TSC will help assemble a network of specialized private service providers trained in Egyptian and international import-export procedures and standards who can offer services to importers and exporters on a cost-shared basis.

3.4 Public Awareness and outreach

The TSC will sponsor public awareness activities to disseminate information about GOEIC requirements and procedures related to import-export documentation, registration, inspection, and testing. Such information will be disseminated through a variety of channels including the TSC website, e-mail newsletters and updates, hard copy newsletters and publications, and periodic workshops, seminars, and training programs.

3.5 Alliances with other trade-related organizations to facilitate trade

The process of importing and exporting products from Egypt involves multiple steps and requirements, of which GOEIC is responsible for all technical activities and services in accordance with Law 155/ 2002. A variety of other organizations are responsible for managing other functions, including customs operations, freight forwarding and transport, port facilities and logistics, trade finance, dissemination of trade leads, trade promotion, business development support, etc. Many of the organizations involved in these other trade-related functions offer services that complement those that GOEIC supplies. The TSC will engage in active efforts to exchange information with these other organizations and cooperate in the delivery of various types of information, training, awareness, and business advisory services.

3.6 Customer relations and dispute resolution

The TSC will develop and manage a customer relationship management system to respond to customer inquiries and complaints regarding GOEIC inspection and testing procedures. The TSC will maintain a call center/help desk to respond to phone inquiries from its customers. In addition, the website will offer online tools for importers or exporters to register complaints, seek answers to particular questions, or seek assistance in resolving particular problems they are encountering with GOEIC testing and inspection services

4.0 Organizational and management of the TSC

4.1 Organizational structure

For the TSC to operate as an effective, efficient, and business oriented trade services organization, it should enjoy a certain amount of autonomy in its decision making, service provision, and organizational alignment. It should not operate as a typical government department with rigid bureaucratic rules, regulations, and procedures, but it should operate a special unit “Center of Excellence”.

To provide scope for a flexible evolution of TSC operations, the Center should be established answerable to the Chairman of GOEIC, with additional operating guidance and business development support provided through a board of directors appointed by the Chairman. The board should have five senior specialists selected from within GOEIC, and the Ministry of Foreign Trade and an additional 3-5 members representing major business associations. The longer-term plan for the TSC will be for it to evolve into a quasi-autonomous unit, with flexible operating procedures, personnel policies, and incentive systems that will enable it to function on a financially sustainable basis.

The board, which will be chaired by GOEIC’s Chairman, will provide guidance to the executive director of the TSC who will be responsible for overseeing the day-to-day management of the TSC and its development into a modern, efficient business service organization.

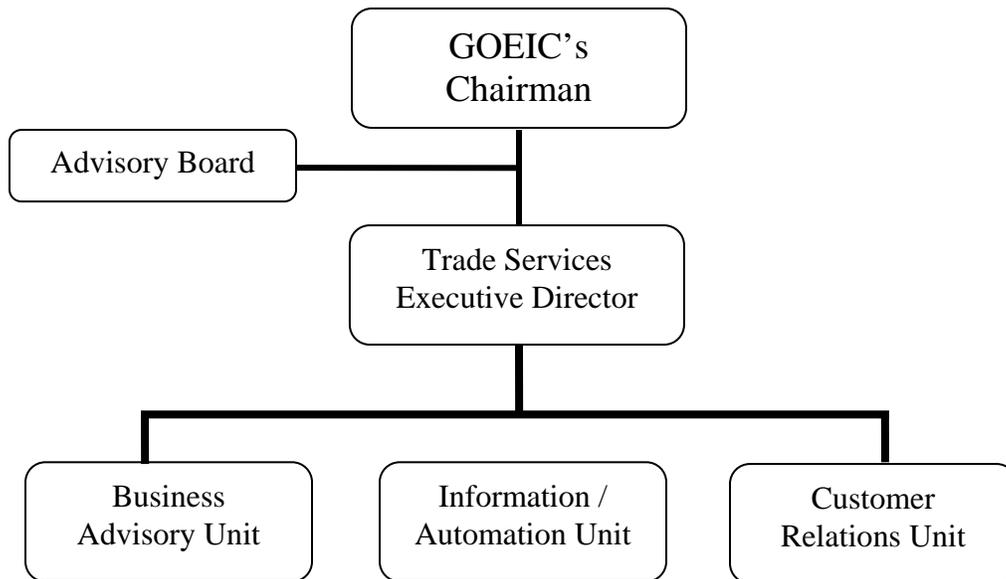
The management and staffing structure of the Center should be trim and efficient. It should begin its operations by focusing on a modest number of high-priority initiatives and gradually expand its scope as its institutional and service delivery capabilities become more firmly established.

Initially, the TSC will consist of three operating units that will be responsible for carrying out the functions described in the previous section. These units will include:

- The Trade Information / Automation Unit
- The Business Advisory and Training Services Unit
- The Customer Services and Alliances Unit

The management team for the General Department of the Trade Services Center will consist of the executive director and the heads of these three units.

Table 1: Organizational Chart



4.2 Staffing

The first step in establishing the TSC, once the action plan is agreed upon by GOEIC/MoFT and USAID, will be to select a qualified person to serve as the Executive Director of the Center. The ATR team will assist GOEIC in developing a detailed job description and statement of qualifications for this person and assist in the review and evaluation of appropriate candidates for this vital position. The Chairman of GOEIC will be responsible for appointing the Executive Director, taking into account the recommendations of the selection panel. The Executive Director should be closely involved in every stage of the Center's launch and ongoing development.

The specific staffing needs of the TSC should be based on a proper assessment of the tasks, skill requirements, and volume of the work that various units of the TSC will be required to carry out. Initial staffing should involve the selection of capable, experienced, and business oriented heads of the three operating units. Once the heads of these units are appointed, they should be involved in determining their staffing needs and developing position descriptions and job qualifications to guide subsequent staff selection. Staff selection will be closely targeted to the specific operating requirements of each functional unit.

Initial staffing for the Cairo office of the Trade Services Center, including the Executive Director and the heads of the three operating units is not expected to exceed 25-30 persons, including technical, managerial, and support staff. This number may increase as the scope of TSC services increases.

During the start-up phase of the TSC's operations, the ATR project will provide consulting assistance to help develop some of the initial systems and services that the TSC will require for its regular operations. In addition, during the first year of operations, GOEIC may need to recruit private sector consultants to fill some specialized technical positions required for the operations of the TSC, if suitably qualified government employees are not available. In addition to performing particular technical functions, private-sector consultants will be responsible for training regular GOEIC employees to manage the various functions of the TSC.

In addition to staff assigned to the G.D. in Cairo, TSC staff may be assigned to work in GOEIC's branch offices to implement special projects such as automating trade registrations, inputting data for a centralized product registry, delivering information services to GOEIC staff and customers in the local area, or implementing training and business advisory services.

The following table provides a suggested staffing plan for the various units within the TSC. Actually staffing will depend upon operational needs and priorities.

Table 2: Suggested Staffing for TSC

Trade Services Center	
<p>The SPECIAL UNIT for TSC Administration and Finance will be responsible for managing the overall operations of TSC. The Executive Director will serve as the chief executive officer of the TSC. This unit will include the administrative and financial management staff required to support the various operating units of the TSC.</p>	
Information / Automation / e-Government Solutions unit	
<p>Functions: Develop and manage information systems; provide information services and support to GOEIC units that are dealing with external and internal customers.</p> <p>Staffing: (9 positions)</p> <ul style="list-style-type: none"> • Department head • Database administrator • Systems administrator • Webmaster • Information management/research specialists (2) • Information management/translators (2) • Hardware technician 	<p>Functions (continued): provide technical support to help selected operating divisions of GOEIC implement computer automation and e-government initiatives.</p> <p>Staffing (continued): (6 positions)</p> <ul style="list-style-type: none"> • Business process analysts (2) • Automation specialists (3) • E-Government advisor (1)
Business Advisory Services Unit	Customer Relations and Alliances Unit
<p>Functions: Provide business advisory and training support (through workshops and seminars) to importers and exporters; manage alliances with private sector partners.</p> <p>Staffing: (7 positions)</p> <ul style="list-style-type: none"> • Department head • Awareness programs manager • Training coordinator • Business advisors (3) • Business alliances manager 	<p>Functions: Manage customer relations; develop and manage customer feedback systems; respond to customer complaints and suggestions; promote public awareness of GOEIC services. (This group will work to upgrade the IT capabilities of the existing Department of Public Services).</p> <p>Staffing: (7 positions)</p> <ul style="list-style-type: none"> • Department head • Customer relations consultant (2) • Complaints section staff (2) • Public relations and information staff (2)

4.3 Advisory Board: In addition to the TSC Advisory Board described previously, we suggest that GOEIC help organize working groups to help plan and coordinate the various initiatives that will be implemented through the Trade Services Center, including:

- An inter-agency trade information-working group. The Chairman will invite members of other units within the Ministry of Foreign Trade who are involved in managing international trade information services (specifically representatives from the Trade Points, Export Promotion, and Trade Fairs units) to join with representatives of the TSC to coordinate the development of a systematic package of international trade information and support services.
- A private sector advisory group. The TSC will invite representatives of various private sector and donor-funded organizations to participate in an advisory group that will promote information sharing between the TSC and trade information services maintained by non-government organizations. This group should include representatives of various business associations (such as the EBA, ABA, EAGA, HEIA, Expolink, and AMCHAM) involved in managing trade-related information services. In addition, representatives of donor-funded projects (such as ALEB and others) should be invited to participate along with other private sector representatives that may be involved in related activities.

5.0 Facilities Plan

The Trade Services Center will require suitable space, furnishings, and equipment in order to carry out its functions in an effective manner. The principal requirements are as follows.

Category	Description of requirements	Provided by
Office space	Approximately 250 square meters.	GOEIC
Communications and connectivity	A leased line to provide broadband Internet access through the network; a telephone system with a minimum of 10 telephone lines plus two additional lines for fax machines or dial-up Internet access.	GOEIC
Office furnishings and equipment	Desks, chairs, file cabinets, tables, air conditioners	GOEIC
Computer hardware and peripherals (Initial order for core staff—equipment for TSC staff in branch offices will be purchased in second procurement)	<ul style="list-style-type: none"> • Servers 4) • Work stations (40) • Lap top computers (5) • Printers (10) • Scanners (2) • Fax machine • LCD projector • Photo copy machine • Document binding equipment • Cabling, routers, switches, network cards, etc. 	ATR
Software	<ul style="list-style-type: none"> • LAN software (MS 20000) • MS Exchange server • Firewall software • Norton anti-virus software (40 licenses) • Database software (Oracle / MS-SQL) • MS Office (40 licenses) • Web authoring software (MS Front Page or Dreamweaver) 6 licenses • Adobe Photoshop • Adobe Acrobat 	ATR

6.0 The TSC Information System

The principal components of the TSC information system will include:

- The TSC LAN
- The TSC Intranet
- The TSC Website
- Scalable relational databases that will power both the TSC Intranet and Website.

6.1 The TSC knowledge local area network (LAN)

A local area network will be installed in the headquarters of the TSC to enable the sharing of files and peripheral devices among staff and managers working in the main office facilities. Users will have desktop access to the Internet through the network, through a broadband leased line connection.

6.2 The TSC Intranet

The TSC Intranet will form the core of the knowledge base of the TSC. The TSC Intranet will provide an internal Web-based network that can be accessed via the Internet from any GOEIC location. The TSC Intranet will contain a repository of information resources that can be used to support the internal business operations of GOEIC as well as the delivery of services to its customers (including members of the import-export community, consumers, and organizations concerned with consumer safety, health, environmental protection, and trade facilitation.)

TSC staff will maintain the following types of information on the Intranet:

a. Information on GOEIC procedures, requirements, and forms for

- Importer-exporter registration
- Certificates of origin (standard formats and special formats for different trade agreements)
- Inspection and testing requirements and procedures
- White List requirements

b. Information guides containing links to online sources of information for foreign market requirements for countries in which Egyptian exporters have a particular interest. The TSC will work with local exporters' associations to compile and maintain information on topics such as

- Inspection and testing requirements
- Quality standards
- Packaging and labeling requirements
- Import-export documentation and certificate of origin requirements

c. Arabic translations of online content that can be used by GOEIC staff to support research or other business functions.

6.3. The TSC Website

The TSC website will provide a means of delivering information services to GOEIC customers and interacting with customers to solicit feedback on key aspects of GOEIC operations and services.

The initial version of the TSC website will contain standard sections on the TSC's objectives, services, locations, and contact information along with links to useful information resources).

In addition, the website will provide specific information on

- GOEIC procedures for
 - Importer-exporter registrations (along with downloadable forms)
 - Certificates of origin
 - Inspection and testing procedures
 - White list—companies on list and requirements for getting on list
- Changes in basic trade laws and regulations
- News updates on topics of concern to importers and exporters, particularly with respect to product inspection and testing procedures, trade facilitation initiatives, foreign market alerts, etc.
- Foreign market requirements related to product standards, inspection, and testing.

These sections will be updated on a regular basis in order to provide current, relevant content. Web content will be available in both English and Arabic.

In addition to information resources, the website will offer various types of interactive features to enable users to seek answers to particular questions (through online forms), register complaints (through forms or online polling tools), or seek personal help through an online help desk (with a frequently asked questions section plus e-mail responses to particular queries).

6.4. TSC Databases

A core part of the TSC information system will be a scalable relational database maintained on an Oracle, DB2, or SQL platform. Initially, the following databases will be developed on this platform.

- Database for company/product registry
- Database of firms on White List

The computerized system for import-export registration will initially be implemented at selected locations (Alexandria, Cairo Airport); later on, the

computerized registration system will be extended to other locations. TSC staff will provide technical support to automation initiatives that are currently under development with funds provided by the Italian government. GOEIC automation initiatives will be closely coordinated with those being undertaken by the Customs Authority and other organizations involved in trade facilitation initiatives.

Database development initiatives will include efforts to enable database access through intranet as well as public access to specific database components through the TSC website.

7.0 Implementation Plan and Time Line

The Chairman of GOEIC has indicated that he expects to start implementing the TSC by February 1, 2003. To meet this deadline, immediate action is needed in several key areas, described below as start of the TSC start-up plan.

In addition to immediate actions needed to launch TSC services by the Chairman's proposed start date, additional actions are needed to support the further development of the TSC during its initial year of operations. These actions are described in section 7.2 under the Implementation Plan for months 7-12.

7.1 Implementation schedule --months 1-6

The following table summarizes the actions that need to be during the first six months of the Trade Services Center's operations:

Actions/tasks	Timeline						
	Month	1	2	3	4	5	6
1. Approval of action plan; GOEIC establishes an Advisory Board and selects an Executive Director; ATR IT Specialist will be the task leader for TSC support.							
2. Facilities preparation and procurement of office equipment							
• Preparation/refurbishing of facilities							
• Procurement of furniture and office equipment							
• Installation of leased line, phone lines and telephone system							
3. Procure computer hardware and software and install network							
• Procurement of IT hardware and software							
• Design and installation of computer network							
4 Consultant and staff recruitment							
a. Recruitment of short-term consultants to assist with start-up							
b. Recruitment and training of TSC managers & staff							
5 Develop the TSC information system and services							
c. Design website and intranet and develop initial content							
d. Design database of companies on White List							
e. Publish list of companies on White List and requirements							
f. Develop systems and procedures for delivering information services to GOEIC staff & managers and business clients.							
6. When TSC is operational business advisory services will start							
g. Plan and conduct initial workshops and awareness events							
h. Launch help-desk to provide business advisory services to business clients.							

7.2 Implementation schedule -- months 7-12

Actions/tasks	Timeline						
	Month	7	8	9	10	11	12
5. Trade Information Services (continued)							
• Continue to develop & update content for intranet and website							
• Design database for company and product registry							
6. Business advisory services (continued)							

• Conduct workshops and awareness events	■		■		■	
• Provide advisory services for importers and exporters	■	■	■	■	■	■
7. Automation						
• Work with Trade Information Department to design database for importer-exporter registry	■	■				
• Launch pilot programs to automate company registry			■	■	■	■
8. Customer services						
• Design and launch customers services program	■					
• Train Public Services Dept. staff to use IT applications	■	■	■	■	■	■
• Develop customer feedback tools for website	■	■				
• Develop forms and procedures for reporting customer feedback to managers; implement reporting program	■	■	■	■	■	■

7.3 Task summaries

Task 1: Review and approval of action plan. (GOEIC and USAID). This should be completed by the end of January, 2003 if the February 1 start date proposed by the Chairman of GOEIC is to be met. Immediately following this approval, the GOEIC Chairman will establish an Advisory Board and begin recruitment and selection of an Executive Director. The ATR support team will assist in the review and evaluation of qualified candidates.

Task 2: Prepare facilities and procure office equipment. GOEIC will be responsible for arranging space for the TSC and refurbishing it if necessary. In addition, GOEIC will be responsible for procuring the office furniture and equipment required by the TSC, and installing a leased line to provide broadband Internet connectivity and a sufficient number of telephone lines to accommodate the telecommunications requirements of the TSC staff.

Tasks 3: Procure computer hardware and software and install network. Procurement actions will begin as soon as the action plan is approved by USAID and GOEIC. We anticipate that it will take approximately four months to procure the computer hardware and software required to equip the TSC for the first year of operations. Additional hardware and software will be required in subsequent years of operation as activities are extended to GOEIC branch offices. Procuring the hardware and software required by the TSC will be the responsibility of the ATR project team.

During the start-up phase it may be necessary to lease equipment for the consultant team and the initial group of managers and technical staff that are recruited during this period. Lease charges for this equipment will also be paid for out of the ATR project budget.

Task 4 Consultant and staff recruitment

4a: Recruit short-term consultants to assist with TSC start-up. The ATR contractor will provide local and expatriate consultants to support GOEIC staff in launching and developing the TSC. Short-term consulting support will be provided in the following areas.

- Trade information systems design and implementation
- Design and implementation of organizational websites and intranets.
- Database development – particularly for relational database applications using MS SQL.
- Human resources development and training
- Network design and administration

4b: Recruit and train the initial (core) group of managers and technical staff GOEIC will be responsible for nominating candidates for the managerial and technical positions required for efficient TSC operation. The ATR team will help develop position descriptions and will provide advice on personnel screening and selection as necessary.

Once core staff members have been recruited, the ATR advisory team will conduct on-the-job training programs to help new staff members acquire specific skills that may be required for the effective performance of their job functions.

Task 5: Develop the TSC information system and services; ATR consultants will work with GOEIC TSC staff during the start-up phase to design specific components of the TSC information system. Specific sub-tasks that will be completed during the first six months will include:

- Designing the TSC website and intranet and developing initial content
- Designing a database of companies on White List
- Publishing the names of companies on the White List and the requirements for getting on this list.
- Developing systems and procedures for delivering information services to GOEIC staff and managers and business clients

Task 6: Business advisory services. During the initial six months of operation, the Business Advisory Unit, assisted by ATR staff and consultants, will plan and conduct initial workshops and awareness events and launch a help-desk service to provide business advisory services to business clients.

7.2 Implementation tasks – Months 7-12

Task 5 (continued): Develop the TSC information system and services

The Trade Information Unit and the ATR support team will continue to develop and update the content for the TSC intranet and website and introduce features that enable TSC to interact more effectively with clients. In addition, the Trade Information Service staff and consultants will design a database for the company and product registry and collaborate with the Automation Unit to implement a computerized registration system.

Task 6 (continued): Expand business advisory services program. The ATR support team will work with the Business Advisory Unit to plan and conduct awareness and training events for importers and exporters to increase their awareness of GOEIC requirements, procedures, and services.

Task 7: Implement automation and e-government initiatives. The team working on automation initiatives will collaborate with the Trade Information Unit to develop a computerized system for importer-exporter registrations. During year one, pilot programs will be launched in two locations (Alexandria and Cairo Airport) to begin automating importer-exporter registrations. Initial efforts will focus on firms and products included on the White List. Subsequent activities will expand this list to include new registrations.

Task 8: Develop and launch a customer services program. The Customer Services Unit will undertake an active program to provide more effective services to GOEIC customers, including consumers as well as the import-export community. Activities to be undertaken during year one include:

- Training Public Services Department staff to use IT applications
- Developing customer feedback tools for website
- Developing forms and procedures for reporting customer feedback to managers
- Implementing a program to provide customer feedback reports to GOEIC senior management to enable them to gauge the effectiveness of GOEIC services.

Attachment 1: Level of Effort (LOE) Estimates

1. Trade information specialist (3 weeks—US consultant)Tasks:

- Help design overall structure for trade information system
- Help design site plans for website and intranet
- Develop initial content for website and intranet
- Assist in developing position descriptions and qualifications for TSC staff
- Conduct training sessions on intranet and website content development and management
- Design programs and procedures for delivering services to internal and external customers
- Design initial awareness workshop
- Help develop work plans and operating procedures for TSC business units

2. Database design specialist (3 weeks—US consultant)

- Review workflow and procedures for importer-exporter registrations
- Review requirements and procedures for White List
- Develop database structure for company and product register (initially for companies on White List)
- Determine specific requirements for database server and software
- Train TSC staff on database development and management procedures
- Provide recommendations on training needs and programs for TSC staff related to database development and management

3. Web developer (4 weeks -- local consultant)

- Design TSC website
- Design TSC intranet
- Manage initial content development
- Develop first year content development plan
- Train TSC staff in website and intranet development/content management procedures

4. Institutional and human resources development (long-term project staff)

- Help develop position descriptions and qualifications statements for TSC staff
- Help screen candidates
- Provide recommendations to GOEIC on staff selection
- Help design management structure for TSC
- Help develop work plans and operating procedures for TSC business units
- Identify business management and technical training needs of TSC staff and managers

5. IT systems and network administration (long-term project staff)

- Help install network
- Train TSC staff in network administration
- Identify IT training needs for TSC staff
- Identify IT training needs for TSC staff and managers

Identify IT training needs for GOEIC staff involved in initial pilot programs and re-engineering initiatives **Trade Services Center**

Category	Description of requirements	Provided by
Office space	<ul style="list-style-type: none"> • Renovation of the office space 	GOEIC
Communications and connectivity	<ul style="list-style-type: none"> • A leased line to provide broadband Internet access for the Center • Phone and Fax Lines • Wiring of computer network including Rack, Patch Panel, Face Plates. • Wiring for the Sound System. • Wiring phone system 	GOEIC
Office furnishings and equipment	<ul style="list-style-type: none"> • Desks, chairs, file cabinets, tables, air conditioners, UPS devices etc... 	GOEIC
Consumables	<ul style="list-style-type: none"> • Initial supply of consumables ink cartridges and toners 	ATR
Maintenance Contract	<ul style="list-style-type: none"> • Maintenance contract to ensure equipment remains in serviceable condition for one year 	ATR
Software	<ul style="list-style-type: none"> • See Table 1 	ATR
Computer hardware and peripherals	<ul style="list-style-type: none"> • See Table 2 	ATR

Table 1 Off-the-shelf Software recommended by ATR:

Software Item	Total Quantity	Already Procured and in Stores	Will be Procured by ATR	Comments
Microsoft 2003 Server	2	2		Already procured and Delivered to TSC
Norton Anti-virus	29	29		Already procured (6 Delivered to TSC and 23 in the warehouse)
Oracle Application Server	1		1	Will be only procured by ATR if needed
MS Office XP Professional	29	29		Already procured (6 Delivered to TSC and 23 in the warehouse)
Web Development Software (MS Front Page or Macromedia Dreamweaver)	1		1	TBD
Adobe Acrobat Writer	1		1	
Adobe Photoshop	1		1	
Customer Relations Management Software CRM	1		1	TBD

Table 2 Hardware Recommended by ATR:

Hardware Item	Total Quantity	Already Procured and in Stores	Will be Procured by ATR	Comments
Server/s	2	2		Already delivered to TSC and the web site is installed on one of the servers
Personal Computer/s	30	30		10 Computers already delivered to the TSC,
Laptop/s	3	3		
Laser Printer/s	6	6		1 Delivered to TSC + 5 in the warehouse
Inkjet Printer/s	2	2		In the warehouse
Scanner/s	4	2	2	2 In the warehouse
LCD Projector	1	1		In the warehouse
Networking Equipment:				One 24 Port switch delivered to TSC.
24 Port switches	2	2		One switch and one firewall in the warehouse
Firewall	1	1		
Fax	3	1	2	1 Delivered to TSC
Photocopiers	1	1		Delivered to TSC
Telephone System	1		1	8External/32Internal
Speakers & Public Address System	1		1	
Laser Printer/ Photocopier	1		1	A3 Network Photocopier, Laser Printer

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