

Report and Recommendations

**Dispute Settlement /Legal Affairs Unit Strategy
Development: Functions, Organization,
Development & Training**

PREPARED BY

ATR Project

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SUBMITTED BY

Nathan Associates Inc

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Executive Summary

The Trade Agreements Sector (TAS) has struggled to develop capacity to deal with trade-related disputes/legal challenges that arise within the context of the trade agreements to which Egypt is a signatory. Although there are officials within TAS with law degrees, the sector does not have a staff of lawyers capable of dealing with disputes at the WTO or acting as “legal advisors” within the sector. This two week consultancy represents the first formal effort by ATR to work with the TAS to develop a strategy for developing a dispute settlement “unit”. At the outset of the consultancy it became apparent that the scope of this consultancy should be widened to include consideration of an overall strategy for developing “legal expertise” within the TAS in order to develop an effective means of dealing with disputes as well as other legal issues which arise in the course of the work of the sector.

The TAS should have in-house capacity to identify and address legal issues that arise within the context of the work of the three Departments of the sector, the CD/WTO, CD/ITP and CD/BMA. The objective of a Legal Affairs Unit/Legal Capacity should be to have available the required knowledge and skills to service the legal aspects related to the work of the TAS. Currently, the CD/WTO and CD/ITP have officials with law degrees, but the positions held and the work done may or may not involve legal work. There is not currently a “Legal Affairs Unit”. Most officials with a law degree are assigned to a specific subject area of WTO issues or work on trade remedy cases appealed to the Administrative Court. There is recognition by management within TAS that there are roles for “lawyers” within the sector, but they are not currently met or provided for in a systematic fashion. Ultimately, lawyers should work together with other officials of the sector – in a team – to ensure that legal issues related to trade negotiations, investigations, disputes, etc are properly considered and addressed.

The functions of a Legal Affairs Unit/Legal Capacity are potentially numerous. It is recommended that they should include a wide range of activities related to the work of the sector, including but not limited to:

- Functions related to trade remedy investigations and reviews conducted by the CD/ITP
- Functions related to Administrative Court proceedings involving appeals of decisions in trade remedy investigations conducted by the TAS
- Functions related to meetings and negotiations of the WTO, COMESA, and other trade agreement to which Egypt is a member
- Functions related to matters subject to WTO dispute settlement
- Functions related to matters subject to dispute settlement in the context of regional trade agreements
- Functions related to trade remedy proceedings brought against Egypt or its industries

- Functions related to negotiation of bilateral and multilateral agreements
- Functions related to monitoring consistency of Egyptian laws with international obligations, as well as the consistency of the laws of Egypt's trading partners

In order to successfully execute the above functions and recommendations the TAS will require extensive training to develop a staff of legal advisors. During the consultancy interviews were held with all staff with legal degrees, either in groups or individually. A questionnaire was also prepared to preliminarily identify individual staff capabilities and lay the groundwork for developing customized training programs in the future. Based on the questionnaire results and the staff's responses during various discussions, there is a clear and immediate need for intensive training in basic legal research and writing skills as well as English, trade terminology and other matters. However, the group of "lawyers" is extremely mixed in terms of background, experience, skills, ability and interest.

It is recommended that the TAS have a dedicated Legal Affairs Unit as a medium-long term goal, but that in the short term it work on a implementing a strategy that will put in place the necessary foundations to achieve that goal and build legal capacity within the TAS. At the moment, a Legal Affairs Unit can not be established as the TAS does not have an appropriately qualified lawyer to head such a unit, the working culture of the sector is unlikely to support such cross-cutting unit, the core legal staff is not properly trained and the sector lacks physical premises to accommodate a dedicated unit. The foundations required to be put in place, include: (1) evaluating, recruiting and training lawyers who could ultimately become members of a Legal Affairs Unit, (2) exploring options for how to provide leadership and mentoring for a Legal Affairs Unit (e.g., grooming a candidate from within the Ministry or another Ministry, hiring an outside lawyer, hiring a foreign expert to work with the unit), (3) assessing the legal staffing needs of each of the Central Departments. (For example, it is not clear that there is sufficient work on a continuous basis to have 2 or 3 lawyers working with CD/IIP on trade remedy investigation/reviews, but at times there may be a great deal of work which would overburden 1 lawyer), (4) discussing the advantages and disadvantages of having lawyers focused on a narrow subject area (e.g., trade remedy investigations/ review only, dispute settlement cases only, etc. and (5) procuring the required physical space to house lawyers as a group.

The lawyers currently in the TAS will require extensive technical training, focusing primarily on legal analysis, research and writing/drafting, legal language, and oral argument/presentation skills, after they have acquired/demonstrated a basic understanding of international economic law. Since most of the work of the TAS is in English (including information resources which are only available in English) several of the lawyers will need additional English language instruction, with an emphasis on writing and speaking. Such training is critical to TAS's ability to build legal advisor capacity which is effective. Therefore, the major focus of ATR's work over the next two years with the lawyers should be to develop and institute a customized training program designed to develop officials who will ultimately be able to serve as legal advisors and perform the functions discussed above. In the course

of that training the legal functions required by the TAS should slowly begin to be preformed and ultimately at some point down the road a Legal Affairs Unit can be established.

Due to the very mixed nature of the group of lawyers within TAS it is further recommended that the training be conducted in two phases. Phase I of the Training Program should focus on exercises in various areas in order to help “stream” the lawyers for further training (and perhaps to also determine which individuals should be found non-legal jobs). This is absolutely necessary so as to make the training programs ultimately delivered useful and effective for all participants. For example, a legal drafting course should not be given to someone with very poor English language writing skills. Phase II can then, based on the results and information collected during Phase I, develop a more customized training program for the lawyers in two or more streams. The programs can be tailored to the level of the group.

Training should be provided as a mix of customized in-house programs, outside workshops or courses and internships, as available. It is important that the training be structured to be regular and ongoing (not just short intensive programs) so that skills and capacities are given time to truly develop and be reinforced. Training assignment should as much as possible relate to the daily work of the participants and work assignments should to the extent possible allow application of the skills developed during training.

Introduction

This two week consultancy was designed to assist the Trade Agreements Sector (TAS) in developing a strategy for establishing and developing a 'dispute settlement unit' to deal with various trade-related disputes/legal challenges that arise within the context of the trade agreements to which Egypt is a signatory. Egypt's Ministry of Foreign Trade (TAS) currently lacks capacity and experience in responding to and bringing dispute cases. However, for the reasons discussed below, shortly after starting the project and meeting with various officials of the TAS, it became apparent that the scope of this consultancy should be widened to include consideration of an overall strategy for developing "legal expertise" within the TAS in order to develop an effective strategy for dealing with disputes as well as other legal issues which arise in the course of the work of the sector.

Terms of Reference: The terms of reference envisioned developing a strategy to establish and develop a dispute settlement unit within the TAS. It was envisioned that this strategy would address: (1) the objectives of such a unit; (2) the proposed organizational set-up; (3) training needs of individuals and timeline for training; (4) job descriptions for key staff; (5) mechanisms for responding to complaints from partner countries and for filing a dispute with the WTO; and (6) coordination with other TAS departments. Each of these elements is discussed in the report, below.

Expected Results: As a result of this work it was expected that a strategy would be outlined for developing and establishing a dispute settlement unit. In fact, for the reasons discussed below, the strategy discussed is for a 'legal affairs expertise' in general, including dispute settlement.

Deliverables: The expected deliverable for this activity was a strategy outline for developing and establishing a dispute settlement unit. Outlined below is an overall strategy for developing and establishing greater legal capacity within TAS, including relating to dispute settlement.

This report provides a discussion and proposed strategy for developing "legal" capacity within TAS, including dispute settlement. It discusses: (1) background issues, including key challenges to building such capacity within TAS; (2) the proposed objectives and functions of such a

“unit”; (3) possible organizational set-ups (including the merits and challenges of a dedicated “unit”); (4) staffing issues, the training needs of existing employees, training options and timeline for proposed training; and (5) outline of job description for key staff.

During this consultancy numerous discussions were held with members of the TAS, including the First Under-Secretary Mr. Abdel Rahman Fawzi, Mr. Waleed El-Nozahy, the head of the CD/WTO, as well as all officials in the TAS having a law degree (“lawyers”). Interviews with the lawyers were conducted one-on-one as well as in small groups to discuss each person’s education and work background, on the job experience and training, training needs and ideas with respect to building a legal/dispute settlement unit. ATR staff also attended some of these discussions and output from the meeting were discussed throughout the consultancy with ATR staff within the context of this consultancy and the ATR project overall.

It should be noted that the mission, functions and objectives of any legal/dispute settlement unit must be developed within context of the continued development of the TAS and these issues need to be integrated into a sector-wide organizational and operational structure and strategy. The impact and success of many of the activities and training discussed here -- and the ultimate success and effectiveness of a legal/dispute settlement ‘unit’ will depend on the ability of having the right people, with the necessary training properly integrated into the TAS structure.

Finally, this strategy document has been prepared to provide recommendations. It is expected that the comments, ideas and proposals put forward will be used for the purpose of further discussion by senior management of TAS together with ATR towards implementing a short-medium-long term strategy.

Background

The ATR project has been assisting the Ministry of Foreign Trade to both comply with Egypt's WTO obligations and to exercise its rights under the WTO. As part of these objectives, ATR has organized two dispute settlement training courses. It is also funding two dispute settlement internships at the law firm of White & Case in Geneva. This is being done in the context of the ongoing discussion of the need to develop a capacity and expertise in dispute settlement within the TAS.

Recently, Egypt defended itself before its first WTO Panel - a case brought against Egypt by Turkey in respect of an Egyptian final decision in an antidumping investigation. Egypt is also currently defending itself in a Safeguards investigation brought by Jamaica. In both instances, Egypt hired outside European legal counsel to handle the majority of the case on its behalf. Egypt also participated as a third party in another WTO panel case. In this instance it prepared its own submissions (it requested assistance from the WTO Secretariat, but the technical assistance normally provided from the WTO is limited to procedural assistance as they are required to stay impartial and therefore can not normally provide direct advice on legal argumentation). There is also the imminent possibility that one of Egypt's trading partners will challenge one of Egypt's decisions in a recent Safeguards investigation. As Egypt becomes a more active member of the world trading system such legal disputes can be expected to increase. These will likely involve disputes within the WTO, but may also involve disputes arising from other trade agreements to which Egypt is a party.

Like most developing countries, Egypt has limited knowledge of and experience with the WTO dispute settlement process. Seminars and internships such as the ones organized and funded by the ATR/USAID project provide much need capacity building. However, this is just a start. The TAS is challenged by an overall deficiency of legal capacity in its mission - both in dispute settlement and otherwise. The legal education offered in Egypt does not provide a rigorous analytical foundation for attacking legal issues generally, and in particular in the specialized area of international economic law. Furthermore, most of the officials who enter the TAS do so without the benefit of prior legal work experience in a law firm. Once employed by TAS their legal skills are not systematically developed and honed. This is discussed in greater detail in the section on training.

To more effectively carry out the mission and tasks of the TAS, it has been recognized, and is recommended here, that it will be necessary to develop greater skills and expertise in legal matters related to the work of the sector, included but not limited to dispute settlement. Furthermore, it is in the long-term interest of TAS to develop lawyers who are well-rounded in their legal skills, trade knowledge and experience. For this reason, and upon discussion with the ATR staff, the work of this consultancy addressed in this strategy report discusses and recommends developing legal capacity and expertise within the TAS broadly, including in matters of dispute settlement.

In the course of conducting the consultancy I had various conversations with officials of TAS to discuss the “legal” needs to be filled in the sector, the possible approaches to meeting these needs and the obstacles to doing so. Some discussions were productive in that participants felt comfortable discussing these issues with me and exchanging ideas. However, in several instances participants were reluctant to talk and asked what “their boss” views were. Inevitably, many of the more productive conversations jumped immediately to the need for a “Legal Affairs Unit”. It was at times challenging to keep the discussion to one of fundamentals as participants were very concerned with having a ‘new’ unit for “lawyers” explicitly provided for in the organizational structure. The more I met with officials and discussed the issues, the more I came to realize that this sense of urgency regarding organizational structure was in part due to some lawyers feeling that they want a defined role as “lawyers” and that currently they have no particular role or place. Generally, many young officials (not just the lawyers) seem to lack necessary guidance and mentoring.

The strategy proposed here is in no manner intended to dismiss any of the concerns expressed. Rather, it aims to provide a path to building the legal capacity, skills and expertise required by the sector while taking into account the challenges of doing so. I attempted to explain through these ongoing discussions that the organizational structure is only one element of the task of building legal capacity within the sector and arguably at this early stage not necessarily the most important one. The challenges that must be addressed by the legal/dispute settlement strategy ultimately implemented include building fundamental “lawyering” skills, fostering and developing a work culture of teamwork and inter-department collaboration, providing experienced management and mentoring to lawyers. These issues are addressed as part of the overall strategy recommendations discussed.

Recommended Objectives and Functions for a Legal Unit

The TAS should have an in-house capacity to identify and address legal issues that arise within the context of the work of the three Departments of the sector, the CD/WTO, CD/ITP and CD/BMA. Currently, the CD/WTO and CD/ITP have officials with law degrees, but the positions held and the work done may or may not involve legal work. There is not currently a “Legal Affairs Unit”. Most officials with a law degree are assigned to a specific subject area of WTO issues or work on trade remedy cases appealed to the Administrative Court. There is a recognition by management within TAS that there are roles for “lawyers” within the sector, but they are not currently met or provided for in a systematic fashion. How this legal function might best be organized and staffed is discussed in following sections.

Objectives: The objective of Legal Affairs Unit/Legal Capacity should be to have available the required knowledge and skills to service the legal aspects related to the work of the TAS. Lawyers should work together with other officials of the sector – in a team – to ensure that legal issues related to trade negotiations, investigations, disputes, etc are properly considered and addressed. This will necessarily include ensuring the consistency of decisions taken by the TAS (and FTTPS in trade policy) with international legal obligations, effectively considering the impact and effect of legal language in proposed positions in the course of negotiations, preparing internal legal opinions on issues that arise with trading partners, drafting submissions on legal arguments in the context of cases subject to dispute settlement, etc. The TAS should also have in-house capacity to defend or bring cases within the WTO DSU, or at a minimum to be able to efficiently manage such cases when hiring outside legal assistance. To effectively do so, the TAS requires officials with both legal degrees and legal training. (Based on the initial interviews done during this consultancy, the Sector appears to have very few officials with strong fundamental legal skills and training. This issue will be further discussed in a following section of the report).

Functions of the Legal Unit/Legal Capacity: The functions of a Legal Affairs Unit/Legal Capacity are potentially numerous. They should include a wide range of activities related to the work of the sector, including but not limited to:

- Functions related to trade remedy investigations and reviews conducted by the CD/ITP
- Functions related to Administrative Court proceedings involving appeals of decisions in trade remedy investigations conducted by the TAS
- Functions related to meetings and negotiations of the WTO, COMESA, and other trade agreements to which Egypt is a member
- Functions related to matters subject to WTO dispute settlement
- Functions related to matters subject to dispute settlement in the context of regional trade agreements
- Functions related to trade remedy proceedings brought against Egypt or its industries
- Functions related to negotiation of bilateral and multilateral agreements
- Functions related to monitoring consistency of Egyptian laws with international obligations, as well as the consistency of the laws of Egypt's trading partners

Functions of the Legal Officers: Working within the TAS work program outlined above, the legal officers should serve as the principal source of legal knowledge related to their assigned subject areas in order to advise senior staff and to participate in meetings/negotiations/hearings outside the sector. Accordingly, he/she should develop a general knowledge of trade law issues and legal reasoning, possess strong analytical, writing and communication skills and be familiar with trade law information resources, particularly those available on the internet. A strong working knowledge of English (written and spoken) will be essential to most work in the Legal Affairs Unit. Some of the functions described below are already performed (although not necessarily systematically), but many are not. Specific responsibilities should include:

- Functions related to trade remedy investigations and reviews conducted by the CD/ITP
 - Reading and analyzing WTO dispute settlement and Appellate Body (“AB”) decisions related to Trade Remedies to ensure consistency with international obligations, as well as the related WTO Agreements.
 - Reading and analyzing regional trade agreement documents related to Trade Remedies

- Lawyer “attached” to Trade Remedy investigations and reviews
 - Advising on key legal issues which arise in the context of AD, CVD and Safeguards investigations and reviews, including writing opinion memoranda on key issues. This would include the ability to interpret the provisions of the Egyptian Regulation of Law governing Trade Remedy investigations and reviews in Egypt as well as the relevant international Agreements.
 - Review of decisions, reports notices, etc prepared in the course of Trade Remedy investigations and reviews for legal consistency - consistency with Egyptian law and/or prior decisions and with international obligations - prior to finalization and publication
 - Drafting and reviewing Egyptian laws and regulations related to Trade Remedies
- Functions related to Administrative Court proceedings involving appeals of decisions in Trade Remedy investigations conducted by the TAS
 - Handling cases before Administrative Court related to Trade Remedy investigations and reviews
 - Preparation of defense memoranda for the Administrative Court related to cases emanating from trade investigations and reviews conducted by TAS
 - Reading and analyzing WTO dispute settlement and AB decisions related to Trade Remedies to ensure consistency with international obligations
- Functions related to meetings and negotiations of the WTO, COMESA, and other trade agreements to which Egypt is a member
 - Analyzing legal issues related to issues to be raised at meetings and negotiations at the WTO, COMESA, etc, regarding Egypt’s interest, potential risk or impact
 - Preparing memoranda on legal issues arising in the context of such meetings and negotiations
 - Drafting Egyptian positions on issues having legal aspect, including issues related WTO DSU, proposed amendments to WTO Agreements, etc
 - Reviewing positions of other members regarding legal issues related to issues raised at meetings and negotiations at the WTO, COMESA, etc
 - Monitor legal developments in WTO, COMESA, etc meetings and negotiations related to assigned sectors
- Functions related to matters subject to WTO dispute settlement

- Monitor, read and analyze WTO Panel and AB decisions and prepare reports regarding same
 - Respond to cases brought against Egypt
 - Monitor potential conflicts and craft cases against trading partners
 - Research and write opinion memoranda analyzing legal issues arising with trading partners
 - Draft and respond to requests for consultations
 - Participate in consultations
 - Research, analyze and draft legal arguments for submissions to WTO dispute settlement panels and AB
 - Argue or defend Egyptian position at oral hearings before WTO panels and AB
 - Manage outside counsel hired to help with Egypt's case
 - Participate as third party in cases brought by others
- Functions related to matters subject to dispute settlement in the context of bilateral and regional trade agreements
 - Monitor, read and analyze decisions and prepare reports regarding dispute settlement issues arising out of bilateral and regional trade agreements
 - Respond to cases brought against Egypt
 - Craft cases against trading partners
 - Research and write opinion memoranda analyzing legal issues arising with trading partners
 - Draft and respond to requests for consultations
 - Participate in consultations
 - Research, analyze and draft legal arguments for submissions to dispute settlement panels
 - Argue or defend Egyptian position at oral hearings before panels
 - Manage outside counsel hired to help with Egypt's case
- Functions related to trade remedy proceedings brought against Egypt or its industries
 - Coordinate with Egyptian industry to assist with legal positions in CVD and Safeguard investigations by trading partners
 - Draft responses to questionnaires issued to Egyptian Government by foreign governments in Safeguard or CVD investigations
 - Draft legal submissions in advance of oral hearings in Safeguard cases
 - Participate in oral hearings arguing the position of Egypt/Egyptian industry
 - Review decisions against Egypt issued by trading partners in AD, CVD, and Safeguard investigations for consistency with legal requirements under relevant international trade agreement

- Functions related to negotiation of bilateral and multilateral agreements
 - Attach as member of negotiating team established for the negotiation of bilateral and multilateral agreements
 - Review, analyze and draft opinions on key legal issues related to negotiations
 - Draft proposed language for agreements
 - Review draft language for agreements
 - Undertake legal review of final agreement texts prior to final agreement and signature
 - Analyze legal issues raised during implementation phase of new bilateral and multilateral agreements

- Functions related to monitoring consistency of Egyptian laws with international obligations, as well as the consistency of the laws of Egypt's trading partners
 - Perform analysis and draft opinions regarding consistency of Egyptian laws regulating trade policies in Egypt with international obligations
 - Undertake review and analysis of consistency of laws of trading partners with international obligations and draft legal opinions

Possible Organizational Set-Up

POSSIBLE APPROACHES

How to provide for a Legal Capacity within TAS and whether there should be a dedicated “Legal Affairs Unit” is a key challenge for which there is no short-term solution. There are at least two possible approaches: (1) create a dedicated Legal Affairs Unit within TAS, along side the Technical Office and Executive Office, which would service the three Central Departments, reporting to a “General Counsel”-like position; or (2) assign lawyers within each of the three Central Departments to focus on the work of that Department, reporting to the head of the Department.

During the interviews conducted several advanced strong support for a separate Legal Affairs Unit composed of lawyers who would service all three Central Departments of the Sector. While such an organizational set-up could be ideal, implementation within the current context and realities of the TAS would be extremely challenging. For such a structure to work it requires: (1) an experienced and knowledgeable lawyer to head the group, manage the work and mentor; (2) strong staff lawyers; (3) a culture of inter-Department team work and collaboration; (4) a recognition and acceptance by the Central Departments of the important role of lawyers in aspects of their work agenda; and (4) physical facilities to accommodate all lawyers in the group.

US AND LDC MODELS

The approach of having a dedicated legal staff is employed by many developed countries, including the United States. In the United States, USTR has a “General Counsel’s Office” (“GC’s Office”) composed of lawyers who are normally hired after a few years of prior legal experience. The group is headed by an experienced senior lawyer – often a lawyer who is well established in private practice who is appointed to serve for a period in Government. The staff of the GC’s Office has grown significantly in the last decade, largely due to the proliferation of dispute settlement cases the US has found itself involved in at the WTO. The lawyers working in the GC’s Office typically work on dispute settlement cases, but are also assigned to other matters. Each trade negotiation has at least one lawyer on the negotiating team and lawyers are also assigned to focus on subject specific matter (e.g., agriculture, services, etc). The lawyers work in a cooperative-teaming fashion with USTR’s policy officials.

Similarly, the U.S. International Trade Commission (“ITC”), which deals with Safeguard investigations and Injury in AD and CVD investigations and reviews, has its own GC’s office. Individual Commissioners also typically hire lawyers for their staff. The Department of Commerce International Trade Administration also has a GC’s Office. Its lawyers are assigned to matters

involving AD and CVD investigations and reviews. Again, it is common practice that each AD or CVD investigation/review will have a lawyer assigned to the team. They will be active only where there are key legal issues to be addressed.

Due to limited resources in developing countries there is typically more rotation of lawyers than in the US, Canada, EU, etc. Most developing countries have a lawyer or two assigned to trade within the Trade Ministry. They may or may not have a “Legal Unit”. Lawyers are often assigned by subject, or selected to work on a particular agreement. The preparation of a treaty text is usually done by lawyers from the Department of Justice (also in Canada the legal team dealing with trade sits within the Department of Foreign Affairs and International Trade (DFAIT) but is composed of both lawyers from the Department of Justice and DFAIT). With respect to a model for addressing disputes, most developing countries try to have lawyers within the trade team and to build institutional knowledge. The least developed countries appear to rotate lawyers continuously, far more than trade officials.

RECOMMENDATIONS

For the reasons discussed below, it is recommended that the TAS have a dedicated Legal Affairs Unit as a medium-long term goal, but that in the short term it work on implementing a strategy that will put in place the necessary foundations to achieve that goal and build legal capacity within the TAS.

The primary reason for those advocating the establishment of a dedicated Legal Affairs Unit appears to be that some of the “lawyers” feel “directionless”. Many are not busy, others find there is no one to ask advice and direction from, most have not had the opportunity to develop core legal analysis and drafting skills. Those advocating a dedicated unit believe/hope that if they were assigned to a dedicated unit they would have more focus to their work, better development and learning opportunities, more collegiality and synergies and overall better opportunities. That said, some other lawyers seem to be busy and well integrated into their assigned groups. This appears to be more the case in the CD/WTO than with lawyers in CD/ITP.

With proper direction, staffing, resources and training the TAS can overtime develop a small team of lawyers capable of acting as “legal advisors” providing legal advice related to the work of the sector. However, the sector currently does not have the necessary foundations to establish such a group. To establish the necessary foundations a number of things will have to be addressed in advance. For example, as discussed in the training section, below, the TAS currently does not appear to have an appropriate internal candidate to head such a unit. The head of a Legal Affairs Unit will have to be an accomplished lawyer with experience and knowledge in international economic law/trade law. S/he will also have to have management and mentoring ability as s/he will be in charge of building and developing the unit. The staff of such a unit will have to be selected on the basis of interest, experience, subject matter knowledge, English language skills and potential to learn and develop. (This is discussed further in the section dealing with training). For a unit to work

effectively within the sector, servicing all three Central Departments, a culture of teamwork and cooperation will have to be fostered. This currently does not exist – there appears to be too much “territoriality” for such an inter-Departmental approach to be effectively implemented at this time. Finally, the available “work space” does not currently support accommodating a dedicated unit. Lawyers in a dedicated unit should ideally be accommodated in their own office(s), with desks and individual computer terminals and a quiet atmosphere more conducive to focused work. As one official reported, currently “there are 12 officials in an office and 12 visitors at any given time... it is always noisy, like school. Not everyone has a desk and chair and people are not divided into groups. It isn’t an environment conducive to concentrated work.” This goes to both budget and work culture issues and may be addressed when the TAS moves to its new building – but it poses yet another challenge in properly organizing a Legal Affairs Unit.

For all of these reasons, it is suggested here that in the short-medium term the TAS focus on building foundations – and not strive to finalize an organizational set-up immediately, including (1) evaluating, recruiting and training lawyers who could ultimately become members of a Legal Affairs Unit, (2) exploring options for how to provide leadership and mentoring for a Legal Affairs Unit (e.g., grooming a candidate from within the Ministry or another Ministry, hiring an outside lawyer, hiring a foreign expert to work with the unit), (3) assessing the legal staffing needs of each of the Central Departments. (For example, it is not clear that there is sufficient work on a continuous basis to have 2 or 3 lawyers working with CD/ITP on trade remedy investigation/reviews, but at times there may be a great deal of work which would overburden 1 lawyer), (4) discussing the advantages and disadvantages of having lawyers focused on a narrow subject area (e.g., trade remedy investigations/review only, dispute settlement cases only, etc). It is likely that the work load of the TAS is such that there is not sufficient work in one subject area to devote a lawyer to that area alone and that it is preferable for lawyers to be developed to be able to deal with a wider selection of issues and subject areas. Furthermore, developing lawyers more broadly is ultimately better for the individual and the TAS. However, it is also true that the work relating to Trade Remedy Investigations/Reviews is extremely different from that of WTO dispute settlement and it might make sense to have different lawyers focused in the two areas. How the responsibilities are ultimately divided among the lawyers will depend on the perceived level of work, as well as the skills, knowledge and ability of the available lawyers within the TAS.

Staffing Issues and Training Needs, Options and Timeline for Proposed Training

Interviews were held with all “lawyers” in the TAS, either individually or in small groups, to discuss their background and work experience. Each lawyer also completed a capabilities questionnaire (self-assessment), attached. Further, several group sessions and one-on-one sessions were held with the lawyers to discuss how best to provide for a Legal Affairs Unit, and how to develop legal advisors who could work on WTO dispute settlement, Trade Remedy Investigations/Reviews, etc. Based on these sessions, informal discussions and the results of the attached capabilities questionnaire, the following preliminary assessment of staff capabilities and training and development has been produced. It should serve as the groundwork for developing a customized training program for the staff.

STAFFING ISSUES

The TAS has 15 officials with law degrees. For purposes of this strategy paper and in considering staffing for a Legal Affairs Unit these officials comprise the potential pool of “lawyers”. This term is put in quotes because few of these individuals have developed hard core legal skills (e.g., legal research, analysis, and drafting skills) that prepare them to work as “legal advisors” for TAS. Furthermore, this group is extremely mixed in terms of background, experience, skills, ability and interest. The most senior is a 1989 law graduate and there are several recent hires. All are graduates of law from Egyptian Universities, and mostly from programs taught in Arabic. None has undertaken legal studies abroad. Most join the Ministry without significant prior work experience, if any. In terms of English language ability they have very diverse levels, some speak and understand virtually no English and others are very comfortable working in English. The majority fall some where in the middle. Similarly, some have been well integrated into the work of the sector, are kept busy, benefit from training programs and have developed substantive knowledge and skills, whereas others appear to have been at best forgotten or at worst sidelined. Most initially appear to be eager to learn, but lack mentoring and opportunities. Several appear to be unmotivated due to lack of work and/or work environment or perhaps simply lack of interest.

These lawyers currently work in CD/WTO (9) and CD/IIP (6) and report to the head of those Departments. Based on the work done during my two week consultancy it appears that there has never been a focused approach to training or developing lawyers when they join the TAS. As a result, most of them have little legal training or experience. Furthermore, the Egyptian law degree does not teach from a case law methodology focusing on legal analysis, nor does it teach legal research and writing. So far, several of the lawyers have received some training in English, WTO training,

negotiation courses and computer training. A few have benefited from foreign internships (e.g., Geneva Law Firm), seminars (e.g., WTO programs) or courses (e.g., Harvard Management Program). The problem is that what is learned through these experiences does not necessarily seem to be applied or further built upon back on the job. Momentum is lost and sustainability is not currently ensured.

With respect to new hires there is no “New Hire Training Program” in place. This should be part of building legal capacity in the TAS. Generally speaking, when new staff join (whether lawyers or others) they are interested and motivated but for most if not all of them the field is new and the job knowledge and skills needed to do the work must be developed. Training to do the new job must be provided quickly before both interest and motivation wane. New lawyers (but also established ones) need work assignments that allow them to learn on the job, need job guidance in their day-to-day work activities and managers to whom they may address questions concerning work and receive timely advice and instruction. Strategies and tactics must be developed to enhance the productivity of individual officials.

The length of the consultancy did not permit an assessment of the actual legal skills of each lawyer, however, based on various conversations, noted experiences and the level of the knowledge demonstrated during discussions, most of the lawyers possess only basic knowledge of trade law and framework, legal research, analysis and writing (in any) and do not have the skills necessary to effectively execute most of the functions outlined above. Based on the above, it is also not clear how many of the group have the knowledge, ability and/or potential or attitude to develop into a legal advisor in a Legal Affairs Unit – even with proper training. This can only be assessed through a series of foundation courses which would focus on evaluating existing knowledge and skills in various areas and teaching skills and in reviewing work product of each lawyer. It may be that some can not/will not develop into effective lawyers and may have to found other jobs. It is also possible that it will be determined that additional hiring may need to occur to fill certain positions. Finally, there is no one in the group of lawyers who appears to have the qualifications, experience and character to be the head of a Legal Affairs Unit. The issue of how to provide ongoing management, direction and mentoring to the emerging group of legal advisors will also have to be more fully explored.

Finally, with respect to the hiring of any new lawyers for the TAS, to the extent practicable all new hires should have two years of practical legal work experience. Furthermore, they should have a good command of written and spoken English, drafting skills, demonstrated ability to learn and most importantly enthusiasm for the job. It is recommended that the hiring process include a TOEFL exam and a practical writing test/drafting exercise.

TRAINING NEEDS AND TIMELINE FOR PROPOSED TRAINING

The lawyers will require extensive technical training, focusing primarily on legal analysis, research and writing/drafting, legal language, and oral argument/presentation skills, after they have acquired/demonstrated a basic understanding of international economic law. Since most of the work

of the TAS is in English (including information resources which are only available in English) several of the lawyers will need additional English language instruction, with an emphasis on writing and speaking. Such training is critical to TAS's ability to build legal advisor capacity which is effective. Therefore, the major focus of ATR's work over the next two years with the lawyers should be to develop and institute a customized training program designed to develop officials who will ultimately be able to serve as legal advisors and perform the functions discussed above. In the course of that training the legal functions required by the TAS should slowly begin to be preformed and ultimately at some point down the road a Legal Affairs Unit can be established.

As already noted above, the lawyers have had very different work experiences and training opportunities within the TAS and possess differing levels of skills. They arguably also appear to possess very different abilities. Some (particularly those from the CD/IIP) also feel like "poor cousins" and perceive themselves not to have been availed of the opportunities of those in the CD/WTO. (Even during the consultancy there was initial concern expressed that in first interviewing the lawyers from CD/WTO, those in CD/IIP would be left out of any resulting program. I assured them that there was no such intention.). Given the disparity in the background, experience and skills of the 15 lawyers it would be difficult to conduct effective training with the entire group at one time. However, there is not sufficient information on knowledge, skills and abilities to divide the group at this time. The questionnaires that were completed by the lawyers are compiled in Attachment A. The survey serves as a preliminary basis for assessing the needs of each individual but a working program will be necessary to gather more information about each person's development potential.

It is recommended that Phase I of the Training Program focus on exercises in various areas in order to help "stream" the lawyers for further training. This is absolutely necessary so as to make the training programs ultimately delivered useful and effective for all participants. For example, a legal drafting course should not be given to someone with very poor English language writing skills. Phase II can then, based on the results and information collected during Phase I, develop a more customized training program for the lawyers in two or more streams. The programs can be tailored to the level of the group. Elements of a training program to be delivered over the next two years should include:

Phase I

Skills and Training Needs Assessment Workshop

- Multi-session program (3 hours per day for 10 days) surveying and evaluating skill level and knowledge of all lawyers in various areas including:
 - Written English (drafting a short document on an assigned topic)
 - Spoken English (giving an oral presentation on a short topic)
 - Research project (with respect to a small legal problem)
 - Trade law terminology
 - Analysis of a legal problem
 - Case analysis

- Review examples of work product of each lawyer
- Assess prior training received

“Streaming” & Customization

Based on the above assign the group into streams to follow a customized training program. For example, some may have to start with English language training. Others might be able to start immediately with a Legal Research & Writing Course.

Phase II

Phase II is the actual proposed training program for lawyers. It is suggested that it should be composed of various elements designed to develop the required skills and knowledge to perform the functions of a “legal advisor” in the TAS. Some are foundation courses (e.g., English Language Course, Trade, Economic and Legal Terminology Course, Basic Economic Principles and Trade Theory Course and International Trade Law Course) and others are more advanced (e.g., Legal Research & Writing Course, Dispute Settlement/WTO Case Study Course, Moot Court Course). Depending on the number of lawyers in each stream, one or two courses may be offered at the same time. Officials can get “exempted” from courses where they already have the skills/knowledge from prior study or work experience.

- **Basic English Language Course** - Enroll lawyers lacking necessary English language skills in English Language Course
 - Writing
 - Reading/Comprehension
 - Speaking
- **Trade, Economic and Legal Terminology Course**
 - Design course around teaching trade, economic and legal terms. For example, translate and distribute to the lawyers Nathan Associates’ glossary of trade and economic terms. Develop short training sessions to review these terms and legal terms by issue or category.
- **Basic Economic Principles and Trade Theory Course** - To the extent they have not already been exposed, the lawyers dealing with WTO issues would benefit from a course which teaches basic micro and macroeconomics, elements of trade theory such as tariffs, subsidies, trade creation, trade diversion, FTAs, customs union to be facile in dealing with these concepts in the course of their work.
- **International Trade Law Course** -- To the extent they have not had such a course the lawyers - and particularly new hires - would benefit from an international trade course that addresses WTO basic principles, obligations, tariff schedules, WTO agreements and regional trade agreements.

- **Legal Research & Writing Course**
 - Design course to develop skills for legal research, drafting legal documents and presenting written legal arguments
 - How to do legal research
 - Sources
 - Drafting opinion memoranda
 - Drafting legal briefs/submissions
 - Drafting Notices, Requests for Consultations and other documents
 - Practical hands on program relating to and customized to work in the TAS
 - Multi-session course over extended period, with teaching sessions, short assignments and major projects/papers – mix of intensive session and self-directed work

- **Case Analysis Course** - Introduction to Common Law Case approach
 - Design course to teach case law analysis
 - How to read cases
 - Analyze ratio
 - Summarize facts and arguments
 - Write case briefs

- **Dispute Settlement/WTO Case Study Course** - In-depth seminar focusing on analyzing key WTO Panel & AB decisions
 - Understanding the DSU, procedures and practices
 - Reading and Analyzing key Panel and AB decisions
 - Understand how to approach decisions
 - Build substantive knowledge of WTO law
 - Teach fundamentals of international arbitration

- **Moot Court Course** - Seminar program to teach how to develop and argue a case before an expert panel
 - Public speaking training to build confidence for oral argument, negotiations, consultations, etc.
 - Design a trade law problem
 - Divide lawyers into team to prepare a submission for their side
 - Respond to arguments of the other side
 - Prepare oral arguments
 - Present arguments before a mock “expert” panel

- **Team Building Course** - Workshops to help lawyers work together more effectively. Perhaps prepare one in cooperation with CD/BMA group.
 - Design a variety of team building exercises that teach the group to work together and collaborate. The moot court course is one such activity. Others could be negotiation workshops. Also, non-law/non-trade activities.

- **Computer Skills Course** - Enroll lawyers in courses that build computer skills.
 - Typing
 - Power Point
 - Word

TRAINING OPTIONS

Significant inquiries were made to explore various options for providing the training outlined above. Unfortunately there do not appear to be many options available in Cairo. Although some foreign options can provide excellent experiences for individual participants (for example the White & Case internship in Geneva), these are expensive and one must weigh the overall cost/benefit for the development of legal capacity in the TAS overall. It is also essential that when officials return from foreign internships/programs there are mechanisms in place to allow them to apply and to continue to build on what they have learned. Based on the various training options outlined below, it appears that designing a customized program for the TAS to be delivered by an international trade lawyer for periods of time over the next months may be the best overall option. Short intensive sessions conducted by an outside expert could be combined with longer (perhaps self-directed or locally provided) programs. The goal is to truly develop knowledge and skills. The various training options may include:

- **American University in Cairo LL.M. in International and Comparative Law** - This is a new program scheduled to start with its first class in September 2004. During the consultancy I, together with R. Benjelloun, met with the Director of the Program. Based on that conversation and a review of the proposed Course descriptions it is difficult to recommend the Course at least at this time. At \$US 12-13,000 tuition for a 24 credit hour - 8 course program it is expensive. It is designed to be completed full-time in one year or part-time over 2 years. It aims to have the equivalent of 20 full-time students. The courses are still in development. It is not clear what the teaching approach will be although we were told that they aim for a case law methodology. Not all professors have been hired. The requirement of two publishable papers of 15,000 words each (or one 30,000 word paper) seems unrealistic. The Legal Practice Workshop designed to teach and develop lawyering skills in research, drafting, legal argument and oral presentation will be taught by an enthusiastic but inexperienced American-trained lawyer-law librarian who has no practical legal work experience or prior teaching experience. At the time of my discussions with her, she was still far from finalizing the design of the Workshop. It is not clear that this program will provide the required teaching and exposure to build fundamental lawyering skills that the lawyers of the TAS will

require to function as effective legal advisors. The program should be monitored during its first semester/year to determine whether a lawyer(s) from the sector should be enrolled.

- **International Law Institute** - The International Law Institute offers short courses (typically a week or two) on a variety of subjects at its campus in Washington in DC, as well as from its regional campuses in Uganda, Nigeria and Egypt. The programs offered include Legal Research and Writing, Introduction to Legal English and WTO: Rights and Obligations. The courses held in Washington are expensive to attend and in most cases too short to have the required impact (this is particularly true of the Legal Research and Writing course). ATR might, however, consider exploring whether the regional office in Cairo might be able to tailor a course specifically to the TAS lawyers. Such a course would preferably be offered one day a week over a few months – although it is not clear that ILI Egypt would have access to a resident local expert in subject areas related to the needs of the sector and any course might by necessity only be able to be offered as an intensive seminar.
- **American University in Cairo Legal Drafting Course (Translation Department)** -- A few of the lawyers have taken legal drafting courses offered by AUC's translation department. A three month course cost approximately \$US 500. The course focuses on translating contracts and other legal documents from Arabic in to English. While it exposes students to some English legal terminology, it is not trade focused. Furthermore, it does not teach how to draft legal documents such as legal briefs or opinion memoranda, nor does it expose students to analytical thinking.
- **Ain Shams University** -- Ain Shams also offers a two week legal drafting course but in Arabic. Again it deals with corporate documents and does not teach the type of drafting skills required by the lawyers of the TAS.
- **Courses Offered by International Organizations** - Courses on trade law, such as those offered by the WTO, International Law Development Organization in Rome and other international organizations can provide subject matter training for TAS lawyers. While these courses are unlikely to build core legal skills such as legal drafting and analysis such programs can complement other training provided by ATR. The availability of and usefulness of participating in such programs should be monitored on an ongoing basis.
- **Local Internships** -- The possibility of arranging legal internships with local law firms was also discussed. However, there does not appear to be a local firm with any trade law specializing thereby exposing the TAS's lawyers to legal work that related to their work at the Ministry.
- **Foreign Legal Internships** -- Foreign internships such as that organized with the law firm of White& Case in Geneva provide a potentially remarkable experience for lawyers of the TAS, provided that someone in the host firm takes responsibility for the intern and ensures they are given suitable work experience during their internship. Reports back from the first CD/WTO lawyer to attend the internship were very favorable. She reported that her 3 months at White

& Case was “an astonishing experience”. She learned a tremendous amount about dispute settlement, legal research and writing, different work cultures and work ethics, time management and multitasking, and so much more. However, to maximize the experience the participant must already possess strong English language abilities and be self-motivated. Also, to ensure that the sustainability of the benefits of the experience work assignments and continuing education programs within the TAS must be deployed to continue the momentum and learning. While foreign internships are expensive to fund, the right internships can provide unparalleled opportunities. ATR might consider exploring whether the possibilities of internships exist at the WTO, World Trade Law Center or with other law firms.

- **Local Legal/Trade Experts** -- Inquiries were made as to whether there might be Cairo-resident foreign legal experts with the background and experience to teach a legal research and writing course or aspects of international economic law. The thinking was that a long term program (several months) could be designed including a mix of weekly meetings led by a resident instructor and intensive multi-week sessions conducted by a foreign expert, thus providing a program that allows learning to be absorbed. Unfortunately, despite interviews with two possible candidates an appropriate candidate has not been identified.
- **Customized Training Programs by Foreign Trade Lawyer** -- The most effective option for delivering the training outlined above would appear to be through customized programs provided by an international trade lawyer and the ATR Project. The individual should be an expert in trade law, have worked as a lawyer in the area and have some teaching experience, including teaching legal research and writing and ideally have prior experience working in Egypt. The programs can be designed as modules delivered over a series of weeks with assignments and self-study to be done between modules. This is the recommended option, while at the same time exploring the feasibility of also developing other options to be added to the long term program.

DEVELOPMENT

The lawyers in the TAS are currently divided between the CD/WTO and the CD/ITP. Several have undefined roles. There are no managers with legal expertise to direct the lawyers. As has been discussed above, the officials are an extremely varied group and many have limited resources and opportunities to grow. Once the Phase I assessment has been completed, the following recommendations should be considered by TAS management:

1. Stream the lawyers and as much as possible, allow certain ones to participate in meetings, negotiations and discussions where legal issues may be raised.
2. As training develops and staff matures, designate senior staff to serve as middle managers and/or a liaison to the CD chief.
3. At the appropriate time, management should consider establishing a dedicated Legal Affairs Unit.
4. Ensure all lawyers have appropriate work assignments

5. Provide all lawyers with adequate work space, including a computer with internet access and database capabilities.

Job Descriptions for Key Legal Staff

As discussed above, it is premature to assign specific legal positions. This should be done after further evaluation of the work level and needs of the TAS and after conducting the assessment of current staff skills and training needs in Phase I of the Proposed Training Program. However, the positions and job descriptions for the various lawyers in a future Legal Affairs Unit – or interim positions – will be closely based on the functions outlined in Section I, above. The only issue is to what degree some of them should be combined.

Attachment A

Lawyers -- Staff Capabilities and Training Needs

Name	Position	Education	Work Experience	Training and Level of Comfort (1=poor; 5=excellent)					
				English	Speak	Computer Skills	Quant. Analysis	Trade Rules & Terminology	Other
Rania Abd El Aziz Mohammed El Nady	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 1994 ; 2 yr diploma Legal Contract Translation	Joined Ministry in 1998, CD/WTO:worked in Competition & Investment, TRIMS, Subsidy in OECD context; worked in AD and trade policy unit	4 Little training but has skills	4 Little training but has skills	1 Little training or comfort	1 Little training or comfort	1 Little training or comfort 3 medium level of comfort developed on the job	No
Ahmed Mohmoud El-Said El-Tantami	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 1999; DEA Sorbonne/Cairo University Program	Joined Ministry in Sept 2001; currently responsible for WTO accession issue focusing on Russia, Iraq and Algeria. Previously worked as a local lawyer in a law firm	4 Little training but has skills	4 Little training but has skills	1 Little training but medium comfort self-developed	No training but level 2 comfort	No training but level 3 comfort ; re WTO issues level 2 training and level 4 comfort; courses in Rome (IDLO), Mauritis Investment course and UNCTAD Dispute Settlement Course	No
Mohamed El-Shahat Adly El-Yamany	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 1990; Master of Law 1992, Diploma in International Economic Relations 1997	Joined Ministry in November 1994	3 Little training and low level of comfort	1 Little training and not very comfortable	No training and level 2 comfort	No training and little comfort	No training but level 4 comfort developed on the job; currently in Kenya on WTO course; previous DSU training	No
Wael Gartaha Khalil	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 2000	Joined Ministry in May 2002	Had English course; level 5 comfort reading	Level 1-2 comfort speaking	No training but level 3 comfort	No training but level 2 comfort	No training but level 3 comfort	No

Name	Position	Education	Work Experience	Training and Level of Comfort (1=poor; 5=excellent)					
				English	Computer Skills	Quant. Analysis	Trade Rules & Terminology		
				Understand	Speak				
				and understanding					
Hossam El Din Shawhi Gramon	International Trade Law Researcher – WTO Department	Law Degree, Cairo University English Section 2001	Recent hire, currently with Rules group; Previously lawyer with TAGI law firm doing IPR, Arbitration, legal drafting, appearing and pleading before Court	No training received but level 5 comfort	No training received but level 5 comfort	No training but level 5 comfort	No training and level 1 comfort	No training but level 4 comfort	No training but level 4 comfort
Mostafa Kamel Shoman	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 2002	Currently responsible for Dispute Settlement	No training and level 1 comfort	No training and level 1 comfort	Training and level 4 comfort	No training and level 1 comfort	Training and level 2 comfort	No training and level 2 comfort
Ahmed Rabie Ahmed Abo-Elhour	International Trade Law Researcher – Trade Remedies	Law Degree from Ain Shams University, 1997	Joined Ministry in October 2000, currently working in Trade Remedies – analyze, study and prepare reports concerning WTO panel and AB reports and give recommendations to the Department; previously worked in CD/WTO, a law firm and Bank	Level 3 training and level 3 comfort	Level 3 training and level 3 comfort	No training and level 3 comfort	No training and no comfort	Level 3 training and level 3 comfort.	No training and level 3 comfort.
Shahinas M. Abd Elwahab	International Trade Law Researcher – Trade Remedies	Law Degree, Cairo University 1992	Currently in Trade Remedies group checking legal aspects of cases and writing memoranda; previously Executive Secretary in the Technical Office of Mr. Abd El Braham	Level 2 training and level 3 comfort	Level 2 training and level 3 comfort	Level 2 training and level 2 comfort	Level 1 training and level 1 comfort	Level 1 training and level 1 comfort. Two week DSU course in Japan.	No training and level 1 comfort.
Montasser Fothy Ahmed	International Trade Law Researcher – WTO Department	Law Degree, Cairo University 1989	Joined Ministry in November 1994, currently works on WTO cases, issues and negotiation positions. Previously worked on legal aspects of antidumping for 7 years, domestic court work, and in a law firm	Training – 9 mths at AUC, comfort level 4	Training- 9 mths at AUC, comfort level 4	Word and Power Point training, comfort level 3	No training and no comfort	Many training courses and comfort level 4	No training and level 4 comfort
Hela Mohamed Ahmed Eld Kroury	International Trade Law Researcher – WTO Department	Law Degree, Ain Shams University	Joined Ministry in 1996, currently handling negotiating position for two WTO Agreements. Previously worked on safeguard and AD cases and evaluating and analyzing the panel and AB reports; and at a law firm	No training and level 3 comfort	No training and level 3 comfort	Word, Excel and PowerPoint training, level 4 comfort	Training and level 2 comfort	Training and level 4 comfort	No training and level 4 comfort

				Training and Level of Comfort (1=poor; 5=excellent)					
Name	Position	Education	Work Experience	English		Computer Skills	Quant. Analysis	Trade Rules & Terminology	
				Understand	Speak				
Nesreen Safwat Abd El Fatah	International Trade Law Researcher – Trade Remedies	Law Degree, Cairo University 2000	New hire, working on trade remedy cases appealed to administrative court. Previously lawyer in law office for 2 years	No training and level of comfort 2	No training and level of comfort 2	No training and level of comfort 3	No training and no comment	No training and level of comfort 1	No training and level of comfort 1
Abdallah Mohamed Reda	International Trade Law Researcher – Trade Remedies	Law Degree, Ain Shams University 1999	Joined Ministry 2003 working on appeals of trade cases to Egyptian Court, previously legal researcher at Dept of Experts and Cases and before that lawyer in private practice.	Training and level 4 comfort	Training and level 4 comfort	Training and level 4 computer	No training and no comment	No training and level 1	No training and level 1
Amal Attya Ahmed	International Trade Law Researcher – Trade Remedies	Law Degree 1992	Works of appeals of AD and Safeguards cases to Administrative Court; previously lawyer in law firm, lawyer in reporting department and lawyer in AD, Subsidies and Safeguards Department	Training and level 3 comfort	Training and Level 3 comfort	Training and level 2 comfort	Training and level 2 comfort	Training and level 4 comfort	Training and level 4 comfort
Taha Mohamed Mohamed Ahmed Abd El Aleen	International Trade Law Researcher – Trade Remedies	Law Degree, Cairo University 1990	Joined Ministry 2000, currently making reports for department on WTO panels and AB reports; previously lawyer in law office, foreign trade researcher, international trade policy researcher and trade remedies investigator	Training and level 4 comfort	Training and level 4 comfort	Training and level 1 comfort	Training and level 3 comfort	Training and level 3 comfort; 2 week DSU course in Japan.	Training and level 3 comfort
Mohamed Adel Ahmed Hafez	International Trade Law Researcher – WTO Department	Law Degree, Cairo University English Language Section 2001	Joined Ministry May 2002 working in Competition Policy and Investment, TRIPS, ITA groups; trained at two law firms for 2 months each	Training and level 2 comfort	Training and level 2 comfort	Training and level 2 comfort	No comment	Training (DSU, Subsidies/CV D) and level 4 comfort	No training and level 4 comfort