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# Assistance for Trade Reform

Final Report

October 2006

This publication was produced by Nathan Associates Inc. for review by the United States Agency for International Development.



# Assistance for Trade Reform

Final Report

**Submitted To**

USAID

**Submitted By**

Nathan Associates Inc.

**Under Contract No.**

PCE-I-00-98-00016-00

Task Order 827

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# Executive Summary

The primary objective of the Assistance for Trade Reform (ATR) project was to enhance the capacity of the Ministry of Trade and Industry to design and implement trade policies to facilitate trade and promote growth. The ATR project's predecessor, the Development Economics Policy Reform Analysis (DEPRA) project, was designed to conduct policy analysis, whereas ATR focused on building the human, institutional, and IT elements in counterpart organizations that make reform possible and sustainable.

ATR's human development element consisted mainly of an extensive training program comprising 322 activities, including certificates and diplomas (115 awarded), and more than 6,500 participants from the three counterparts—Trade Agreement Sector (TAS), General Organization for Export and Import Control (GOEIC), and Egyptian Commercial Service (ECS)—in addition to 42 master's degree scholarships in business administration, economics, and law. The training program was augmented by a continuous program of mentoring and on-the-job training, particularly for TAS staff, in such areas as World Trade Organization (WTO) compliance assessments, services assessments, agriculture trade analysis, intellectual property rights, and management.

On the institutional side ATR helped TAS, particularly the Central Department for WTO Affairs (CD/WTO), to develop an organizational structure, job descriptions, work plans, training plans, administrative standard operating procedures, and performance appraisal systems. ATR also helped establish a Trade Analysis Unit to conduct analysis in support of policy or negotiations and a Legal Analysis and Research Unit, which oversees compliance with trade agreements and exercises Egypt's rights in dispute settlement proceedings. ATR directly supported accreditation of several GOEIC labs, including the international accreditation of the GOEIC laboratory in Dekheila in a number of food, grain, paper, chemical, and microbiology test methods. ATR also helped develop a GOEIC Training Center in Dekheila.

In providing information technology support, ATR not only procured and installed new IT equipment in counterpart organizations, but also invested in new systems to further improve the organizations' productivity. E-mail was installed or improved in two sectors and in the Ministry as a whole, and a website was developed for TAS. An automated workflow system (AWFS) for trade remedies cases was developed for TAS as well as a system for better managing correspondence. Systems were installed for tracking shipments inspected by GOEIC and for automating registration. ATR provided equipment for training facilities in GOEIC and TAS/FTS and trained trainers to use it, increasing the capacity of these organizations to sustain improvements. ATR also worked with Customs and GOEIC to support automation of the temporary admissions system to make it faster, cheaper, and easier for firms to import goods ultimately transformed into exports. To manage all of these

activities and the Ministry's broader IT work plans, ATR supported establishing or restructuring IT departments in all of ATR's counterpart agencies, including ECS.

Not all ATR activities were a total success—for example, the AWFS at TAS has yet to be fully implemented—but there is no question that the capacity of counterpart staff has significantly improved and that staff in turn have supported the Ministry's reform efforts. Indeed, when a new reform-minded cabinet came to office in August 2004, H.E. Eng. Rachid M. Rachid, Minister of Trade and Industry, and his advisers found young staff in key sectors of the Ministry eager to support the government's trade liberalization efforts. In a short time the Minister and his advisers came to rely on them for analysis, advice, and even outreach to the media and the private sector.

Without reform-minded and active leadership in the Government of Egypt, whether at the minister's level or at the level of TAS and FTS heads, USAID and ATR efforts would have been futile. This point cannot be overemphasized. From the beginning of the ATR project and in the two years of discussions with USAID on the scope of work, the head of TAS, in particular, was an active, demanding, and forward-thinking counterpart, and he constantly pushed ATR to help improve his staff. Such leadership should be a pre-condition for any technical assistance program.

The Ministry has made significant progress toward trade policy reform during the past few years, and we believe that ATR's work with Ministry counterparts will ensure that such progress is sustained and continues in the future. With the TAPR II project under way it is important to ensure that certain critical aspects of ATR's work are sustained and that Ministry staff remain focused on their mission—to improve the living standards of their countrymen and women through trade.

# 1. Project Overview

From March 2002 to September 2006 Nathan Associates implemented the Assistance for Trade Reform (ATR) project in collaboration with Planning and Learning Technologies, Inc. (Pal-Tech), Checchi and Company Consulting, Inc., Associates for International Resources and Development, Allied Corporation, Ltd., and American Manufacturer's Export Group (AMEG). Implemented under Contract No. PCE-I-00-98-00016-00 Task Order 827 awarded to the Nathan-MSI Group, the ATR project provided trade capacity building assistance to Egypt's Ministry of Trade and Industry, formerly the Ministry of Foreign Trade. This report summarizes the activities, training, and technical accomplishments over the 4½-year project.

This chapter provides an overview of the project's goals and objectives and the resources used in project implementation, followed by expected results and how they were achieved in Chapter 2. The impact of the technical assistance ATR provided the Ministry is discussed in Chapter 3, and ATR's information technology activities in support of TAS, FTS, GOEIC, and ECS are described in Chapter 4. Chapter 5 details the training program and the effectiveness of the training activities, and, finally, Chapter 6 presents the lessons learned over the life of the project.

## **PROJECT DESIGN AND OBJECTIVES**

The ATR project's main objective was to enhance the capacity of the Ministry of Trade and Industry to design and implement trade policies to facilitate trade and promote growth. The project provided four main types of support: technical assistance, guidance in institutional development, information technology design and implementation, and training. This support was provided not through independent activities but interlocking tasks to ensure that the project's interventions were sustainable. For example, ATR generally delivered technical assistance through mentoring with many reports co-authored by the Ministry staff. Thus technical assistance went hand-in-hand with training and confidence building. This type of support is best illustrated by the set of WTO compliance assessments prepared on technical barriers to trade, sanitary and phytosanitary standards, rules of origin, antidumping, and trade-related investment measures. The set of service sector liberalization assessments in computer, financial, legal, and health services is another example. Jointly authored by ATR and Ministry staff, these assessment reports were ultimately adopted and published by the Ministry.

Similarly, the management training ATR provided counterparts was designed to support the project's institutional development strategy. Strengthened, the project's institutional development activities allowed staff to focus on their technical work instead of administrative details. Where the project's institutional reforms were embraced, the technical training and support were more successful and sustainable than when they were not.

ATR had policy objectives as well. The project's ultimate goals were the Ministry's improved compliance with Egypt's international trade obligations, increased trade facilitation, and general support for trade liberalization.

## **FUNDING**

The ATR project award was \$20 million to be expended over 4 years and 4 four months but initially funding was provided only for the first two years of the contract. The contract was modified three times. The first modification permitted a six-day work week and split the contract amount between U.S. dollars and a much smaller local currency amount with the latter to be used to pay for Egyptian social insurance. The second modification exercised the option period in the original contract, extending the term of the contract to July 2, 2006, and allocating the remaining funds available under the contract. The third modification extended the project end date from July 2 to September 30, 2006, reallocated funds from labor to other direct costs, increased funding for training, and increased the total level of effort (LOE) approved under the contract.

## **STAFFING AND LEVEL OF EFFORT**

The project began operating in April 2002 with two expatriate staff, Michael Anderson, macroeconomist and chief of party, and Rasik Joshi, institutional development specialist; and two senior Egyptian staff, Abdel Wahab Heikal, senior trade specialist, and Sahar Tohamy, senior macroeconomist. The remaining expatriate staff joined the project over the next six months: Alaadin Morsy, management information systems specialist, Timothy Buehrer, senior trade specialist, and Rachid Benjelloun, trade specialist.

A number of changes were made (see Appendix A) in expatriate and local technical staff over the life of the project. For example, Michael Anderson left the project in December 2002 and Timothy Buehrer was appointed chief of party. Turnover in expatriate IT staffing was significant. With respect to local staffing, the two original local advisors served until near the end of the project and, eventually, two new local advisory positions were added. The long-term advisers were also assisted by a large number of short-term advisers (Appendixes B and C).

Although the advisers led the project, they would not have been effective without the assistance of the project's local administrative, translation, training, and IT staff. Thirty-one staff supported the project over the 4 ½ years but no more than 15 staff worked on the project at a given time. Over the life of the project, nearly 4,100 days of long-term expatriate LOE; 20,000 days of local long-term LOE; and 3,800 days of short-term LOE was used.

## 2. Project Deliverables and Expected Results

The ATR project was highly successful and can claim a number of positive results. The Central Department for the WTO was established and its staff trained. With the project's support, the Government of Egypt initiated numerous trade reforms. Parts of the Ministry of Trade and Industry were reorganized and now operate more efficiently. GOEIC works more transparently and has internationally accredited labs in certain areas. IT systems have been introduced to support many ministry activities. This chapter highlights deliverables and expected results specified in the ATR contract. The remaining chapters discuss the project's accomplishments in greater detail, independent of the specific deliverables and expected results.

### **PROJECT DELIVERABLES**

The ATR contract called for 13 groups of deliverables. These deliverables and the action taken by the project to fulfill them are presented in Appendix D. All of the key reports, studies, assessments, and other items documenting the project deliverables are listed in Appendix E and are included on the CD submitted with this report.

### **EXPECTED RESULTS**

In addition to the deliverables, the ATR contract specified a number of expected results, grouped under five tasks, to be achieved during the project. These expected results and how they were achieved, along with an explanation of those that could not be achieved, are presented below. Further evidence of the achievement of these results is provided in the chapters that follow.

#### **Task 1: Establishment of the WTO Unit**

Expected results achieved under this task:

- The WTO Unit is established with the appropriate organizational structure and responsibilities,
- Procedures and guidelines are established for the Government of Egypt to follow when dealing with the WTO, and
- An Inter-ministerial communication and coordination system is established.

At first the WTO Unit existed informally. Shortly after the ATR project began the unit became a central department so the project focused on establishing the Central Department for the WTO (CD/WTO) as an effective organization.<sup>1</sup> Through a combination of ATR's mentoring; training; institutional development support (including establishment of an organizational structure with middle-management, job descriptions, and annual work plans); provision of IT infrastructure; technical assistance in trade liberalization or compliance assessments; and the hard work of staff and the organization's leadership, the CD/WTO became the most skilled and knowledgeable organization on WTO issues in Egypt. The Minister of Trade and Industry and his advisers regularly call on CD/WTO staff to work directly with them on WTO issues and other trade matters in their fields of expertise. The inter-ministerial system represented by the High National Committee now works well, and the CD/WTO staff have begun to establish other forums for coordination on specific issues. Clearly the expected results of Task 1 have been achieved.

## **Task 2: Trade Liberalization and WTO Compliance Policies**

Expected results achieved under this task:

- An economically rational policy framework conducive to trade liberalization and WTO compliance is in place.
- The Egyptian rules of origin are developed and notification has been sent to the WTO.
- Clearly defined export promotion policies and strategies are adopted.<sup>2</sup>
- The conformity assessment procedures practiced by GOEIC are more transparent, clearly defined, and consistent with international norms and practices.
- Egypt is moving toward WTO compliance.

Over the past four years, the Egyptian government made significant strides in liberalizing its trade environment and increasing compliance with its obligations under the WTO agreements. Through day-to-day support of decision makers in the Ministry, ATR pressed for and supported significant changes in trade policy. Egypt's trade policy is now far more rational, with lower tariffs, few import bans to protect local industry, fewer non-tariff barriers, and a more transparent system of inspection.

ATR worked directly with the CD/WTO to assess the impact of liberalizing trade in agriculture (market access, domestic support, and export subsidies); nonagricultural goods (car assembly and textiles and apparel); and services (computer, financial, health, transport, and legal services). In each of these assessments ATR worked with the CD/WTO staff to help them understand not only the impact of various negotiating positions on local provision of

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<sup>1</sup> The Ministry is structured with Sectors or agencies at the highest level. Sectors and agencies consist of central departments that contain general departments and so forth. The CD/WTO is one of three central departments under the Trade Agreements Sector.

<sup>2</sup> Early in the project, USAID and the GOE decided that ATR would not pursue significant activities in export promotion. ATR worked on limited issues with ECS, but more in support for institutional reform than on policy reform. ATR also worked to a limited extent with the Minister's office to help the Egyptian Export Promotion Center re-establish itself.

goods and services, but also the impact on consumers. With this knowledge, they were able to make a compelling case for a more aggressive stance in the WTO negotiations, as well as in bilateral and regional agreements.

ATR also worked with the Ministry to assess the government's compliance with its WTO obligations in the technical barriers to trade (TBT), sanitary and phytosanitary measures (SPS), antidumping, and trade related investment measures (TRIMs) agreements. While the assessments generally revealed a high degree of compliance, remedial actions have been taken in the light of the assessments. For instance, in the past year, Egypt has submitted 19 SPS notifications to the WTO—the first since it joined the organization. The SPS notifications are a direct result of the momentum generated by the SPS and TBT compliance assessments conducted jointly by TAS and ATR. TAS established a Legal Research and Analysis Unit mainly to handle compliance issues in its trade remedies, particularly antidumping investigations. Because of successive tariff reforms, local content requirements—a TRIMs compliance issue—have become much less of a problem for trading partners. ATR also worked with TAS on TRIPS compliance, analyzing the IPR law line-by-line to identify areas of noncompliance.

On rules of origin, ATR worked with the Ministry to assess Egypt's compliance with its obligations under the WTO agreements and concluded that other than a minor issue of notification, Egypt is compliant. The government committed to submitting the necessary notification to the WTO but to the best of our knowledge, the papers were prepared but were never submitted to the WTO.

ATR also worked with GOEIC to improve its operation as a conformity assessment body. Of greatest importance was ATR's successful work independently, and in collaboration with the SEAS project, to help GOEIC establish and then improve the quality system in its laboratories. With a strong quality system in place, the transparency and consistency called for under the ATR contract can be assured. GOEIC now has a strong quality culture in much of its operations. ATR directly supported the international accreditation of the GOEIC laboratory in Dekheila in a number of food, grain, paper, chemical, and microbiology test methods. Separately, GOEIC has obtained international accreditation in other labs for trace elements in food, chromatography, and physical chemistry. At Cairo airport GOEIC received accreditation in tests for food additives and has been reassessed for its first accreditation at Dekheila, indicating that it can maintain its quality system.

ATR also supported increased transparency in GOEIC by developing the new automated system for registration and inspection reporting, increasing professionalism in the administration of GOEIC's operations.

### **Task 3: Institutional Development**

Expected results achieved under this task are divided into two parts; the first expected results:

- Reengineering for the cooperating divisions is complete.
- Reengineering plans for ECS and GOEIC reflect the GOE's trade liberalization reform agenda.
- Procedures, guidelines, and manuals have been developed for the cooperating divisions to achieve their new mission and goals.

- ECS has an established system of work procedures and defined responsibilities for export promotion.
- GOEIC has a defined organizational structure and responsibilities that enable it to participate in a liberalized trade regime.

During the first two years of the project, Rasik Joshi, supported by Abdel Wahab Heikal and Rachid Benjelloun, worked to lay a strong foundation for re-engineering ATR's counterpart entities. The Egyptian Commercial Service opted out of this activity, but ATR developed and secured approval for reorganization plans for TAS, FTS, CD/WTO, and GOEIC.

Implementation of the plans proceeded furthest with TAS and CD/WTO. ATR was able to help both organizations restructure themselves, develop job descriptions, work plans, training plans, administrative standard operating procedures, and performance appraisal systems. Training needs assessments were conducted to support training activities. To encourage greater understanding among staff of the organizations' goals, staff meetings were initiated. These activities have transformed the organizations. Staff are taking greater responsibility for their work, and the organizations' leaders can focus more on strategy and objectives and less on following up every detail.

Toward the end of the project ECS worked with ATR to establish a human resources function, including job descriptions, training needs assessments, and an IT office. ATR's work with GOEIC had a significant impact on the organization but less so on its structure. The one-year activity to develop a mission statement, objectives, functions, and a proposed reorganization of GOEIC supported a significant change in focus within the organization but ultimately no structural changes were adopted. However, the organization's leadership now recognizes that it plays an important role in the Ministry's trade facilitation program. This is a major change that is making it easier for traders to get goods through the border.

Second expected results under Task 3:

- Practical tools are in place for FTS staff to analyze trade-related data.
- The research capabilities of economic researchers in the cooperating divisions are enhanced.
- Economic modeling and quantitative analysis skills are improved—a related expected result under Task 4.

ATR's technical assistance, training, institutional development, and information technology program has been successful in improving the Ministry staff's capability to perform analytical tasks. Staff are able to use spreadsheets and statistical software to analyze data, and have learned advanced economic modeling techniques. A number of staff have learned to use the most important international datasets on trade and commerce. The Ministry is now performing complex analysis of trade issues.

A good example of the project's institutional development activities is ATR's work with CD/WTO staff<sup>3</sup> on agricultural issues to develop a system for analyzing the impact of various Doha negotiation outcomes on Egypt. The result: the work that CD/WTO staff are now capable of doing rivals that done in any developing country and most developed countries.

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<sup>3</sup> Magiera, Steven, "Support for the Analysis of Trade and Tariff Data," January 2006.

Similarly, ATR<sup>4</sup> worked closely with the CD/WTO staff to improve their economic modeling capabilities. ATR's consultants developed prototypical models of both the world economy and the Egyptian economy that the staff can operate and use to investigate the impact of various policy changes on Egypt.

## **Task 4: Training, Workshops, and Seminars**

Expected results achieved under this task:

- Technical capacities of the cooperating divisions and the newly established WTO Unit are improved.
- Private and public awareness of trade and WTO issues is elevated.
- Ministry staff negotiation skills are strengthened.
- Ministry staff analytical, writing, reporting, and management skills are strengthened.
- The Ministry's capacity to promote Egypt's rights in the WTO is enhanced.

As discussed in Chapter 5, Training Activities, ATR's formal and informal training and capacity building programs were the hallmark of the project. Time and again, high-level Ministry officials have commented on the knowledge and professionalism of the staff that ATR has trained, particularly in the CD/WTO. The Minister and his close advisers have come to rely on these staff for support on critical issues. For instance, when the Minister attended the WTO Hong Kong Ministerial meeting, he invited one of the young staff that ATR had trained to accompany him to the negotiating room—the only other official permitted in the room during the discussion on agriculture. GOEIC staff are now skilled in issues of quality management and other technical areas. Staff throughout the Ministry are more skilled in the English language and in the use of information technology, and their management skills have improved.

Public awareness of trade and WTO issues has also increased. Through a number of events and activities, including media briefings, joint seminars with trade associations, conferences on WTO topics, flyers, and a website, ATR helped the Ministry staff bring these issues to stakeholders, including other ministries, regulatory agencies, and the business community. An unintended outcome of these activities is that the private sector has noticed the Ministry staff's skills and has begun to try to lure them away. On several occasions entrepreneurs offered (unsuccessfully) to pay the government to allow them to hire staff that have benefited from ATR's support.<sup>5</sup>

Though CD/WTO staff are praised most often for their skills, CD/Bilateral and Multilateral Agreements (BMA) staff are also beginning to be noticed. Over the past year ATR has provided substantial support to CD/BMA, including training in commercial diplomacy,

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<sup>4</sup> Minor, Peter, "Impact of a Doha Development Round on Egypt Using GTAP," August 2006; Light, Miles, "A CGE Model for Egypt: Examples and Assessments of Doha-style Trade Agreements," September 2006.

<sup>5</sup>TAS/FTS, where much of the capacity building was focused, requires employees who travel overseas for training or who pursue in-country master's degree programs to sign a commitment letter stating that they will work in the Ministry for at least three years after they return or after they complete their degree.

language skills, technical writing, diplomas, master's degrees, trade negotiations, and researching and writing trade barrier reports. ATR also assisted them with public awareness, including a website, flyers, and seminars. CD/BMA staff are participating in negotiations and earning rave reviews for their hard work and self-confidence.

GOEIC staff received extensive technical training in various test methodologies. This training has supported GOEIC's accreditation efforts, improved testing accuracy, and introduced faster and more accurate testing methodologies. ATR support for ECS has focused on managerial and structural reform in the organization.

ATR's master's degree scholarship program (Chapter 5) is one of the great successes of the project. It helped the Ministry retain its best young people by providing them training and creating a mechanism for moving them into key middle-management positions. Once in these positions they became agents for further change, helping to drive many of the managerial changes needed to make the TAS and FTS more effective. ATR's training programs are described in detail in Chapter 5.

## **Task 5: Implementation of Information Technology Plans**

Expected results achieved under this task:

- IT systems are established in the cooperating divisions within budget.
- IT usage has increased and the established IT system (hardware and software) is improved in the cooperating divisions.

Effective use of IT resources by Ministry staff has improved tremendously over the past four years. ATR has helped TAS/FTS, GOEIC, ECS, and the Minister's office extend their use of IT resources to empower the Ministry staff. Early in the ATR project a review of staff performance revealed that often two or more people had to share a single, poorly equipped workstation, reducing productivity significantly. By providing TAS/FTS and ECS staff additional workstations, software, and Internet access ATR nearly eliminated this constraint.

To further enhance productivity ATR invested in new systems. E-mail was installed or improved in two sectors and the Ministry as a whole. An automated workflow system for trade remedies cases was developed for the Trade Agreements Sector as well as a system for better managing correspondence. Systems were installed for tracking shipments inspected by GOEIC and for automating registration. ATR provided equipment for training facilities in GOEIC and TAS/FTS and trained trainers to use them, increasing the capacity of these organizations to sustain the capacity improvements. ATR worked with Customs and GOEIC to support automation of the temporary admissions system to make it faster, cheaper, and easier for firms to import goods ultimately transformed into exports.

To manage all of these activities and the Ministry's broader IT work plans, ATR supported establishing or restructuring IT departments in all of ATR's counterpart agencies, including ECS. This support included not only institutional development assistance in the form of advice on structure and mission, but also material support and extensive training. TAS/FTS, GOEIC, ECS are now much more capable of maintaining their IT systems, although additional support is warranted. ATR's IT activities are described in detail in Chapter 4.

# 3. Technical Assistance and Institutional Development Activities

This chapter discusses the technical and institutional development support ATR provided the Trade Agreements and Foreign Trade Sectors, General Organization for Export and Import Control, Egyptian Commercial Service, and the Minister's office and the changes that came about in each organization.

## **TRADE AGREEMENTS AND FOREIGN TRADE SECTORS**

The Trade Agreements Sector is undoubtedly one of ATR's biggest success stories. The organization that exists today has three well-functioning central departments—CD/ITP (trade remedies), CD/WTO, and CD/BMA (bilateral and multilateral trade agreements). It also has three technical units at various stages of development—European Partnership Agreement Unit (EPAU), Trade Analysis Unit, and a Legal Research and Analysis Unit—as well as strong support departments—IT, administration, and training. Of these entities only a functioning trade remedies department was well established when ATR began, though organizationally it was part of the Foreign Trade Sector.<sup>6</sup> ATR's accomplishments in TAS can be divided into two categories: technical and institutional/capacity building as discussed below.

## **Technical Accomplishments**

### ***Preparing for Negotiations***

The Government of Egypt traditionally had no access to reliable analysis to support its negotiating position in the WTO, whether in agriculture, nonagricultural market access, or services—all critical areas of the negotiations. Though improved market access for Egyptian products is a key objective of Egyptian negotiators, it is also important that they understand

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<sup>6</sup> Ministerial Decree # 411 issued July 4, 2002, established the Trade Agreements Sector with two central departments: bilateral and multilateral trade agreements and World Trade Organization. Ministerial Decree # 193 issued April 24, 2003, added a third central department: CD/international trade policies, previously part of FTS. Ministerial Decree # 194 issued April 24, 2003, formally appointed the head of the sector.

the impact of proposals for changes in partner subsidies and tariffs on Egyptian producers and exporters, and the impact of Egyptian liberalization on domestic production.

ATR worked with the CD/WTO agriculture team to collect and analyze tariffs and data to estimate the impact of Doha agricultural negotiations on Egypt.<sup>7</sup> ATR consultants customized UNCTAD's Agricultural Trade Policy Simulation Model (ATPSM) to enter more current tariff, domestic support, and export subsidies data.<sup>8</sup> CD/WTO staff are now able to write memoranda and brief the Minister on the impact that different negotiating scenarios are likely to have on Egypt. They are also able to manipulate the model and explain how results are obtained. Other critical analyses, such as preference erosion and tariff rate quotas, were performed in Excel, and CD/WTO staff, who participated fully in the analyses, are able to understand and replicate them.

ATR worked with the CD/WTO services team on five trade liberalization assessments: computer services, financial services, health services, legal services, and transportation services.<sup>9</sup> Services team members were involved in all the assessments, participating in meetings and interviews, briefing interviewees on the GATS and trade in services in general, and even writing sections of the reports. Through these and other assessments—conducted with the European Union's TEP-A project—they learned how these sectors work in Egypt, made important connections with sector players, and used their knowledge to draft initial and revised offers in the WTO. Although the WTO negotiations are at a standstill the services team and the entire Ministry understand and are pushing for greater services liberalization—despite resistance for syndicates—as a way to improve competitiveness in the services sector.

In nonagricultural market access (NAMA), ATR worked with CD/WTO's NAMA team to assess the impact of trade liberalization and zero-for-zero negotiations in two key sectors: car assembly<sup>10</sup> and components and textiles and apparel.<sup>11</sup> Again, CD/WTO staff participated fully in the analysis, conducting research, writing sections, and even manipulating the model developed for the textiles and apparel analysis. With the analysis performed the officials were able to more clearly identify their interests in the NAMA negotiations.

In many areas of the negotiations, not only agriculture, NAMA, and services, but also trade facilitation, trade and development, and others, ATR mentored staff daily in analyzing data, explaining and discussing proposals, and reviewing communications. Besides the CD/WTO staff, CD/BMA officials and EPAU staff have also been involved in preparations for bilateral and regional negotiations. With ATR's training in commercial diplomacy, negotiations, and how to understand trade policy reviews and trade barrier reports, CD/BMA staff in particular have begun to play increasingly important roles in negotiations, including sitting at the negotiating table, sometimes alone.

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<sup>7</sup> Magiera, Steven, "Support for the Analysis of Trade and Tariff Data," January 2006.

<sup>8</sup> Magiera, Steven, "Model Simulations of the Doha Round—Implications for Egypt," September 2006.

<sup>9</sup> The reports are listed in Appendix E. Although a draft transport services liberalization assessment was prepared, the Ministry of Transportation provided insufficient information and collaboration to make the assessment useful. The Ministry later prepared its own assessment of the transportation sector.

<sup>10</sup> Magiera, Steven, "Trade Policy Options for the Egyptian Automotive Sector," January 2004.

<sup>11</sup> Minor, Peter, "Changing International Trade Rules for Textiles and Apparel," January 2004.

As a result of ATR's support, Egypt's negotiating positions have become more sophisticated, well-studied, and a reflection of the country's interests. Egypt was one of the first countries, developed or developing, to submit initial and revised services offers in the WTO. The country has taken more liberal and aggressive positions in the Trade and Investment Framework Agreement (TIFA) discussions with the United States, the free trade agreement (FTA) negotiations with Turkey, and in WTO negotiations since Ministry staff as a whole understand and can better explain the consequences of liberalization to industry.

### ***Complying with WTO Commitments***

WTO compliance is a major issue for Egypt's trading partners and for potential investors. Although the country was compliant with most of its commitments, compliance was questionable in a few important areas, especially notifications and the absence of a systematic mechanism to ensure compliance. ATR and TAS/FTS<sup>12</sup> assessed Egypt's compliance with five WTO agreements: rules of origin, technical barriers to trade (TBT), sanitary and phytosanitary measures (SPS), anti-dumping (ADA), and trade-related investment measures (TRIMs) agreements.

After an extensive effort to assess Egypt's formulation and implementation of SPS measures<sup>13</sup> that included several workshops for authorities involved in food, animal, and plant inspections, ATR and the CD/WTO suggested, and were able to implement, a mechanism to issue notifications to the WTO. Egypt is now routinely filing SPS notifications with the WTO—about 20 have been filed. Following the TBT assessment and several presentations to stakeholders, the government is not only filing TBT notifications to the WTO, but also has reviewed Egyptian standards to ensure conformity with international standards.

ATR also worked with the CD/WTO intellectual property rights team to do a line-by-line analysis of the IPR law to identify inconsistencies with the TRIPS Agreement and, more important, to understand why the inconsistencies matter. The CD/WTO is preparing a presentation on areas of noncompliance to be delivered to other authorities. With ATR support CD/WTO has also taken steps to strengthen intellectual property rights enforcement at the border, including helping the Ministry draft appropriate legislation and training TAS staff on IPR border measures. Following pressure from trading partners and ATR analysis,<sup>14</sup> import bans on garments were lifted and high specific duties were converted into compliant ad valorem rates. And through successive tariff reforms, the issue of local content requirements is no longer a sore point with trading partners (a TRIMs compliance issue). In 2005, the WTO completed a trade policy review of Egypt and found few compliance issues remaining, including those related to TRIPS compliance, a handful of tariffs that exceed bound rates, and outstanding notifications.

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<sup>12</sup> Frequently this report does not distinguish between the TAS and FTS because when the ATR project began they were a single organization, and now the leaders of both sectors indicate that the sectors will again be merged. Also, staff have moved between the sectors.

<sup>13</sup> Landos, John, "Risk Assessment and Science-based Measures in the WTO Agreement on Sanitary and Phytosanitary Measures," December 2004.

<sup>14</sup> Benjelloun, Rachid, "Memo on WTO Compliance of Egypt's New Specific Tariffs on Apparel," April 25, 2002; and Peter Minor, "Changing International Trade Rules for Textiles and Apparel: Egyptian Market Access," January 2004.

More important, WTO compliance mechanisms have taken shape. CD/WTO staff are taking their compliance function seriously. They are working hand in hand with other competent authorities (e.g., the SPS Enquiry Point at the Ministry of Agriculture and Land Reclamation and the TBT Enquiry Point at the Egyptian Organization for Standardization) to ensure that appropriate notifications are sent. The agriculture and NAMA groups—which also handle import licensing, customs valuation, and preshipment inspection—are also working with other government agencies to ensure compliance then notification of compliance. The Legal Research and Analysis Unit, established during the CD/WTO reorganization, was created at TAS mainly to handle trade disputes and oversee compliance with the WTO Anti-Dumping Agreement, but also, in the near future, compliance with Egypt's other trade agreements.

### ***Public Awareness and Coordination with the Private Sector***

Even with young and inexperienced staff, the CD/WTO was still expected to coordinate Egypt's position in the WTO negotiations with the government and private sector. To do so it had to conduct substantial public awareness activities. The CD/WTO has successfully carried out its role as the Technical Secretariat for the High National Committee on Doha Negotiations. The different subcommittees have been meeting frequently to discuss negotiating positions, notifications, or other compliance issues. As CD/WTO staff became more confident in their technical and speaking abilities, they began to lead the subcommittee meetings—a role that the TAS or CD/WTO leaders typically assume. Speaking in small or large meetings has become second nature for most CD/WTO staff, and even CD/BMA staff. CD/WTO staff have had many opportunities to brief media (before the Hong Kong Ministerial Conference), the Minister, private sector associations, syndicates, and foreign visitors on the status of WTO negotiations or on WTO agreements. At the pre-Hong Kong Conference in Cairo, staff responsible for different WTO files gave impressive presentations alongside foreign experts in each field.

During their meetings with government and private sector leaders TAS officials realized that in addition to workshops they needed other public awareness tools. All TAS departments participated in developing the TAS website ([www.tas.gov.eg](http://www.tas.gov.eg)). Although TAS news is not updated frequently (a bit tricky technically), the website contains useful information in Arabic and English on Egypt's trade agreements and will soon include a searchable tariff database. The CD/BMA, CD/WTO, and EPAU developed flyers on the Agadir Agreement, Common Market for Eastern and Southern Africa (COMESA), Pan-Arab Free Trade Agreement (PAFTA), WTO, EU Partnership Agreement, and Generalized System of Preferences/Global System of Trade Preferences (GSP/GSTP.) The flyers have proved to be highly popular with the public, and the Ministry has requested that more be printed. Much remains to be done in terms of public awareness, but a lot has been accomplished, and TAS has the capability and is willing to conduct as much public awareness activities as needed.

### ***Publications and Trade Barriers Reports***

The private sector often lacks trade data and analyses of the trade environment in partner countries. ATR provided CD/BMA staff on-the-job training in developing trade barriers reports for trading partners to help Egyptian exporters get a better idea of their target markets and to help policymakers target particular areas in future negotiations. Reports were developed for four key trading partners: Russia, China, Algeria, and South Africa. Although the reports were not published, they represent a very good start. CD/BMA plans to develop

more comprehensive reports and publish them next year. The CD/BMA wrote two books on Egypt's trade relations with Arab and African countries. ATR staff reviewed the books and the project funded publication. The Minister praised the books and asked CD/BMA to send copies to the Prime Minister and the Chairman of the Arab League.

## Institutional and Capacity Building

### **Summary of Accomplishments**

- **Formal WTO Unit organizational structure.** Previously the WTO Unit operated as a flat organization, with all staff reporting to the head of the unit. With several staff benefiting from ATR-sponsored MBA scholarships, ATR helped establish the CD/WTO as a formal organization with a structure, middle management, mission, objectives, functions, and job descriptions.
- **Development of work plans, training plan, and performance appraisal system.** For the second consecutive year, with ATR's help, individual TAS departments have developed annual work plans and are monitoring their implementation. ATR also developed a performance appraisal system to complement the government's system, and several departments have implemented it. Administrative decrees have been issued that institutionalize work plan development and the performance appraisal system. Recently TAS developed a training needs assessment and training plan without ATR's help or other technical assistance.
- **Upgrading of personal and institutional continuing education.** ATR sponsored more than 40 scholarships for master's degrees, mostly MBAs, but also master's in economics, master's in law (LL.M), and MIBAs. Additionally, the project sponsored dozens of staff who received modern/advanced accounting certificates (AACs and MACs) as well as business diplomas, office diplomas, and negotiations diplomas. All programs were administered locally. Upgrading staff education has in turn helped and will continue to ensure the sustainability of much of TAS and ATR institutional efforts.
- **Establishment of analytical units to support TAS' core negotiations, compliance, and public awareness work.** With ATR support, two technical units were established: a Legal Research and Analysis Unit and a Trade Analysis Unit. The Legal Research and Analysis Unit is now taking the lead in dispute settlement cases or consultations with trading partners; the Trade Analysis Unit is expected to play a central role in analyzing and recommending courses of action in trade policy and negotiations in the future. Members of both units have received ATR training either through internships, master's degrees, or economic modeling.

### **Results by Department and Unit**

#### Central Department for WTO Affairs

The WTO Unit, now the Central Department for WTO Affairs (CD/WTO) was the primary target of ATR assistance (see Chapter 2, Task 1). As stated in the scope of work

The contractor shall assist the MOFT with the establishment of a WTO unit that will be responsible for the formation and execution of trade policy, the coordination between

ministries, and the negotiation of trade agreements. This unit will work across sectors within the MOFT and the head of the unit will report directly to the minister. This unit should serve as the 'national notifications agency' that can report to the WTO on compliance issues. Its director will regularly chair an inter-ministerial WTO committee and prepare positions for WTO ministerial meetings. A key concern the contractor must address is the management of the transfer of various functions that are now undertaken by different divisions under the MOFT to the WTO unit.

An informal entity when the ATR project began, the WTO Unit faced daunting challenges. Only half of the 30-person staff had computers, space was cramped, rats gnawed at computer cables, and Internet access was limited or impossibly slow when available. Although the young officials had graduated at the top of their class, they spent most of their time translating documents. They also faced a skills gap, whether in basic computer software, WTO agreements, management, English, analytical skills, or report writing. Another challenge was that counterparts in other Egyptian agencies, especially Geneva, did not welcome the new capital-based competition and often ignored the unit's input. But everyone had high expectations that the unit had to become responsible for Egypt's effective participation in the WTO negotiations, public awareness, coordination between government agencies, and WTO compliance.

**Results.** Through joint Ministry and ATR efforts—and good fortune—most of the challenges in establishing the CD/WTO have been met and objectives achieved. The foundation of the results was the Cairo-based master's degree scholarship program in which WTO Unit staff pursued MBAs in international markets at the Arab Academy. Sponsored by ATR, the MBA program was essential in providing the WTO Unit staff with a broad set of skills, building middle-management capability, and, though it may have been counter-intuitive, retaining Ministry staff. The MBA candidates became critical change agents not only in the CD/WTO, but also in the newly established Trade Agreements Sector. They supported ATR in restructuring the unit, drafting annual work plans, writing job descriptions, and establishing a more effective performance appraisal system.

At the same time, ATR provided the CD/WTO staff with mentoring and technical training, on the job and overseas, as well as new computers and a faster Internet connection. Equally important as the MBA program and ATR support, the Ministry moved to a new building where the environment is much more conducive to work. As staff rotated out of Geneva and a new minister and new office staff arrived, it became clear that Egypt's performance in the WTO negotiations, as well as in compliance and public awareness, rested squarely with the CD/WTO staff. The CD/WTO worked with ATR to conduct several assessments and studies, whether targeting negotiations—agriculture, textiles, car assembly, computer services,<sup>15</sup> health services, legal services, financial services, survey of regulations affecting trade in services—or compliance (e.g., TRIMs and SPS). The unit also conducted several public awareness events in collaboration with ATR (e.g., services, agriculture, NAMA, customs valuation, and trade facilitation), including having staff speak at a pre-Hong Kong Conference alongside international experts.

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<sup>15</sup> The CD/WTO worked with its counterparts in other ministries to develop and include comprehensive commitments in computer services in its conditional offer submitted as part of the ongoing WTO services negotiations.

When the United States and Egypt decided to revitalize the Trade and Investment Framework Agreements (TIFA) discussions, CD/WTO staff participated and sometimes led discussions in the most technical areas. Collaborating with ATR, the CD/WTO also led the preparation of Egypt's 2005 Trade Policy Review. Before the Hong Kong Ministerial Conference in December 2005, CD/WTO officials were busy preparing Egypt's position in coordination with the various subcommittees of the High National Committee (CD/WTO is secretariat), briefing the Minister and his staff, and conducting public awareness and consulting with stakeholders.

**Challenges.** While it is on solid ground from an institutional, personnel, and IT standpoint, the CD/WTO faces challenges it needs to tackle in the near future.

- The CD/WTO has a core staff that has technical, institutional, and managerial knowledge. But it is essential that new staff receive technical and managerial training to maintain current performance levels.
- CD/WTO core staff need to develop a deeper knowledge of trade policy in general and an understanding of the operation of the economy as a whole. This will be especially important when TAS and FTS merge and if the Doha round does not resume.
- In the past CD/WTO has focused on negotiations and, increasingly, on public awareness, but WTO compliance efforts have not been as systematic. This is beginning to change, especially in the areas of SPS, TBT, import licensing, and customs valuation terms of notifications to the WTO.
- The CD/WTO needs to consolidate its institutional and management gains. Work plans, staff meetings, and performance appraisals need to become routine—in all parts of TAS.

### Central Department for Bilateral and Multilateral Agreements

Although the CD/BMA existed on paper since the decree establishing TAS was issued in July 2002, it acquired staff slowly. ATR did not become involved with its development until 2005–2006. Besides training in language; report writing; IT; and office, business, and negotiations diplomas, CD/BMA staff were trained in commercial diplomacy with emphasis on trade agreements and negotiations, analysis and research of trade-related issues, FTA negotiations, and drafting of trade barriers reports. Two officials received ATR-sponsored master's degree scholarships, six officials participated in a trade agreements study tour to Chile to see how trade negotiations are conducted and prepared, and ATR worked with CD/BMA on rules of origin and IPR border measures.

**Results.** Institutionally, CD/BMA staff are active participants in developing work plans and implementing the performance appraisal system. Though they lacked IT equipment when the project began, all CD/BMA staff now have the necessary equipment to perform their work.

CD/BMA staff are also active in public awareness events. ATR helped CD/BMA organize two seminars with the Federation of Egyptian Industries; the department has since organized additional seminars on its own. With ATR's help, CD/BMA published flyers on four agreements signed by Egypt and two books on Egypt's trade relations with Arab and African countries. Finally, the CD/BMA staff in charge of the BMA section of the TAS website is extremely efficient in posting information on Egypt's trade agreements.

**Challenges.** While CD/BMA's future looks bright with staff fully committed to helping open markets for Egyptian exporters, it faces ongoing challenges. The CD/BMA is at the same stage of development as the CD/WTO was about two years ago. A formal organizational structure, complete with middle management, needs to be established. As with the CD/WTO, core CD/BMA staff need to pursue MBA degrees to gain better managerial and analytical skills. In a few years two technical areas where much more work will be required—in coordination with other entities, especially Customs—are rules of origin and IPR border measures.

## Central Department for International Trade Policies

CD/ITP was well established and staff was relatively well trained before ATR began; therefore, ATR's assistance to CD/ITP sought to complement previous assistance. Originally, considerable work went into mapping the antidumping, subsidies/countervailing duties, and safeguards procedures to develop an automated workflow system (AWFS) for trade remedies. It took two years to develop and test the AWFS, migrate it to the new building in Nasir City, and train department staff in its use. When fully implemented, the AWFS will help CD/ITP staff track automatically all current and past trade remedies cases, including all reports and document templates.

ATR also provided the CD/ITP with substantial training in the technical aspects of trade remedies, such as subsidies/countervailing duties and auditing, and in management and English language. Many CD/ITP staff also completed modern accounting certificates and advanced accounting certificates, in addition to office and business diplomas. CD/ITP staff participated in overseas tours to the United States and Argentina to exchange information about trade remedies practices. In addition, two separate U.S. delegations were invited to Cairo to participate in technical exchanges on dumping, subsidies, and injury practices.

Like the CD/WTO and CD/BMA, the CD/ITP has developed work plans. But despite ATR's best efforts, the department never fully participated in the performance appraisal system. The department did provide information for the TAS website however.

**Challenges.** The main challenges for CD/ITP are to train new investigators and to further improve middle management. No further theoretical training in subsidies is needed. Real cases need to be pursued so that staff can get on-the-job experience. The AWFS is an excellent tool but evidence suggests that it has not been widely used among staff. Middle and senior managers need to be committed to the product and ensure its adoption throughout the organization.

## Technical Units

**Legal Research and Analysis Unit:** Establishment and functioning of the legal unit was and remains a critical development for TAS. Since its inception as part of the CD/WTO restructuring, the unit has become responsible for handling legal trade disputes and for ensuring compliance with trade remedies agreements.

The ATR project is sponsoring many of the unit's staff pursuing LLM degrees, which is helping to improve their writing and legal research skills. ATR also provided training in legal writing, a subscription to WorldTradeLaw.net, as well as internships at the White & Case law

firm's Geneva office. The unit has been participating in developing work plans and performance appraisals.

Still in the early stages of development, the unit will need to expand beyond its current focus on WTO rules negotiations, which technically belong at the CD/WTO, and trade remedies compliance to include trade agreements' compliance, including bilateral and regional trade agreements. Its staff in turn will need to expand their skills as well.

**Trade Analysis Unit:** After several attempts, and with ATR's help, a Trade Analysis Unit was established a year ago as the principal entity that analyzes trade policy options and provides input into negotiating positions.

Almost all of the unit's staff have received master's degree scholarships, mostly MBAs and one master's in economics, sponsored by ATR, as well as significant training in modeling—in Cairo and overseas—and other analytical tools. The unit is participating in and coordinating its first major analysis before Egypt's negotiations with the EU to further liberalize trade in agriculture and services. Staff now have access to and know how to use two different computable general equilibrium models of the Egyptian economy: one focusing on Egypt and the other on Egypt as part of the world economy.

While they receive training, unit staff are also developing institutional relationships with other departments, within and outside of TAS. The unit also has many urgent priorities, including building Egyptian databases that will form the backbone of their analytical work, and learning to access and make the best possible use of existing trade sources. As they build institutional and knowledge capital, staff need to conduct simple analyses before pursuing further training.

**European Partnership Agreement Unit:** EPAU has received little technical assistance from ATR because it is a focus of the EU-funded TEP-A program. However, ATR sponsored a master's degree scholarship for the head of the unit, and the unit has received training and provided input to the TAS website. Occasionally the head of the EPAU would send her staff to trade-related training, for example, the FTA negotiations in February 2006. EPAU staff also received basic IT and language training, as well as IT equipment, and developed annual work plans.

As EPAU works on its organizational structure with TEP-A, it needs to upgrade the skills of its junior and mid-level senior staff, especially since they will be involved in EU negotiations and law approximation. Senior staff need to enroll in master's degree programs to improve their managerial and analytical skills, and junior staff need to assume more technical responsibilities.

## Administrative Units

**Technical Office of the First Undersecretary:** Although ATR has assisted the technical office with institutional development, including developing functions and job descriptions for staff, the office's output has been uneven—depending on which staff member is involved. The office has played an important role in donor coordination and work plan development, but has done little to streamline the work of the First Undersecretary's office or participate in website development. The staff have received basic English language training.

The Technical Office is implementing the latest ATR initiative to have different staff follow up different TAS technical areas, including prioritizing the First Undersecretary's mail and providing input on the website. It is unclear whether this initiative will succeed because it depends entirely on the staff's willingness and ability. To decrease the load on the First Undersecretary, ATR has tried to establish the Technical Office as the unit that ensures quality and deliverables of donor activities, but this has met with limited success.

**Administration and Training Office:** When the ATR project began, this office consisted of one senior person who handled organizational structure and training matters. As ATR demands increased, especially for training, the office hired four full-time administrative staff. ATR and other donor training are managed through this office instead of through the head of TAS or heads of departments. At ATR's urging the office now coordinates the delivery of work plans, training plans, and performance appraisal forms. Following an ATR-led CD/WTO productivity review the office also began to provide logistics support to officials who travel overseas as well as event coordination.

The office recently drafted administrative decrees to establish an institutional basis for continuous website review, performance appraisal, and annual work plan development. Although the office is quite active it needs to maintain momentum and continue its role of coordinating training, annual work plans, and performance appraisal systems without being prompted by ATR.

**IT Department:** ATR and the IT Department have collaborated on many initiatives, including procuring and installing IT equipment (computers, printers, photocopiers, scanners, software, etc.), AWFS, correspondence system, and security upgrades. ATR also collaborated with the department on the website, conference room, Electronic Research and Training Center, and migrating to new offices. The department has had extensive IT training, as well as ATR-led restructuring. Its leader is pursuing an ATR-sponsored MBA program and has developed an annual work plan.

Given all the IT initiatives it has had to deal with and the amount of training its staff has received, the IT Department has performed very well. But its performance in troubleshooting common problems has been uneven. Several users cannot access the TAS website and many computers are inoperable because of viruses.

**Translation Department.** ATR helped translation department staff pursue mini-translation certificates from the American University in Cairo (AUC.) But it appears that the department still works only with the trade remedies department instead of serving the entire sector as it should. Integrating the translation department with other departments will decrease the workload on technical staff who often translate documents at the expense of their technical work.

## **Capacity Building Synergies—Impact of ATR capacity Building on CD/WTO**

Though each activity on its own added value to the accomplishment of both Ministry and ATR objectives, the combination and mutual reinforcement of all activities, including training, institutional development, technical consultancies, and IT and work environment

improvements, contributed to the success of ATR's capacity building. These interactions and synergies are discussed below in the context of the CD/WTO.

### **Services**

Early in the project an ATR consultant commented that the WTO Unit's services team was smart but had a long way to go to advocate for and defend Egypt's interests in the WTO. The CD/WTO services team is now able to advocate for—in seminars, meetings, and conversations—and write Egypt's services commitments in the WTO in English, a very technical and complex process. This ability is the result of advanced services training in Geneva, on-the-job training in services liberalization assessments (the team worked on four assessments with ATR and two with the EU project), survey of government measures affecting trade in services, public awareness seminars and media briefings, MBA courses (four services team members earned MBAs), and IT courses. The team constantly receives high praise in Egypt and abroad.

### **Agriculture**

Like the services team, the agriculture team had a core of capable staff with a long way to go in their technical development. Through ATR, staff received technical training in agriculture from the WTO secretariat, an ATR consultant, and the UN Food and Agriculture Organization. They participated in Global Trade Analysis Project (GTAP) training, commercial diplomacy training in Cairo and abroad, senior managers in government training at Harvard, and are participating in the master's degree program. Two team members have ATR scholarships.

Team members are increasingly recognized by senior officials in the ministry of Trade and Industry; other ministries, especially the Ministry of Agriculture; and trade associations as experts in the WTO and as their main source of information. Moreover, with their knowledge of the WTO and exposure to Egypt's agriculture issues, agriculture team members are more able to defend Egypt's interests in the WTO. This was evident not only in their public awareness activities, but also in their work on the SPS compliance assessment where their technical knowledge and working relationships with other ministries were critical. Thanks in part to their efforts, Egypt, which had never issued SPS notifications, has issued nearly 20 since the assessment. Craig VanGrasstek, a Harvard Professor and leader of the trade policy and negotiations course, Commercial Diplomacy 2, said the agriculture team leader was the best student he has had in the previous three years.

### **Intellectual Property Rights**

The head of the IPR group left the government early in the ATR project. At the time the only other staff member in the office was a newcomer who had no knowledge of TRIPS. ATR worked with him and other staff who were added to the department to increase their knowledge of IPR. An ATR consultant came to Egypt several times to train the IPR group on TRIPS and to answer their questions. Establishing a rapport with the group, she later answered TRIPS questions e-mailed to her—one staff even sought her help with his TRIPS-related MBA thesis. IPR group members were also trained in commercial diplomacy and legal writing. Two members are pursuing LL.Ms.

The results of the IPR training are evident. The CD/WTO is arguably the only capital-based government agency that has staff that can speak intelligently—and in English—about TRIPS. The head of the IPR and his colleagues have been assessing Egypt's compliance with TRIPS, and he has been invited to join Egypt's negotiating teams in bilateral or regional IPR discussions.

### ***Nonagricultural Market Access***

The NAMA group was new when ATR began. NAMA staff have since received not only basic English and computer training, but also intermediate and advanced training, including commercial diplomacy and GTAP. Two staff are MBA scholarship recipients. ATR consultants worked with the NAMA group on two assessments related to potential textile liberalization and car assembly and commended them for their work. The group has made presentations on the status of WTO negotiations to the Federation of Egyptian Industries and developed and administered a survey of non-tariff barriers. They are able to understand and analyze different formula cut proposals in the negotiations, recommend the best options for Egypt, and explain their analysis and recommendations to the public. Like her colleagues in agriculture, IPR, and services, the head of the NAMA group is constantly praised by Ministry officials for her knowledge and hard work.

### ***Legal Research and Analysis***

Before the ATR project, TAS lawyers, working mostly at the CD/WTO, had been ignored for training at a time when their capacity to advocate for and defend Egypt's interests in trade cases and disputes was essential. Having helped the TAS lawyers develop basic English, computer, and dispute settlement skills, ATR developed a strategy to further build their capacity. This included dispute settlement internships in Geneva, legal writing courses, and scholarships for master's degrees in law. To further create legal capacity, ATR created a Legal Research and Analysis Unit among the lawyers receiving training as part of the CD/WTO reorganization. This unit is in charge of WTO rules negotiations and responding to Pakistan's request for consultations with Egypt in a dispute settlement case. The unit is led by a lawyer who has received substantial ATR training, including an internship at the White & Case law firm in Geneva. He reports directly to the head of TAS.

### **Future Challenges**

As the head of TAS has pointed out repeatedly, with ATR's help, the TAS foundation has been laid. The project's capacity and institution building have in turn laid the groundwork for future technical accomplishments.

Aside from challenges in individual units and departments, TAS faces two institutional challenges. The first and most critical is the merger of the trade agreements and trade policy functions with the merger of TAS and FTS. Originally this would have involved little change in TAS' work other than consolidating FTS departments. Because the head of TAS aims to create an Egyptian version of the USTR eventually TAS itself will need to undergo change.

The second challenge will be to consolidate and sustain ATR achievements, whether in developing annual work plans, building on the current TAS website, or undertaking trade or legal analysis. Many of these activities will continue to need funding or donor support, but

most require only that each TAS staff member feel that it is his or responsibility and mission to add value and to support the Egyptian economy through an improved trade environment.

## **GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL**

The ATR project's partnership with GOEIC has led to significant improvements in the organization's performance. One of the least obvious but most important changes has been the shift in emphasis from control to facilitation within GOEIC—a shift brought about by ATR's early work to focus GOEIC's mission statement on trade facilitation.

GOEIC has also seen increasing professionalism among its staff in all areas. Especially important has been the development of quality systems for the accreditation of labs, and the new role that quality management plays in the organization. This emphasis on quality improves the reliability of results as well as the transparency of GOEIC operations.

### **Training Program Implementation**

A well-organized training program is essential for a technical organization such as GOEIC, where technology is constantly improving, new scientific methods are being developed, and new international standards are issued. ATR worked with GOEIC to establish two training centers to strengthen the organization's training office and train hundreds of GOEIC staff. ATR and GOEIC recognized the need to upgrade the quality of the staff and to ensure that continuous improvement of skills becomes part of the GOEIC culture.

Working together, ATR and GOEIC established a broad training agenda that followed four paths. The first path was to provide GOEIC staff with direct training in a range of areas including technical courses, English, quality systems, and management to increase the skill level of current staff.<sup>16</sup>

The second path was to establish training centers in Cairo and Dekheila to minimize the cost of ATR's training plan and to reduce the costs to GOEIC of future training.<sup>17</sup> Both facilities were designed to serve as standard classrooms and computer training centers. One of the rooms at Dekheila was also designed as a language laboratory. Both facilities have been fully used since completion and have contributed significantly to ATR's training program and to GOEIC's overall training objectives.

The third path was to develop a skilled group of training managers within GOEIC. When the ATR project began, training was limited primarily to preparing staff who were being promoted to take the standard courses on government operations that they needed to qualify for their new posts. With assistance from ATR, GOEIC designated staff to manage the two training centers and established a training office to manage the training needs of the organization. ATR trained these staff in training plan development, training management, and

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<sup>16</sup> Appendix F lists the courses offered to GOEIC.

<sup>17</sup> The first center in Dekheila was designed with technical assistance from ATR. Landos, John, "Action Plan to Implement a GOEIC Training Center in Dekheila," February 2003. GOEIC staff designed the Cairo center in collaboration with ATR staff.

application of training needs assessments.<sup>18</sup> Such training has created a new level of professionalism in GOEIC training, and it has improved the sustainability of ATR project interventions.

The fourth and final path of ATR's training assistance was to train the trainers. Given GOEIC budgetary constraints, new facilities and increased training skills will all be for naught if the organization cannot afford the courses. For this reason, ATR worked with GOEIC to train trainers in IT, statistics, and safety. These individuals along with other technical staff are now delivering sustainable courses to GOEIC staff.

One of the significant successes of the project is the professionalism of GOEIC's training program as a whole. Staff skills have improved, facilities established, new training management techniques implemented, and sustainable training courses developed. For the program to be sustainable in the future, GOEIC will have to allocate more funds for training, but the foundation to use those funds has been laid.

## **Quality Systems and Accreditation**

ATR and GOEIC have cooperated extensively on accreditation and the development of quality systems. A major portion of ATR's training program has been devoted to supporting GOEIC's efforts to establish a strong culture of quality within the organization. Thus, ATR provided GOEIC with assistance for training hundreds of staff in various aspects of the ISO 17025 program implementation for laboratory accreditation and ISO 9001 for the organization as a whole. Especially important was the training of a core group of internal auditors who are now highly skilled in implementing quality systems. These auditors are able to work with the rest of GOEIC staff to implement new and improved quality systems in all of the labs.

Another outgrowth of this activity has been the international accreditation of certain laboratories. Under the leadership of the USAID-funded SEAS project, ATR and GOEIC worked together in 2003 and 2004 to obtain accreditation from the American Association for Laboratory Accreditation (A2LA) for test methods in grains analysis, chemistry, residues in cookware, and food testing. The impact of this activity is readily apparent in the work that is performed in those labs, the meticulous records maintained on all tests and equipment, clear procedures followed in the operation of the lab, and the consistency of results regularly measured through international comparisons.

Obtaining accreditation was GOEIC's first challenge; the second, and in some ways more significant challenge, is maintaining it. In early 2006 GOEIC passed its A2LA surveillance visit and its 2004 accreditation was extended for another year—a testament to the organization's effort, with ATR support, to develop a quality culture and maintain its systems to the highest international norms.

Beginning in 2004, ATR worked to support the accreditation of the meat and poultry laboratory in Dekheila for certain microbiology methods. Through a combination of ATR

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<sup>18</sup> Hegazy, Wagdi, "Training System and Plan for GOEIC 2006-2008," October 2005

technical assistance, training, and material support, GOEIC was able to obtain accreditation in these methods in early 2006.

In 2005, ATR worked with GOEIC again to support accreditation in pesticide residue analysis for the meat and poultry lab. Procurement for this activity took longer than expected and training conflicts caused delays. The activity was not finished before the project ended, but with much of the work done, it is hoped that accreditation can be completed in the near future.

## Automation

One of the key components of the World Bank *Doing Business* report is the time that it takes goods to move through ports. ATR worked with GOEIC and Customs to document the process and the time taken in each step. Data from 2001–2004 suggested that clearance times for goods averaged about two weeks.<sup>19</sup> A more systematic survey in early 2004 found that clearance times for goods that required GOEIC inspection took more than three weeks. A comprehensive survey of shipments from March 2005 indicated that on average shipments take about two weeks, and shipments requiring GOEIC inspection take slightly less than three weeks—nearly a two-day improvement over 2004.<sup>20</sup>

When the results of these studies became clear, GOEIC committed itself to reducing clearance times as much as possible. But with operations spread across 26 ports around Egypt, it was difficult for GOEIC management to monitor clearance times, identify bottlenecks, and make improvements. To respond to the problem, ATR and GOEIC sought to quickly establish an automated inspection monitoring system (IMS). At the time, GOEIC's registration records were maintained manually; a new simplified system for recording key dates in the clearance process was designed and implemented.

The core of the IMS was the establishment of a new function in each port to record actions in a web-based application on the GOEIC intranet. The system was operational in two ports in late 2005, and data were regularly entered. Software problems were identified and installation at additional ports was delayed until the software could handle the larger database. The system has been installed in seven ports, but its use has been limited.

In fall 2005, ATR approached GOEIC with a proposal to analyze registration, inspection, and testing for the purpose of designing a major automation system that could be implemented under the TAPR II project that was just beginning.<sup>21</sup> Later in the year GOEIC proposed that a less comprehensive system be designed and installed before the end of the ATR project. In particular, this system would integrate GOEIC's registration system with that of Customs to streamline the clearance process. USAID agreed to this approach and the GOEIC Automated Inspection System (AIS) was designed and implemented in little over seven months.

Traders use the AIS to register their shipments with GOEIC; the system then calculates fees, assists in assigning inspection teams, records the results of inspections, assigns samples for

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<sup>19</sup> Buehrer, Timothy, "Summary of the Preliminary Baseline Data on the Time Goods Take to Pass Through Ports in Egypt," July 2004.

<sup>20</sup> Tohamy, Sahar, Abdel Wahab Heikal, Gihan El Anany, "2004-2005 Time of Release Study," September 2006.

<sup>21</sup> Carbanaro, Fulvio, "Approach to Implementing the GOEIC GAWS," October 2005.

testing, and makes a record of the results. The system was implemented in the seven major ports and was operational by August 2006. The only difficulty in establishing the system was Customs' reluctance to link with the GOEIC system. Given the importance of interagency coordination, this issue should be addressed in the future. When the ATR project ended in September 2006, the systems were only actively interconnected in Damietta with more limited interconnection in Port Said.

A major difference between the IMS and the AIS is that the latter is functioning in all seven ports whereas the former is not. This difference is likely due to two factors. First, the chairman of GOEIC was personally invested in the AIS and followed it up regularly himself, giving the system a sense of urgency that was lacking with the IMS. Moreover, the AIS replaced the manual system that was being used in GOEIC. The manual system had to be used or the organization's basic business function would cease to operate. Second, the IMS was an additional function that did not replace an existing function, making it more difficult to integrate into the standard operations of the agency.

Looking to the future, steps should be taken to integrate the IMS with the AIS because many of the data points needed for the IMS are contained in the AIS. Moreover, it is important for the management tools contained in the IMS to be more readily available to the chairman and his staff. Also, it is important to look at ways to integrate risk management into the AIS as soon as possible to further reduce clearance times.

## **Food Laboratories**

Egypt's private sector is concerned about testing food products. ATR's support for the accreditation of microbiological and pesticide residue testing in Dekheila was designed in part to address these concerns. In 2004, the only GOEIC facility well designed to test food products for pesticide residue was in Dekheila, and it lacked adequate capacity to test all shipments passing through that port.

GOEIC asked ATR for support in establishing new microbiology labs in five ports: Damietta, Port Said, Suez, Aswan, and Dekheila. ATR hired experts in microbiological testing to select the equipment for the new labs.<sup>22</sup> GOEIC designed and constructed the labs; ATR procured the capital equipment while GOEIC took responsibility for all consumables. By the end of the project, equipment for all five labs had been delivered to GOEIC, and the labs were functional in all ports except Damietta, where construction has not been completed. In addition, staff in a number of the labs have been provided with basic textbook training in microbiological methods and are ready to move on to practical training.

A major issue is that GOEIC has yet to supply any of the labs, other than Dekheila, with consumables. The Dekheila lab can use consumables from the meat and poultry lab. While the other labs are operational in the sense that they have equipment, they cannot perform tests and practical training cannot begin. This is a significant issue GOEIC should address.

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<sup>22</sup> Yosuef, Ahmed, "Assisting GOEIC in Establishing Food Microbiology Laboratories," February 2005.

## Trade Services Center

Early in the ATR project GOEIC proposed establishing a customer service unit. ATR hired a consultant to work with GOEIC to design the unit; as a result of this work a trade services center was established at Cairo airport.<sup>23</sup> GOEIC was responsible for constructing the center; ATR provided material, institutional development, and training support. Operated much as ATR recommended, the center has developed and maintains GOEIC's website, and has established a call center to cater to the needs of the trading community. The center's impact on GOEIC and the trading community has been limited however.

## Reengineering

One of the ATR project's first activities was to review the GOEIC's operations and to assist the organization in reforming itself. Led by ATR's institutional development specialist, this review resulted in GOEIC establishing an internal committee to examine its operations. Working with the committee, ATR produced a report on GOEIC's current operations and structure.<sup>24</sup> The committee and ATR then worked to develop a mission statement for a revitalized GOEIC, a statement of objectives, a list of functions, and a proposed reorganization.<sup>25</sup>

The mission statement focused on GOEIC's role as a trade facilitation organization rather than a control organization. The proposed mission statement was submitted to the Minister of Foreign Trade and approved. ATR and GOEIC staff then turned to the enormous task of implementing a new structure that would support the organization. For a reorganization to be effective a new layer of management between the chairman and his central department heads was needed. Unfortunately, this was not practical within the existing civil service system. Ultimately no solution was found and the reorganization stalled.

Despite this set back, the attempt at reorganization was worthwhile. It focused senior management on the organization's role in trade facilitation and created a greater openness to reforms to facilitate trade over the life of the ATR project.

## Other Support

ATR has worked with GOEIC on a number of other issues. Of critical importance for lowering release times is the issue of risk management. ATR began an activity with GOEIC—to be continued under TAPR II—to help the organization understand the issues behind risk management, and to link GOEIC risk management efforts with Customs' risk management program.<sup>26</sup> Further technical assistance in this area should include support for including risk management principles in the import/export regulations and ensure that an appropriate risk

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<sup>23</sup> Barton, Clifton, "The GOEIC Trade Services Center," February 2003.

<sup>24</sup> Joshi, Rasiklal, Abdel Wahab Heikal, "Review of the Organizational Efficiency of the General Organization for Export and Import Control," October 2002.

<sup>25</sup> Joshi, Rasiklal, Abdel Wahab Heikal, "Proposed Organizational Structure and Management Systems for the General Organization for Export and Import Control (GOEIC)," October 2003.

<sup>26</sup> Lane, Michael, "Guidelines for a Joint GOEIC/Customs Taskforce on Risk Management," June 2006.

management module is added to the AIS, though this could also be accomplished through greater integration with the Customs IT system.

Because sustainability is an important issue for USAID-sponsored interventions, ATR provided GOEIC with technical assistance on how it could earn sufficient income through its operations to support its accredited labs.<sup>27</sup> ATR also supported GOEIC as it sought to improve its IT unit, including its data warehouse. Given the significant investment that ATR and GOEIC have made in IT systems over the past several years, additional support for a limited set of IT issues such as security and procedures would be appropriate in the future.

## **EGYPTIAN COMMERCIAL SERVICE**

Early in the ATR project ECS leadership indicated that it was not interested in participating in ATR's reengineering activities. USAID concluded that ATR would not support ECS in other areas as well, and the project provided ECS little assistance until 2005 when a change in leadership led to an opportunity for expanded ATR support. Ultimately, it was agreed that ATR would assist ECS in developing new human resource and IT departments and in establishing three industrial teams.

### **Human Resources Department**

While the EU-sponsored TEP-A project provided significant support to ECS in export promotion, it gave the agency only limited assistance in human resource (HR) management issues. Starting in 2006, ATR worked closely with ECS to establish an HR department and to provide the staff with the necessary support to enable them to perform their new functions. ATR then conducted a study on how the department could be structured<sup>28</sup> and provided support for its implementation, including training, job descriptions, and standard operating procedures.<sup>29</sup>

### **Information Technology Department**

ECS approached ATR in 2004 for advice on developing IT systems. In response, ATR prepared a report recommending that ECS establish an IT department to maintain the organization's IT systems and organize the collection and dissemination of information on export opportunities. After ECS established the department, ATR provided the staff with training, material support, and technical assistance, and supported the migration of ECS' e-mail system to a new server using Microsoft Exchange, provided by the ATR project.

### **Industrial Teams**

In 2005, ECS established industrial teams to address the special needs of six export-oriented industries. ATR was asked to provide assistance to three of the teams: textiles, garments, and

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<sup>27</sup> Settle, Hilton, "The Potential for Charging Fees for Services Provided by the General Organization for Export and Import control," June 2004.

<sup>28</sup> Ali, Ahmed, "Report on Establishing a Human Resources Department in ECS," November 2005.

<sup>29</sup> Ali, Ahmed, "Final Report on Support for the ECS HR Department," September 2006.

food stuffs. An ATR consultant, seeking to provide the teams with the benefits of his experience working in similar groups in the United States,<sup>30</sup> focused on helping them organize to contact the industry and develop a sound methodology for understanding the industry's needs. He organized training and study tours for the teams, but the tours could not be completed because of issues within the Ministry.

## MINISTER'S OFFICE

While ATR focused on TAS, FTS, GOEIC, and ECS, the project provided limited assistance to other parts of the Ministry. For instance, with the appointment of H.E. Rachid M. Rachid as Minister of Foreign Trade and Industry in 2004, ATR offered the Minister's office substantial support to develop a new strategy for the combined ministry. ATR also provided extensive support to the Minister's adviser on export promotion as he sought to revitalize the Egyptian Export Promotion Center. When requested, ATR drafted brief memoranda to the Minister's adviser on the status of trade issues, for example, cotton and the WTO negotiations and services within the context of the EU Mediterranean Partnership Agreement.

An issue particularly relevant for both Egypt and the United States in late 2004 was the negotiation of Qualified Industrial Zone (QIZ) status for certain areas of Egypt. Although ATR was not involved in the negotiations, we advised the Ministry on the likely impact of the QIZ on Egypt and later worked with TAS staff to monitor the importance of the QIZ to the Egyptian economy.<sup>31</sup> Moreover, as discussed below, ATR offered limited IT support to the QIZ unit to develop an online registration and document filing system.

ATR was asked to provide assistance to the new Egyptian Competition Authority in late 2005 and the new Consumer Protection Agency in early 2006. The request resulted in three consultancies that helped these agencies to begin operations.<sup>32</sup>

At the end of 2005, functions of the old Ministry of Domestic Trade and Supply were merged into the Ministry of Foreign Trade and Industry, and it became apparent that the new ministry would need institutional reform.<sup>33</sup> ATR prepared an inventory of all the functions assigned to the new ministry, and on the basis of that inventory, made recommendations on how the ministry might reorganize functions into more rational, operational departments.<sup>34</sup>

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<sup>30</sup> Cox, Heath, "Support for ECS Offices and Industrial Groups," October 2005.

<sup>31</sup> Hutchson, Thomas, "Qualifying Industrial Zones—An Initial Assessment," January 2006; Hutchson, Thomas, "Qualifying Industrial Zones—An Update," August 2006.

<sup>32</sup> Rodriguez, Armando, "The Egyptian Competition Authority Substantive Guidelines," June 2006; Rodriguez, Armando, "The Egyptian Competition Authority Procedures & Operations," June 2006; Nicholson, Michael, Trip Report, July 2006; Bowman, Rebecca, "Report and Recommendations for Creating a Consumer Protection Call Center," August 2006; Bowman, Rebecca, "Report on Consumer Mediation," August 2006.

<sup>33</sup> Ali, Ahmed, "MTI Functional Inventory Report," September 2006.

<sup>34</sup> Ali, Ahmed, "MTI Functional Inventory Presentation," September 2006.



# 4. Information Technology Activities

ATR has worked with TAS and FTS, GOEIC, and ECS on a range of IT-related activities in support of the project's broader objectives as mentioned earlier in this report. Specific IT activities for the organizations they were designed to serve are discussed in this chapter.

## **TRADE AGREEMENTS AND FOREIGN TRADE SECTORS**

ATR's major IT activities for the Trade Agreements and Foreign Trade Sectors supported the project's training and institutional development efforts. From the beginning it was clear that Ministry staff lacked adequate access to IT equipment to perform their duties. In some cases, entire offices had no direct access to computers or the Internet, and where computers were available they were shared among four or more people. On the basis of an early needs assessment and gap analysis, ATR procured a significant number of computers for the CD/WTO. But space was too limited in the Shobra office to install new computer equipment. With the move to new offices in Nasir City late in the project, more computers were installed and all staff had improved access to IT resources.

Another shortcoming of the sectors' IT infrastructure was the lack of a common e-mail platform. To the extent that staff had e-mail addresses, they were with Yahoo! or Hotmail, instead of the government. ATR worked with the sectors to implement a new e-mail system that would provide all staff with a government e-mail address. This increased staff professionalism and gave them greater control over their e-mail. Simultaneously, ATR supported improved Internet access for the sectors, thus eliminating the continuous outages that had been a major constraint on their work. ATR provided a large number of computers, printers, and other IT equipment to the CD/WTO and the remainder was given to what later became the Trade Agreements Sector.

New IT issues such as security arose with the move to new offices in Nasir City. ATR worked with TAS to perform an IT security analysis of the network in the new building and purchased software and hardware to augment existing security.

ATR also worked with TAS on a number of IT projects to augment staff performance and provide more and better information to the public. In collaboration with the trade remedies unit in TAS, ATR developed an automated work flow system for trade remedies cases.<sup>35</sup> This

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<sup>35</sup> Carbonaro, Fulvio, "Action Plan for the Development of an Automated Workflow Solution AWFS," February 2003.

system channels the work and communications necessary to complete a trade remedies investigation and ensures that all legally mandated deadlines are met. The AWFS was completed in early 2005, but it was not implemented until early 2006 because of the lack of physical facilities in Shobra.

The AWFS has yet to be fully utilized in Nasir City, and efforts are ongoing to enforce its use within the unit, though implementation was delayed by the correspondence system discussed below. The difficulty has been the senior staff's reluctance to adopt change, particularly a new technology that is supposed to replace all paperwork. This difficulty has occurred despite the senior staffs' involvement in the process from the beginning and their understanding fully the benefits to be gained from the new system. TAS leadership and younger staff are eager to see the system in place.

ATR supported the development of a website for the CD/WTO and a larger website for TAS ([www.tas.gov.eg](http://www.tas.gov.eg)) that included previous WTO work. The TAS website provides the public with extensive information on the trade agreements that Egypt signed and agreements under negotiation. Teams have been formed to keep the site updated with news about trade issues. Though the website has not become the effective tool that it could be, a very strong foundation has been laid to communicate the Ministry's trade agreement efforts.

To aid training and research in TAS and FTS, ATR supported implementation of the Electronic Research and Training Center.<sup>36</sup> This center provided desperately needed access to computers and the Internet when the sectors were located in Shobra while also providing access to specialized data sets and statistical and modeling software. When the sectors moved to Nasir City the facility was expanded and, given the greater access to computers, it is more of a training location. This intervention has been highly successful in both Shobra and Nasir City and has contributed significantly to ATR's efforts to improve the staff's capacity to analyze trade policy issues.

In the final months of the project, ATR worked with TAS and FTS to develop and implement a system for collecting and tracking correspondence within the sectors.<sup>37</sup> In an analysis of the work flow in the sectors ATR identified correspondence as a problem. Handling correspondence takes up a significant portion of senior officials' time, and an automated system would likely improve their ability to track the status of responses and distribute the correspondence equitably.

Finally, ATR supported TAS and FTS in equipping a conference room to support negotiations and presentations. This facility will permit sector staff to better exercise the skills that ATR has helped them to develop.

To enable the sectors to take advantage of the IT support, ATR helped them develop their IT staff.<sup>38</sup> This included not only substantial training, but also assistance in organizing the IT department and developing job descriptions. ATR also provided additional file servers to

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<sup>36</sup> Buehrer, Timothy, Sahar Tohamy, Alaadin Morsy, "Proposal for the Development of an Electronic Research Center," April 2003.

<sup>37</sup> Sakhr Software Co., "FTS/TAS Filing System Final Report and Deliverables," September 2006

<sup>38</sup> Garcia, Alvaro, "Proposed Organization for the IT Department of the Trade Agreements Sector and the Foreign Trade Policies Sector," September 2004.

operate a software system that the sectors purchased to manage their human resource activities and to provide other ancillary support.

## **GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL**

ATR has supported GOEIC in a number of IT initiatives; notable among them was the establishment of training centers in Dekheila and Cairo. The driving force behind these centers was GOEIC's large staff and almost no budget for training. Given the highly technical nature of GOEIC's work, training is central to the management of its staff. But without funds, training was virtually impossible. ATR worked with GOEIC to remedy this by setting up training centers with dedicated staff who understood how to develop training plans and manage training, as well as training trainers within GOEIC who could offer support to other staff at little or no cost. These centers, with their focus on developing the IT and language skills of GOEIC staff, have been a tremendous success. Since their inception the centers have offered courses continually—many delivered by GOEIC staff.

Given that GOEIC is fundamentally a customer service organization, early in the project ATR recognized that the organization needed to establish an office that its customers could contact to better understand border procedures and that could intervene if problems arose. Thus the idea of the Trade Services Center was conceived. With its staff of approximately 20, mostly young, workers, the center developed and maintains GOEIC's website, manages a call center for traders with questions about GOEIC's operations, and engages in outreach with the business community.

After ATR completed its first time of release survey and presented the results to the Minister, he challenged GOEIC to reduce the average inspection time. At the time GOEIC had no simple way to monitor inspection times on a real-time basis. GOEIC and ATR worked together to develop a simple inspection monitoring system (IMS) to provide this type of information to the organization's leadership. Later it was decided to implement an even more ambitious system to automate the registration and inspection process in GOEIC.

Although the IMS has been operational since late 2005, it has not been used as effectively as anticipated. One problem is that it operates outside the normal operating procedures of GOEIC, and this has created a more limited sense of urgency within the organization with respect to its implementation. The registration system has been effectively implemented and is functioning well in all major ports. Future work should focus on integrating the two systems so that the reporting capabilities of the IMS can be used to track clearance times within the automation system.

The registration system allows GOEIC's operations to be more tightly integrated with those of Customs. An important design parameter for the registration system was that traders were to be able to register first with Customs and have their GOEIC registration begin without further action. Because of Customs' concerns about the impact of this connection on its computer systems, this functionality was only established on a pilot basis during the ATR project. Expanding this pilot operation to other ports should be an objective of future assistance to GOEIC on trade facilitation. If implemented properly, Customs could become an effective single window for clearance.

In late 2002, ATR was asked to work jointly with Customs and GOEIC to help automate the temporary admissions/duty drawback system. This major government activity was to facilitate the import of goods into Egypt for incorporation into goods for export. After complaints from the private sector about the slow process for imports and the even slower process for getting refunds, the government decided to reorganize and automate the temporary admissions/duty drawback process. ATR first provided technical assistance to the Ministry to analyze the problems presented in the existing system and to examine different solutions.<sup>39</sup> The government then hired a local firm to develop and install the software in four locations. ATR provided equipment and support to establish three additional offices—Port Said, Suez, and Damietta. Although the automation was successful, reorganizing the operations of the offices to include Customs and GOEIC personnel was less so. By 2005, Customs had taken over the operation and GOEIC was no longer an equal partner.

## **EGYPTIAN COMMERCIAL SERVICE**

ATR's support for ECS information technology focused on two areas. First, ATR assisted ECS with the development of a new IT department to support ECS' operations and to better manage export contacts through its website and other activities.<sup>40</sup> This assistance included providing institutional development support such as giving advice on a mission statement, functions, structure, and job descriptions. Once the department was established, ATR provided training to newly hired staff as well as IT equipment for office operations and upgrading the e-mail system to operate under Microsoft Exchange.

Second, ATR supported the development of an ECS human resources department and industrial teams—ad hoc groups of ECS staff seeking to understand specific industries—by supplying workstations, printers, and other basic IT equipment to support the ECS' work in these industries.

## **MINISTER'S OFFICE**

ATR provided limited support to the Minister's office over the life of the project. Assistance included supplying two computer servers to the Qualified Industrial Zones Unit, which used them to support an online filing system for companies using the QIZ program. ATR also supplied servers and workstations, along with the necessary hardware, to upgrade and improve the Ministry's e-mail system. This led to an improvement in the quality of e-mail communication within the Ministry.

At the suggestion of USAID's IRM, ATR prepared a study of the Ministry's IT enterprise architecture and offered recommendations on how to use specialized enterprise architecture tools to help the IT system achieve its goals and objectives.<sup>41</sup>

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<sup>39</sup> Bauman, Charles and William Green, "Proposed Automation of the Temporary Admissions Systems for Imports into Egypt," February 2003.

<sup>40</sup> Garcia, Alvaro, "Proposed Organization of the IT Department of the Egyptian Commercial Service," December 2004.

<sup>41</sup> Garcia, Alvaro, "Proposed Enterprise Architecture Framework and Strategy for the Ministry of Foreign Trade," July 2004.

## 5. Training Activities

Training—mentoring, short-term courses, on-the-job training, training of trainers, internships abroad, offshore courses and study tours, and formal degree and non-degree programs—formed the core of ATR’s trade capacity building activities. Combined with institutional development, substantive technical assistance, and improved IT resources, training helped staff add value to the Ministry’s efforts to use trade as an economic development tool. ATR’s training component also involved establishing training centers with GOEIC and developing the training function and systems with the Trade Agreements Sector and the Egyptian Commercial Service. ATR training objectives were as follows:

- Improve technical capacities of the cooperating divisions and the newly established WTO unit;
- Elevate private/public awareness of trade and WTO issues;
- Strengthen MTI staff negotiation skills and improve economic modeling skills;
- Enhance MTI’s capacity to promote Egypt’s rights in WTO;
- Improve GOEIC laboratory staffs’ technical knowledge and skills so that they can perform testing tasks more accurately and efficiently;
- Prepare the labs’ staff for accreditation in accordance with GOEIC’s accreditation plan;
- Build a strong team for GOEIC’s newly established networks and automated systems;
- Establish two effective teams for managing and performing GOEIC training activities in the Dekheila and Cairo training centers;
- Strengthen all counterparts’ analytical, writing and reporting, quantitative analysis, and management skills; and
- Elevate counterpart staff’s capability to understand, read, write, and converse in English to enhance their use of foreign resources and their ability to work in an international environment.

The ATR project implemented an extensive training program and achieved and even exceeded expected results. Training expenditures over the past four years amounted to about \$3.8 million, including funding through the DT2 program, for 322 training activities, including degrees and diplomas (115 awarded), and more than 6,500 participants from the three counterparts (TAS, GOEIC, and ECS), in addition to 42 master’s degree scholarships in

business administration, economics, and law.<sup>42</sup> ATR's training activities were comprehensive in that they targeted not only training for senior, mid-level, and entry-level officials, translators, IT and administrative staff, but also all areas of training, including IT, management, technical, language, and offshore programs. Table 1 summarizes the number of courses offered to each ATR counterparts over the life of the project and the number of participants. A list of courses for each counterpart is in Appendix F.

Table 1  
*ATR Training Courses*

Courses	Counterpart			
	TAS	GOEIC	ECS	Total
<b>IT</b>				
Number of courses	47	51	9	107
Participants	365	570	218	1153
<b>MANAGEMENT</b>				
Number of courses	4	19	4	27
Participants	88	594	49	731
<b>TECHNICAL</b>				
Number of courses	38	96	6	140
Participants	754	1207	83	2044
<b>LANGUAGE</b>				
Number of courses	5	9	3	17
Participants	192	2224	112	2528
<b>OFFSHORE</b>				
Number of courses	22	6	3	31
Participants	88	18	16	122
<b>TOTAL</b>				
Number of courses	116	181	25	322
Participants	1487	4613	478	6578

The remainder of this chapter describes ATR's training methodology, the effectiveness of training activities in each broad area of training, and the ATR master's degree scholarship program.

## TRAINING METHODOLOGY

In designing and implementing the training activities ATR's training coordinators took the following steps:

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<sup>42</sup> For statistical purposes certificate and diploma programs count as one activity each, even though each comprises several courses. MBA and MIBA programs consist of 16 courses each, 14 MA in economics, and 8 LLMS.

- Conduct training needs assessments in collaboration with counterparts on the basis of the organizations' functions, work plan, previous training activities, and gaps identified by consultants.
- Prepare training plan identifying training activities, number of participants, potential training providers, timing, location, and cost.
- Prepare training specifications for each training activity in sufficient detail to provide necessary information to cooperating organizations and training providers.
- Select appropriate training provider, append training program specifications and statement of work to subcontract or work order with training provider; brief and collaborate with training provider to ensure appropriate customization or design of training program as needed.
- Implement training program—work with counterparts to select trainees and inform cooperating organization and project staff of training program schedule.
- Monitor and evaluate training programs—attend training programs, evaluate participant satisfaction and learning, and provide results from evaluation forms to cooperating organization in a timely manner.
- Cooperate with counterpart organizations and training providers to offer follow up training as appropriate or adjust and fine tune training programs as needed.<sup>43</sup>

## MEASURING TRAINING EFFECTIVENESS

It is difficult to evaluate the effectiveness of individual training activities when each training activity is only a component of a comprehensive training program, which itself is only one component of a total capacity building effort. Below are five examples of the impact of ATR's training program on the performance of the CD/WTO staff. Following these examples we review the effectiveness of sample technical, language, management, IT, certificate programs, and offshore courses for TAS/FTS and GOEIC—the largest beneficiaries of ATR training activities—and discuss ATR's support for the establishment of GOEIC training centers.

### Examples of Training Effectiveness

Five examples illustrate the broad impact of ATR's training activities, particularly in TAS. First, when TIFA negotiations were resumed with the United States, most CD/WTO staff were chosen by the MTI senior adviser to communicate directly with the U.S. Trade Representative as part of the TIFA working groups. This reflects not only the CD/WTO staff's technical knowledge developed in part through ATR's training and support, but also their communication abilities.

Second, the CD/WTO staff led the review, and, in many cases, the redrafting of sections of the WTO Secretariat's Trade Policy Review for Egypt. To do this they used their knowledge of trade agreements and their contacts within their respective fields to obtain information.

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<sup>43</sup> Many of these steps were based on recommendations in Naficy Hussein, "Support for the Enhancement of ATR's Training Program," May 2004.

They also prepared the first draft of Egypt's Government Report and worked closely with the ATR staff in the editing of the final version of the report.

Third, heads of CD/WTO departments are now able to organize and lead meetings of the different subcommittees within the High National Committee on Doha Negotiations.

Fourth, the head of CD/WTO recently told us that on one occasion he was asked to give three presentations on the same day and that he did not hesitate to delegate two of the presentations to his staff. The head of the Trade Agreements Sector, of which CD/WTO is a part, said that he sees an amazing difference between CD/WTO staff performance now compared with before the ATR training.

Finally, while previous trade ministers relied on the Ministry's Geneva office during the heated moments of WTO negotiations, the Minister's office relied mainly on CD/WTO staff in the lead-up to the Hong Kong Ministerial Conference in December 2005. The Minister's office not only requested that CD/WTO staff deliver analysis, presentations, and media briefings, but also that four of its staff accompany the Minister to Hong Kong—one of the four accompanied the Minister to the Green Room during the negotiations.

## Technical Courses

### ***Impact on TAS/FTS***

The following courses helped staff to improve their knowledge of trade theory, trade models, and trade in services.

- ***Commercial diplomacy:*** This program was offered to CD/BMA and CD/WTO staff. It allowed staff to first take a short course on macro- and microeconomics with emphasis on trade theory, followed by an intensive weeklong course on WTO agreements and a course on trade negotiations. The program included tests and presentations and exposed staff in two key TAS departments to most WTO agreements and allowed them to participate in simulated negotiations.
- ***Agriculture negotiations:*** CD/WTO agriculture staff were exposed to lectures from some of the world's foremost experts in agriculture trade, including experts from the WTO Secretariat. They also received on-the-job-training in the use of agricultural trade data to analyze the impact of agriculture negotiations on Egypt. They are now able to run agricultural trade models and provide solid input to the Minister on Egypt's position in the WTO negotiations in ways that few developing countries can hope to replicate.
- ***Services negotiations:*** Services experts provided the CD/WTO services team with general and on-the-job training in analyzing the impact of services trade liberalization in specific services sectors. ATR, in collaboration with the WTO Secretariat's Services division A, organized a customized two-week training program for the team. As a result of this program, the Egyptian services team has more sophisticated knowledge of trade in services than most services teams in developed or developing countries. They are able to explain the trade liberalization process to stakeholders in the public and private sectors and the syndicates, and they were able to draft the initial and revised services offers for Egypt—one of the first countries to do so.

### ***Impact on GOEIC***

GOEIC managers reported the following effects of ATR technical courses, especially in food and industrial goods inspection:

- Built second-line expertise.
- Created opportunities to exchange experiences through labor rotation.
- Refreshed specialists' knowledge.
- Achieved a 20 percent increase in the speed of using lab equipment.
- Developed more confidence in work skills resulting in better performance.
- Obtained more accurate results proved through verification.
- Improved sharing of knowledge and experience among the employees.
- Decreased percentage of errors in inspection.
- Decreased time for preparing samples for inspection.
- Decreased rate of technical inquiries.
- Helped the process for paper lab accreditation.
- Achieved a perfect score in the international professional tests.

## **Language Training**

### ***Impact on TAS/FTS***

TAS/FTS managers reported the following effects of ATR language training on staff:

- ***Report writing—English and Arabic:*** Reports are composed on the computer—no time is spent composing on paper first. Trade remedies investigators now write their own reports; data entry personnel wrote them in the past.
- ***English courses:*** Communication skills have improved; correspondence, letterhead, and templates are used, modified, and updated. At the antidumping workshop many central department staff made presentations in English. One manager reported an 80 percent increase in English proficiency and substantially improved writing skills.

### ***Impact on GOEIC***

English courses are very important for employees in GOEIC laboratories. Such courses enable them to read and interpret standards specifications and write their reports in English. Though the English courses began late in the project, GOEIC managers report the following positive effects.

- The staff of several industrial labs are now capable of joining the standards specifications and modernization committees in the Egyptian Organization for Standardization.
- Employees' understanding of correspondence has improved.
- Employees have a better understanding of quality manual directions, which has led to improved performance.
- Laboratory staff are more willing to read reference books.

- Employees insist on conversing with each other in English for practice.
- Employees are more confident conversing in English with foreign experts or when attending conferences and courses in English.

## Management Training

### *Impact on TAS/FTS*

TAS/FTS managers reported the following impact of the management training they received, particularly the 11-module senior manager's course:

- People are more accepting of organizational change, work plans, job descriptions, performance evaluations, and teamwork.
- Staff acquired new knowledge and skills that enable them to perform additional tasks, such as making presentations and speeches and writing reports.
- Teamwork and team building is better than before. Teams are formed based on the complexity of the task, staff members' strengths and weaknesses, and the work plan.
- Staff are more supportive, cooperative, and communicative, which has added to their loyalty and commitment to their work.
- More reasonable and scientific methods are applied to problems.
- Increased transparency across managerial levels, as well as between employees, helped speed and facilitate the exchange of information and experiences among staff.
- Senior staff started coaching and mentoring junior staff.
- Presentations are becoming more precise as presenters become self-reliant, expressive, and hold the attention of attendees.
- Reports and summaries are more practical and objective.
- Officials are participating more effectively in seminars and conferences.
- Skills for dealing with the public have improved.

## Management and Quality Training

### *Impact on GOEIC*

The fact that the GOEIC paper lab, chemistry lab, organoleptic lab, and pesticides residue lab have been accredited is testament to the impact of the management and quality training. The effects of GOEIC's management and quality training are

- Staff have a proven capability to perform accurate uncertainty calculations.
- The success of the accreditation audit was attributed to quality training courses.
- Quality department staff have the experience to support other lab accreditation included in GOEIC's strategic plan.
- Quality courses helped to improve the accuracy of the calculations, which, when applied, led to the accreditation of three parameters of the pesticides residue lab.

- Auditing courses produced many technical assessors in addition to one international technical assessor.
- International accreditation experts were impressed with the quality of GOEIC's assessors when they conducted assessments.
- The high level of internal audit helped to ensure a smooth external audit with no nonconformities.

## IT Training

### ***Impact on TAS/FTS***

ATR provided the TAS/FTS staff extensive training in a variety of areas, including technical support, network and security, and database and programming. The IT manager reported the following impacts:

- ***Technical support:*** Troubleshooting of hardware and network problems is now based on scientific methods. Technical support staff are more skilled and able to solve problems more quickly. Network performance measures 90 percent compared with 60 percent before the training, and network infrastructure has expanded 50 percent.
- ***Users:*** The IT department has seen a 60 percent decrease in technical support requests from users after they completed the Microsoft package training.
- ***Network and security:*** The network staff upgraded the network operating system from a Windows 2000 to a Windows 2003 server and documented the entire network inventory. A PIX Firewall has been installed and configured to protect the network from intruders. A highly secured TAS/FTS network is being redesigned and implemented. TAS/FTS IT helped plan and is implementing a correspondence system. Security has become one of the critical components in design and implementation of the IT infrastructure.
- ***Database and programming:*** Retrieving data from the foreign trade statistics database is now available through an intranet. New databases have been developed, including a foreign trade database (rebuilt), employee profiles database, and a customs statistics database.

### ***Impact on GOEIC***

GOEIC benefited greatly from ATR's IT training, especially as it related to GOEIC and Ministry IT initiatives, such as the automation plan and the data warehouse. GOEIC managers cited the following effects of ATR-sponsored IT training:

- Knowledge and experiences gained from courses have supported implementation of GOEIC's automation plan.
- With the cooperation of IT solution providers, trainees are now responsible for GOEIC's networks and automation implementation.
- Trained employees worked with programmers inputting 20 programs in the automation plan; they were more capable of understanding GOEIC's requirements than the programmers.
- Increased report production capability.
- Produced the Unified Statistical Form—the data collection tool for the data warehouse.

- Published GOEIC's circulars presented to the Minister of Trade and Industry and the Chairman of GOEIC. Circulars include reports on all GOEIC's activities in a certain time period illustrated with charts and graphs.

## Certificates and Diplomas<sup>44</sup>

### ***Impact on TAS/FTS***

ATR offered several certificate and diploma programs to TAS/FTS to help staff improve their knowledge in specific areas. These programs included modern accounting certificates, advanced accounting certificates, office diploma, business diploma, international negotiations diploma, and translation diploma. These programs had the following benefits:

- ***Modern and advanced accounting certificate:*** Helped participants qualify for the Egyptian Auditors and Accountants Association, and facilitated accounting process and applications. Acquired knowledge is applied practically in studying and discussing key antidumping cases.
- ***Office and business diploma:*** Enhanced administrative and managerial skills, especially in planning conferences, meetings, seminars, and events; improved correspondence, secretarial, communication, and team work skills; trained staff in developing surveys, work plans, and meeting agendas.
- ***International negotiations diploma:*** Created awareness of negotiations methods and strategies and their practical applications; upgraded participants' report writing skills; and upgraded participants' knowledge of legal and technical terminology.
- ***Translation certificate:*** Translators are now performing accurate and timely translation from English to Arabic, and vice versa, of subsidy, antidumping, and safeguard issues, as well as trade agreements, catalogs and manuals. The training also increased the number of qualified, competent, and reliable translators at TAS/FTS.

## Offshore Training

### ***Impact on TAS/FTS***

Offshore courses, study tours, and internships allowed TAS/FTS officials to observe how trade policy is formulated and implemented in other countries. In most cases officials returned ready to make changes to their work environment:

- ***Law internships with White & Case:*** ATR funded internships for four TAS lawyers in the Geneva and Brussels offices of the U.S. law firm White & Case. The first intern returned to the Ministry and established and headed TAS' Legal Research and Analysis Unit. The unit has since participated in discussions and consultations in different trade remedies and dispute settlement cases. The participants succeeded in revising the antidumping regulations that were formulated in 1995 to address shortcomings and differences.
- ***U.S. trade remedies study tour:*** The study tour further established the need for legal advisers who report directly to the First Undersecretary and whose responsibilities include

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<sup>44</sup> No certificate or diploma programs were deemed relevant or offered to GOEIC.

ensuring consistency and compliance with all technical aspects of procedures and investigations in the WTO legal texts. It also convinced staff of the need for a better archival system and for implementation of the automated work flow system. The head of CD/ITP reported that the level of understanding of advanced technical issues increased from 30 percent to 80 percent following the study tour.

### ***Impact on GOEIC***

GOEIC offshore training consisted of training courses and study tours aimed at exposing GOEIC officials to best international practices in conformity assessment procedures.

- ***High pressure liquid chromatography (HPLC) training course—United States:*** The course introduced staff to new techniques in testing the chromatography. Managers report that trainees' performance on HPLC techniques has increased 50 percent, and that they acquired new information, such as the effect of temperature on the HPLC.
- ***Agri-Food and Veterinary Authority (AVA) training course—Singapore:*** The course trained staff in handling test items, scientific language, research techniques, and simplified test methods. On returning to Egypt, trainees began applying the technical methods they learned in Singapore. They were given the AVA quality manuals, which have been helpful in preparing GOEIC's quality manuals and documents, and the AVA labs layout, which they gave to GOEIC laboratory designers to consider when designing new labs or redesigning and modifying existing labs. All the materials and documents that trainees received in the course were made available to other employees in the pesticides residue lab. GOEIC released a new version of modified standard operating procedures that adopts the methodology implemented in AVA Singapore.

## **ATR Assistance and Training**

### ***Impact on Dekheila Training Center***

In 2003 ATR worked with GOEIC to establish a training center in Dekheila to address the training needs in GOEIC labs and offices in Alexandria and nearby branches. ATR assistance and training had the following impact:

- Train-the-trainers program trained 16 MS Office trainers: 9 in Cairo and 7 in Dekheila. A GOEIC manager said this was the first time that GOEIC had professional trainers.
- Courses independently conducted by the Dekheila Training Center include 10 MS Office courses for 250 GOEIC trainees and 3 management and quality courses for 70 GOEIC trainees, in addition to ongoing hands-on automation training for users.
- Trainers participated in the proposal preparation for the Laboratory Information Management System (LIMS), which includes systems for automating standards, validation, maintenance, warehouse, test methods, and bar codes.
- A GOEIC manager said, "the Dekheila Training Center has contributed to all the success of the food inspection labs by providing the requirements for lab accreditation."

### ***Impact on Cairo Training Center***

ATR helped GOEIC establish a Cairo Training Center to address the training needs of GOEIC's offices and labs in Cairo and nearby branches. ATR assistance and training had the following impact:

- MS Office trainers at the Cairo Training Center are training GOEIC employees to use e-mail and the Internet.
- GOEIC has developed a training manual for departments and centers.
- GOEIC performed a training needs assessment for the next three years.
- Training plans and implementation are developed jointly among the Cairo and Alexandria staff.

### **ATR MASTER'S DEGREE SCHOLARSHIP PROGRAM**

The ATR master's scholarship program was one of the cornerstones of the project's capacity building activities because it represented the best opportunity to ensure that ATR's technical assistance was sustainable. The following discussion includes program objectives, results, impact, success factors, and problems to be avoided in future scholarship programs. The objectives of the scholarship program were to

- Provide candidates with deeper and broader skills than intermittent courses could provide.
- Provide candidates with a core set of skills on which future specialized training can be based.
- Guarantee structured, multi-focused training that overcomes the ad hoc nature of short-term training.
- Provide selected government staff with a broader perspective on their areas of specialization.
- Build staff capacity at counterpart organizations in economics, management, and policymaking.
- Build middle-management capabilities in counterpart organizations.
- Create incentive for staff and management for career planning and long-term commitment.

The ATR project held three rounds of scholarship competitions, which consisted of math, essay, and interview sections in English. The project awarded 45 scholarships to candidates from the Trade Agreements Sector, Foreign Trade Sector, Egyptian Commercial Service, and the General Organization of Export Import Control. In the first competition six scholarships were awarded to each of the main three counterparts, the WTO Unit, FTS, and GOEIC.<sup>45</sup>

The second and third rounds of competition were open to staff from TAS—including the former WTO Unit, now the CD/WTO—ECS, and GOEIC. To get the best possible candidates, no prescribed number of scholarships were set for each organization, though the number of scholarships per organization were limited. The five LLM scholarships were

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<sup>45</sup> The Trade Agreements Sector did not exist during the first competition, and ECS had excluded itself from ATR technical assistance at the time.

awarded to TAS staff on the recommendation of an ATR consultant and the English language test administered by the AUC.

Scholarship recipients were required to enroll as full-time students every semester, maintain at least a B average, and commit to working with the Ministry for a minimum of three years following graduation. Scholarship recipients paid the university application fees and TOEFL exam fees; the project funded tuition, textbooks, and graduation fees.

The first round scholarship recipients were offered a choice of enrolling in the following Cairo-based master's degree programs:

- MBA Arab Academy
- MBA AUC
- MBA AUC/Heriot-Watt University (Scotland)
- MBA Regional IT Institute (RITI)
- MA in Economics AUC
- MPA AUC

In the first round, all but two scholarship recipients chose to pursue MBAs. The Ministry developed a special MBA program in collaboration with the Foreign Trade Training Center (FTTC) specifically for trade ministry officials and private sector individuals interested in trade; the second and third scholarship rounds therefore offered MBAs with the Arab Academy/FTTC.<sup>46</sup>

## Scholarship Program Results

The scholarships were distributed as follows:

- Twenty TAS, ECS, and GOEIC staff received MBAs in international markets from the Arab Academy/Foreign Trade Training Center.
- Eleven TAS, ECS, and GOEIC officials will receive MBAs in international markets from the Arab Academy/FTTC in January 2007.
- One TAS official received an MA in economics from the AUC; one TAS official will receive the same degree by December 2006.
- Two TAS officials will receive their MIBA degrees from the Arab Academy in July 2007.
- Five TAS officials will receive LLM degrees from the AUC by June 2007.
- Six officials did not complete the program: two GOEIC officials failed after two semesters at the Arab Academy; two TAS officials failed the AUC/Heriot-Watt MBA program; one GOEIC official dropped out of the Arab Academy MBA program; and one TAS official could not continue the MBA program for personal reasons. The unspent funds from these scholarships were used, with USAID concurrence, to sponsor five other recipients who will receive degrees in January 2007.

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<sup>46</sup> The two officials who chose the MA in economics scholarship applied to that program before the ATR scholarship competition.

The majority of scholarship recipients have remained with their respective organizations. Two scholarship recipients have since left the country after getting married and are taking a leave of absence, and one has moved to the Ministry of Foreign Affairs where he is working on WTO issues and coordinating with the CD/WTO.

ATR scholarships by master's degree recipients or candidates' organization are as follows:

- TAS/FTS: 31 scholarships (22 MBAs, 5 LLMS, 2 MA Economics, 2 MIBAs)
- ECS: 7 MBA scholarships
- GOEIC: 4 MBA scholarships

Scholarships by department within the Trade Agreements Sector are as follows:<sup>47</sup>

- CD/WTO: 15 scholarships (12 MBAs, 1 MA economics, 2 LLMS)
- Trade Policy Analysis Unit: 6 scholarships (5 MBAs, 1 MA economics)
- CD/ITP (trade remedies): 3 MBA scholarships
- European Partnership Analysis Unit: 2 scholarships (one MBA, one MIBA)
- CD/BMA (bilateral and regional agreements): 2 scholarships (one MBA, one MIBA)
- Legal Research and Analysis Unit: 3 LLM scholarships

## Impact of Master's Scholarships on TAS

Most scholarship recipients work in TAS, and the ATR project is hosted in TAS/FTS; therefore, ATR's advisers are more familiar with the performance of TAS staff and are able to observe changes in the organization that are a result of the scholarship program. With the support and leadership of the head of TAS, several institutional development activities—including establishment of the CD/WTO organization structure, development of the TAS work plan and performance appraisal, and drafting of job descriptions—were taking place at the time that many staff were pursuing master's degrees. The institutional development work helped create an improved work environment and the staff were able to contribute to the work.

Unquestionably, the most important institutional and managerial changes are taking place in the CD/WTO, where staff have received 15 master's degree scholarships, including 12 MBAs. One of the primary reasons for sponsoring MBA scholarships was to develop middle-management capabilities in counterpart organizations, especially the CD/WTO. An indication of the impact of the MBA program is the extent to which MBA scholarship recipients from the CD/WTO were promoted to middle-management positions in an ATR-led restructuring of the central department in late 2004. Of the 15 middle-management positions created, 8 were assigned to MBA scholarship recipients, including 2 of the four general managers. The First Undersecretary of TAS cited this as the best sign that the MBA program has been successful.

Furthermore, MBAs—and with them institutional/managerial change—in the CD/WTO are concentrated in two general departments: GD/Goods and GD/Services, which have eight

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<sup>47</sup> Though TAS and FTS remain separate entities, most staff, including all scholarship recipients, have moved from FTS to TAS.

MBA among them. Senior staff hold staff meetings, track individual performance, provide staff with positive reinforcement, and have visions for the future. They are better team players and time managers, are more productive, mature, responsible, enthusiastic supporters and, indeed, initiators of institutional and managerial initiatives (e.g., work plans, performance appraisals) and are greater assets to the Ministry. Not only are they critiquing their supervisors' management styles, but also are seeing possible improvements around them, and more important, are taking action.

When first round MBA scholarship recipients were asked near the end of their studies what skills the MBA had affected most in their work, they listed improved skills in the following in order of importance:

- Management
- Leadership
- Time management
- Presentation skills
- Analytical

Staff in the GD/Goods and GD/Services departments have accomplished a tremendous amount of work in the WTO negotiations—whether in analyzing proposals; estimating impact; making presentations to private sector groups, media, and the Minister; or leading High National Committee meetings and discussions. Now that the negotiations have slowed, they are turning their attention to WTO compliance issues. The CD/WTO MBA recipients, in particular, have received high praise from the Minister and his staff, especially during the pressure-packed moments of the WTO negotiations. At a time when previous ministers would have relied on the ECS Geneva staff, the current Minister found that experienced ECS Geneva staff had rotated out and that the only reliable expertise was at the CD/WTO.

With TAS and FTS leadership aiming to merge, creating an entity responsible for trade agreements and trade policy, the MBA scholarship recipients are being viewed as the future leaders of the merged entity. In addition to working on WTO issues, they would be involved in trade policy and negotiating bilateral and regional agreements—they have already begun to work on the latter.

In sponsoring the MBA scholarships, one of the early fears was that officials would leave the Ministry after graduation, but more candidates are talking about how to effect change in the Ministry and being more effective, customer-oriented public servants than about going to the private sector. The number of officials wanting to leave the Ministry has decreased substantially since the scholarship program was instituted. But the program is not the sole reason staff are choosing to stay; other reasons include an improved institutional environment, better work space, improved work equipment, and for many, higher salaries.

Although the preceding discussion has focused on the MBA program, the LLM at AUC is beginning to pay off as well. To qualify for the LLM program, Legal Research and Analysis Unit staff (and two candidates from CD/WTO) took English courses that had a substantial impact on their writing and speaking abilities. The head of the unit, herself an LLM scholarship recipient, reported that her staff's analytical writing skills are improving

significantly and that in consultations with other countries they are doing work that used to be done exclusively by the Ministry's foreign lawyers.

## Success Factors

Though the ATR master's degree scholarship program is a definite success at TAS, especially the MBA's at the CD/WTO, it cannot be generalized that a master's scholarship program will yield benefits to recipients or to recipients' organizations. Described below are the success factors in the ATR program that can be applied to future scholarship programs.

- **Right candidates:** The candidates for the most part were very able, motivated, and committed to making the best use of the scholarship. MBA recipients, who were already technically savvy in their own areas, have had much more of an impact because they can approach management with confidence and can serve as mentors to new hires. While technical training and mentoring by ATR and other donors helped, the candidates themselves were special. They are now strongly pushing ATR/TAPR II to offer scholarships and encouraging their staff to get MBAs.
- **Scholarship competition:** Because the ATR project did not know the capabilities of most of the Ministry staff, a competition that included a quantitative section, essay, and interview was the best way to select the most talented candidate in a transparent and fair manner.
- **Master's degree program:** The MBA program consists of 16 courses in English. Without the master's program ATR would have had to organize 16 short-term courses for staff, and the outcome, attendance, and commitment would not have been nearly the same. Moreover, most staff have difficulty committing time and resources to short-term training courses, especially when supervisors require urgent work. The master's program required a serious time commitment and included tests and team projects. Beyond managerial skills, it provided training in broad and necessary skill areas, including conversational and written English, oral presentations, Excel, and teamwork. Finally, program classes were not held on weekdays to minimize the negative impact on work.
- **Critical mass:** As mentioned earlier, the most impact is in departments with the highest number of MBA candidates and graduates where officials are able to reinforce each other, encourage and support each other's ideas, and are more receptive to management concepts. In other departments where there are only one or two MBA graduates, or where graduates are dispersed, managerial and institutional change has proceeded at a slower pace. The other reason critical mass is important is that even with a solid selection process some people will not succeed for a number of reasons—personal, departure, or they simply fail.
- **Peer pressure:** In several instances non-scholarship recipients enrolled in the MBA program at their own expense so that they would not be left behind. In some cases the ATR project funded their remaining studies when other scholarship recipients dropped out of the program. In other cases non-scholarship recipients worked much harder to keep up with the scholarship recipients with the hope of qualifying for future scholarships.
- **Accompanying measures:** Beyond critical mass, the organizations that benefited the most were those that ATR supported most strongly through institutional development. Without ATR- and Ministry-sponsored institutional change and mentoring, the MBA program would likely not have yielded similar results.

- **Leadership:** TAS/FTS leadership recognized right away that the master's program, particularly MBAs and LLMS, would have a positive impact on their institutions and encouraged candidates through promotions, salary increases, and by listening to their ideas. Moreover, the leadership embraced many aspects of managerial change and institutional reform that permitted the master's degree recipients to effectively use their training in the Ministry.
- **Mentoring:** Mentoring TAS staff through their work- or career-related issues helped put the master's degrees in perspective. A full-time lawyer hired by the Ministry is helping the LLM scholarship recipients apply their skills in work-related cases.

The ATR master's scholarship program was not without flaws. Lessons were learned through successive rounds of scholarships that will be applied in TAPR II.

## Scholarship Program Lessons Learned

Implementation of the program did create problems for the Ministry and ATR. The most significant problem was that the large number of MBA candidates in some units made it difficult to get work done during exams or when major projects were due. Although it is advantageous for co-workers to pursue master's degrees at the same time (e.g., to share notes, study together, motivate each other, and apply studies to institutional development), it is important to ensure a better balance between the concept of critical mass and scholarship recipients so concentrated in one area that work is disrupted.

The MBA program created a problem for organizing other training and technical assistance. Other activities had to be scheduled around the MBA program, often making it difficult to achieve other training objectives. Avoiding high concentrations of MBA candidates in departments would avoid this problem as well.

Most scholarship recipients pursued the MBA in international markets at the Arab Academy/FTTC. Although the MBA core courses were very good, the specialization courses could be improved. TAPR II is planning to work with the Arab Academy/FTTC to improve the faculty and trade curriculum.

Because of the relatively lighter workload of the Arab Academy/FTTC MBA program, some of the preceding issues were less of a problem than they might have been had the students attended other institutions. As scholarship candidates seek degrees from AUC, the negative impact of the previous program on the Ministry and the project may become greater given the more difficult work load at AUC.



## 6. Lessons Learned

The primary lesson from the ATR project is that sustainable policy change occurs when the staff of the agency implementing the change understand its basis and believe in its importance. Traditional technical assistance can point governments in the right direction, but making sure that change occurs and that it endures, takes more than a good report, even if that work is supplemented with longer-term support for implementation.

The most successful parts of the ATR project were those where over the course of years, the project staff worked closely with officials in the government to ensure that they had the capacity to make the adjustments that were necessary to implement real changes. One of our counterparts summed this up by pointing out that his staff are now capable of developing trade liberalization proposals and explaining them to the private sector. In this way, the staff are able to generate the support needed from stakeholders for changes that might impose losses on certain participants in the economy but that produce larger gains for the country.

Another lesson is that effective structural change in a government agency in Egypt has to come from a coordinated, broad-based effort at change management supported by active leadership at the top of the agency. This requires a well-balanced mix of technical assistance, mentoring, institutional reform, formal training, and material support driven by a clear vision of what the organization must accomplish. Where there is a vision and support for change, success can be achieved—if both do not exist together, long-lasting change is difficult if not impossible to obtain.

Both vision and support appeared to be present in the Trade Agreements Sector. Leadership at TAS and the quality of its staff were critical to the success of ATR activities. ATR's efforts, whether institutional development, training, mentoring, technical advice, or IT support, made that success possible. ATR's interventions in other organizations were successful but more focused. In GOEIC, ATR supported the modernization of GOEIC's labs and IT systems, and the project had a significant impact on the way in which training is provided and managed in the organization. In ECS, ATR's late start in providing support meant that change was focused in only a few offices.

One reason for the problems that ATR encountered with some counterparts was that they had not been significantly involved in developing the project scope of work. When the counterpart and USAID negotiated the scope of work, better results were obtained. Expectations were reasonable on both sides, and compromises were reached where differences remained. Where counterparts were less involved in developing the scope of work, wider gaps existed between the various parties and progress was more difficult. A good example was the difficulty ATR encountered working with ECS early in the project.

Other lessons learned is the importance of proximity to counterparts in a capacity building project. ATR was co-located in TAS and FTS, and the project and Ministry staff were in daily contact. This greatly facilitated the project's work. Moreover, when the project and ECS moved to the new buildings in Nasir City, it became easier to expand support to the organization.

With respect to training, it is clear that a degree program can yield tremendous benefits to an organization. For ATR training was a critical factor in keeping key counterpart staff in the Ministry and encouraging them to become change agents. Also, staff commitment to degree programs is very strong, and such a program appears to yield better results than a series of short-term training courses. But a degree program has a down side. At various times during the project, it was difficult to schedule important short-term training because so many people were involved in degree program training. Moreover, the degree programs were often so demanding that the day-to-day work of the Ministry suffered. The key is to strike a balance among short-term training requirements, degree program training, and the daily demands of the workplace.

Sustainability is also an important issue. ATR initiated a number of new programs in the Ministry and provided significant material support. Despite encouraging the Ministry to prepare for the end of the project and of certain assistance, little was done to ensure a smooth transition. Resolving this for future projects is difficult. Efforts should be made to ensure continuous buy-in during the life of the project. In addition, USAID should limit the amount of operational support that projects provide to the government.

Finally, a lesson learned from our IT work is that projects need to be integrated into agency operations and not be viewed by staff as additional work. The organization's leadership needs to show interest and support and constantly remind staff that new systems should be used, otherwise the systems will likely be underused.

# Appendix A. Long-term Advisers

Name	Position	Arrival	Departure
<b>RESIDENT EXPATRIATE ADVISERS, APRIL 2002–SEPTEMBER 2006</b>			
Michael Anderson	Macroeconomist and Chief of Party	Apr 2002	Dec 2002
Rasik Joshi	Institutional Development Specialist	Apr 2002	May 2004
Alaadin Morsy	Management Information System Specialist	Jun 2002	May 2003
Timothy Buehrer	Senior Trade Specialist	Aug 2002	Dec 2002
Timothy Buehrer	Senior Trade Specialist and Chief of Party	Jan 2003	Sep 2006
Rachid Benjelloun	Trade Specialist	Aug 2002	Sep 2006
Nadir Sati	Management Information System Specialist	Aug 2003	Mar 2004
Christopher Rodrigo	Macroeconomist	Aug 2003	Mar 2004
Alvaro Garcia	Management Information System Specialist	Oct 2004	Apr 2006
Thomas Hutcheson	Macroeconomist	Nov 2004	Aug 2006
Victoria Waite	Trade Specialist	Apr 2005	Sep 2006
<b>EGYPTIAN ADVISERS, APRIL 2002–SEPTEMBER 2006</b>			
Abdel Wahab Heikal	Senior Trade Specialist	Apr 2002	Sep 2006
Sahar Tohamy	Senior Macroeconomist	Apr 2002	Apr 2006
Ahmed Ali	Senior Institutional Development Specialist	Sep 2004	Sep 2006
Samir Hammad	Laboratory Testing and Accreditation Specialist	Oct 2004	Mar 2005
Khaled Fahmy	Laboratory Testing and Accreditation Specialist	Feb 2006	Sep 2006



# Appendix B. Short-term Expatriate Advisers

	Consultant name	Start Date	Topic
1	James Penkusky	April 2002	Project Startup, Accounting, etc.
2	Horace Crowe	April 2002	Comprehensive Training Needs Assessment
3	Richard Blackhurst	May 2002	Analysis of the Benefits of the WTO
4	Jim Cassing	April 2002	Training Needs Assessment
5	Lance Graef	May 2002	Management Support
6	Richard Self	May 2002	Services Negotiation Support
7	Judy Goans	September 2002	TRIPS briefing document, outline recent developments and summarize other countries proposals
8	Cliff Barton	December 2002	The Trade Services Center
9	David Merrill	December 2002	Project Management
10	John Landos	January 2003	Dekheila Training Center Design
11	Charles Bauman	January 2003	Proposed Automation of the temporary Admission System for imports into Egypt
12	Khalida Fazli		Analysis of trade data
13	William Green	January 2003	Proposed Automation of the temporary Admission System for imports into Egypt
14	Jonathan Smith	February 2003	Proposal of training interventions for FTFS and CD/WTO management strengthening
15	Bryan Samuel	February 2003	Drawing from other countries experiences in preparing for FTA negotiations with the united states
16	Lance Graef	March 2003	AWFS procedures analysis
17	Fulvio Carbonaro	March 2003	Preparation of an Action Plan for AWSF
18	Lynn Holec	April 2003	Course in accounting for investigations of anti dumping duty margins
19	Lisa Yarmoshuk	May 2003	Trade remedies work process - safeguards and subsidy investigations
20	Michael Hathaway	June 2003	Dispute settlement training program
21	Jan Bohanes	June 2003	Dispute settlement training program
22	Lisa Yarmoshuk	July 2003	Completed the business procedures including flowcharts for the anti dumping and safeguards procedures
23	Victoria Waite	July 2003	Home Office Management and technical work
24	Fulvio Carbonaro	July 2003	Identify Software for AWFS
25	Peter Minor	August 2003	Changing International Trade Rules for Textiles and Apparel
26	Judy Goans	September 2003	Training on TRIPS compliance issues

	Consultant name	Start Date	Topic
27	Jonathan Smith	September 2003	GOEIC Training Center institutional strengthening
28	Jaleen Moroney	September 2003	Establishing a Trade Services Center for GOEIC
29	Laura Sallstrom	September 2003	Computer Services assessment
30	Fulvio Carbonaro	October 2003	Draft Action Plan for the Development of AWFS
31	Eric Weaver	October 2003	The Commercial Service: Considerations for Improving Operational Effectiveness
32	Beryl York	October 2003	Draft Statement of functions of the central Department of Bilateral and Multi lateral Agreement and Draft Job Description of TAS
33	Peter Minor	October 2003	Further work on textiles that he did in Sept
34	Beryl York	November 2003	Assist in institutional development of TAS
35	Charles Vandervoort	November 2003	Transportation Services Assessment
36	Lance Graef	November 2003	Trade Negotiations program
37	Victoria Waite	November 2003	Trade Negotiations program
38	Edward Russell	December 2003 and January 2004	Financial Services and Egypt's Commitments in the GATS
39	Richard Self	December 2003	Financial Services and Egypt's Commitments in the GATS
40	Jaleen Moroney	December 2003	Management Support
41	Jeanmarie Meyer	January 2004	Capacity Building in Transparency in Government Procurement
42	Jesse Kreier	January 2004	Training course provided to CD/ITP Subsidies/countervailing duty training
43	Judy Goans	January 2004	Training on Geographic indications report
44	Dorothy Stephenson	January,2004	Analysis of the impact of Trade and Economic Policy Reforms on key sectors of the Egyptian Economy
45	Dirk Stryker	January,2004	Analysis of the impact of Trade and Economic Policy Reforms on key sectors of the Egyptian Economy
46	Lynn Salinger	January 2004	Analysis of the impact of Trade and Economic Policy Reforms on key sectors of the Egyptian Economy
47	Daniel Plunket	January 2004	Analysis of the impact of Trade and Economic Policy Reforms on key sectors of the Egyptian Economy
48	Lisa Yarmoshuk	February 2004	Training on subsidies/countervailing duty Investigation
49	Paul McGarr	February 2004	Training on subsidies/countervailing duty Investigation
50	Jaleen Moroney	February 2004	Fourth semi annual Report, Replacing Chief of Party
51	Beryl York	February 2004	Further support of institutional development for TAS
52	Charles Vandervoort	February 2004	Transportation Services Assessment
53	Vilayoun Loungnarath	February 2004	Dispute settlement training program
54	Vilayoun Loungnarath	March 2004	Dispute settlement training program
55	Paul Moore	March 2004	Central department for Bilateral and Multilateral Agreements: functions, Training and development
56	Thomas Freidman	March 2004	Training on WTO Agriculture Issues
57	Lisa Yarmoshuk	April 2004	On-the-job training for the CD on Intl. Trade Policies
58	Stephen Magiera	April 2004	Trade Policy Options for the Egyptian Automotive Sector
59	Hussein Naficy	April 2004	Support for Enhancement of ATR's Training Program
60	Soliman Shenouda	May 2004	Support for the development of the GOEIC work plan for 2004-2006
61	John Beyer	May 2004	Management Visit and participation in the ATR

	Consultant name	Start Date	Topic
			Steering Committee retreat
62	Hilton Settle	May 2004	The potential for charging fees for services provided by GOEIC
63	Alvaro Garcia	June 2004	Proposed Enterprise Architecture Framework for the Ministry
64	Akrum Bastawi	June 2004	Export promotion recommendations
65	John Landos	August 2004	Assessment of Egypt's compliance with the Sanitary and Phytosanitary Standards Agreement
66	Steve Magiera	August 2004	Extension of the analysis of the Egyptian auto industry
67	Lisa Yarmoshuk	September 2004 and October 2004	Assist TAS in implementing a strategy to develop legal and dispute settlement capacity
68	Victoria Waite	September 2004	Technical assistance and capacity building for central dept for bilateral and multilateral agreements CD/BMA
69	John Landos	November 2004	SPS Compliance Phase II
70	Kenneth Parson	December 2004	A proposed quality system design for GOEIC
71	Peter Minor	December 2004	Training course on the GTAP model
72	Ahmed Yousef	December 2004	Assisting GOEIC establish food microbiology labs
73	Ben Irvin	December 2004	Training and mentoring program on WTO accession and trade facilitation for staff from CD/WTO
74	Victoria Waite	January 2004	Commercial Diplomacy Training for TAS
75	Craig Thorn	January 2005	Agriculture Negotiations Analysis
76	Kevin Brennan	January 2005	Strategic reorientation for the Egyptian Commercial Service
77	Eric Weaver	January 2005	Training and Orientation program for the Junior staff of the Egyptian Commercial Service
78	Sherry Stephenson	January 2005	Commercial Diplomacy training for TAS
79	Judy Goans	January 2005	Conducting a legal writing course for lawyers from TAS
80	Ed Nemeroff	February 2005	Provided training on the WTO Technical Barriers to Trade Agreement
81	Michael Watkins	February 2005	Trade Policy Course for thirty Egyptian officials
82	Craig Van Grassek	February 2005	Trade Policy Course for thirty Egyptian officials
83	Beryl York	February 2005	Performance Appraisal system for TAS
84	Lisa Yarmoshuk	April 2005	Accompany Egyptian Trade Remedies Delegation to United States
85	Ilaha Gadjeva	April 2005	Support Egyptian Study Tour on Trade Remedies to United States
86	Judy Goans	April 2005	Draft Legislation on IPR border measures
87	Beryl York	August 2005	Practice performance appraisal for CD/WTO
88	Miles Light	August 2005	FTPAA a basic GAMS model of the Egyptian economy and extensive documentation regarding data on economy
89	Heath Cox	August 2005	End of project summary and a power point presentation of guidance for industrial forms
90	Judy Goans	September 2005	Continue work with the CD/WTO IPR group to analyze compliance with IPR Law No 82/2002
91	Thomas Kelleher	October 2005	Egypt's free zones
92	Fulvio Carbonaro	October 2005	Approach to implementing the GOEIC Automated Workflow Solution
93	Steve Magiera	November 2005	Technical assistance on agriculture and non agricultural market access to WTO

	Consultant name	Start Date	Topic
94	Matthew Reisman	October 2005	Support Steve Magiera re agriculture negotiations
95	Elizabeth Arrigoni	2005	Editorial Support
96	Lance Graef	November 2005	Attend pre-Hong Kong conference – NAMA, and a management visit
97	Craig Thorn	November 2005	Attend pre-Hong Kong conference - Agriculture
98	Bernard Hoekman	November 2005	Attend pre-Hong Kong conference – Keynote Address
99	Judy Goans	November 2005	Presentation at joint ATR-TEP/A pre Hong Kong Conference
100	Richard King	November 2005	Attend pre-Hong Kong conference - Rules
101	Hoe Lim	November 2005	Attend pre-Hong Kong conference - Services
102	Judy Goans	June 2005	Ensuring IPR border enforcement, providing assistance to CD/WTO IPR group to conduct the TRIPS compliance analysis
103	Beryl York	November 2005	Performance Appraisal system for TAS
104	Thomas Butterworth	November 2005	Addressing Egypt's Shelf life standard
105	Armando Rodriguez	January 2006	Technical support provided to the Egyptian Competition Authority
106	Robert Fisher	January 2006	Training on Free Trade Agreements
107	Judy Goans	January 2006	IPR border measures implementation workshop
108	Tim Trainer	February 2006	Training on IPR border measures
109	Michael Hathaway	February 2006	Technical assistance on rules of origin
110	Steve Magiera	March 2006	Analyze the impact of potential outcomes in the agriculture negotiations in Doha Development Agenda
111	Matthew Reisman	March 2006	Analyze the impact of potential outcomes in the agriculture negotiations in Doha Development Agenda
112	Michael Anderson	March 2006	Facilitate TAS Delegation's Study Tour to Argentina
113	Ed Nemeroff	March 2006	International Experience in Inspection and Testing
114	Peter Minor	April 2006	The Doha Development round and projected impacts on Egyptian trade and production
115	Junaid Farooq	April 2006	MIS Specialist
116	Michael Lane	May 2006	GOEIC Risk Management
117	Miles Light	May 2006	A GAMS-based CGE Model for Egypt
118	Thomas Butterworth	May 2006	Inspection overlap report
119	Daniel Crosby	May 2006	Legal Services Assessment
120	Greg Spak	May 2006	Legal Services Assessment
121	David Hanson	June 2006	Documenting the Implementation of Foreign Standards
122	Khaled Masri	June 2006	Technical Assistance for the Egyptian Organization for Standardization and Quality
123	Maury Bredahl	June 2006	Presentation on Agricultural issues in the ongoing negotiations with EU
124	Lance Graef	June 2006	Report on Trade Barriers in countries of export interest in Egypt
125	Matthew Reisman	June 2006	Report on Trade Barriers in countries of export interest in Egypt
126	Michael Nicholson	June 2006	Technical assistance to ECA
127	Denise Konan	June 2006	Trip report on their consultancy with Trade analysis unit
128	Makena Coffman	June 2006	Trip report on their consultancy with Trade analysis unit
129	Judy Goans	June 2006	Legal Legislative drafting

	Consultant name	Start Date	Topic
130	Bob Koopman	July 2006	Seminars for the TAS trade analysis unit and offer recommendations on priority areas of emphasis for the TAU
131	Stephen Marks	July 2006	Technical assistance on commodity marketing
132	Matthew Reisman	July 2006	Trade Barrier Consulting
133	Paul Kent	July 2006	Port Logistics
134	Michael Anderson	August 2006	Facilitate the study tour to Chile
135	Beryl York	July 2006	Incentive plan follow up of performance evaluation system
136	David Hanson	August 2006	Recognition of International Marks
137	Rebecca Bowman	August 2006	Technical assistance on consumer protection call center and consumer mediation



# Appendix C. Short-term Local Advisers

Name	Date	Topic
Omar Salman	January 2003	Duty drawback support
Ahmed Moharram	December 2002	Dekheila Training Center
Aliaa Serafy	October 2002–April 2003	Recruitment for FTFS and coordination with GOEIC
Tamer Agha	September 2003	Workflow analyst
Samir Makary	September 2003	Computer services impact assessment
Ahmed Abdel Fattah	September 2003	Facilitator for development workshop
Ashraf Shams El Din	December 2003	Local financial services consultant
Iman Mohamed	January 2004	Profiling manufacturing industries
Saleh Abdel Latif	November 2003	GOEIC – IT consultant
Captain Farouk El-Saigh	February 2004	Transportation services assessment
Ahmed Ali	February 2004	HR/Payroll work process analysis
Ahmed Ali Attar	March 2004	Training specialist (DTC)
Gihan Aman Allah Ali Elanany	April 2004	Research assistance on the GOEIC survey
Dr. Mona El Garf	December 2004	Commercial Diplomacy Part I
Dr. Samir Makary	December 2004	Commercial Diplomacy Part I
Fouad El Tahan	October 2004	Training in microbiological testing leading to accreditation
Ebtisam Younes	June 2005	Quality system training
Ahmed Ali Al Sayed	June 2005	Quality system training
Mustafa Kamel	June 2005	Support for HR Department development in ECS
Gihan El-Anany	July 2005	Time of Release Study
Emil Aziz	July 2005	Improvement of ATR's training database
Wagdi Hegazy	August 2005	Support for the Dekheila Training Center
Khaled Ghobashy	February 2006	ECS HR Department development
Gihan El-Anany	November 2005	TIME of release study
Mustafa Kamel	June 2005	HR system design
Wagdi Hegazy	October 2005	Support for GOEIC training and ECS HR Department development
Iman Mohammed	November 2005	Data collection for the Egypt SAM (with Miles Light)
Mahmoud Ibrahim	June 2006	MTI function inventory
Ahmad Mustafa	June 2006	MTI function inventory

Name	Date	Topic
Hanan Gharib	May 2006	Inspection overlap report
Fouad El Tahan	June 2006	Quality system training
Ebtisam Younnes	June 2006	Quality system training
Ahmed Ali Al Sayed	June 2006	Quality system training
Ismail Mobarek	July 2006	Port logistics center review
Dr. Mounir Foda Sabaa	July 2006	Agriculture elasticities in the ATPSM Model
Azza Shinnaway	August 2006	Health services assessment

# Appendix D. Contract Deliverables

Deliverable	Action
Prepare annual work plans	First annual work plan submitted September 2002 (delivery and acceptance delayed due to discussion of LOE to be allocated to IT). Annual work plans for 2002–2003, 2003–2004 (through the end of the option period), and 2004–2006 are included on the CD.
Submit implementation plans for <ul style="list-style-type: none"> <li>Establishing the WTO Unit,</li> <li>Continuing the reengineering of the Foreign Trade Service</li> <li>Reengineering plans for General Organization for Export and Import Control and the Egyptian Commercial Service.</li> </ul>	ATR’s institutional development team, in collaboration with the ministry staff and the ATR trade team, submitted detailed reports on the status of the WTO Unit, FTS, and GOEIC. Project staff, ECS, and USAID agreed that ATR would not provide ECS assistance, but near the end of the project ATR supported ECS in establishing a human resources function and an IT office.
Deliver draft and final reports, studies, reviews, assessments, action plans, laws, and regulations prepared under Task 2, Trade Liberalization.	Throughout the project ATR shared all reports and documents (Appendix E) with USAID and our counterparts.
Submit a training needs assessment for the WTO Unit, GOEIC, FTS, and ECS.	In May 2002, Horace Crowe prepared a report providing the project’s initial training needs assessment. ATR worked with counterparts to update the assessment when preparing each training plan.
Submit a comprehensive general training plan.	The training needs assessment included a general training plan, but at the time it was clear that a project-long training plan would be impossible to develop, so ATR relied on its annual training plans and work plans to guide the training.
Prepare and submit annual training plans.	Separate training plans were prepared and submitted for 2003, 2003–2004, 2004–2006, and 2006. For the latter planning periods, the plans were divided into two parts—one covering TAS, FTS, and ECS and the other covering GOEIC and the Minister’s Office.
Implement the training plans.	The sheer size of the training program—it cost nearly \$4 million from ATR and DT2, offered more than 320 courses that served 1,900 staff attending an average of 3 courses each—is a testament to the effort involved. But the true importance of the program is its impact on staff performance. The list of courses and the number of staff participating are included in Appendix F.
Hold a series of seminars and workshops.	ATR sponsored more than 40 workshops and conferences during the project. Major activities included a services conference in November 2002, workshops with the Federation of Egyptian Industries on various aspects of the WTO negotiations, a second services conference in 2004, and a conference on the status of the WTO negotiations before the Hong Kong Ministerial meeting in November 2005. The list of conferences, workshops, and seminars is presented in Appendix G.
Submit and implement IT modernization plans for the WTO unit and the cooperating sectors.	Draft IT modernization plans were prepared in 2002 for each of the sectors, but agreement could not be reached on the scope of the overall plans. To address the needs of the IT sector we relied on the annual work plan process that was tied to the development of the procurement plans. ATR prepared and implemented a specific needs and gap analysis for the CD/WTO.

Deliverable	Action
Prepare and submit semi-annual progress reports.	ATR staff prepared eight semiannual progress reports, included on the CD submitted with this report.
Prepare annual procurement plans.	Almost all of ATR's procurement for the first year, approved separately by the CTO, was for the project office. ATR's first procurement plan, prepared in 2003, was approved and implemented. A further plan covering 2004 to 2006 was adopted in 2004. Each major procurement was approved separately by the CTO, and when necessary, by USAID IRM and the contracts office, notwithstanding its inclusion in the approved procurement plans. Both procurement plans are included on the CD.
Implement procurement plans.	ATR delivered approximately \$4 million in information technology systems, laboratories, training facilities, and laboratory supplies to the Government of Egypt. ATR's larger programs included the GOEIC Automated Inspection System, five microbiology labs, the TAS Automated Work Flow System, the Temporary Admissions System for GOEIC and Customs, IT equipment support for ECS and the CD/WTO, servers for the TAS/FTS human resource system, and equipment for TAS/FTS in Nasr City.
Develop work procedures, manuals, organizational mission statements, policies, and systems.	In the project's first two years ATR staff prepared extensive institutional development reports that made recommendations on the mission, objectives, functions, and structure of FTS, TAS, and GOEIC. When supported by counterparts these recommendations were followed up with detailed work planning, performance appraisals, standard operating procedures, and organizational and managerial reform. These activities were most successful in TAS and FTS. Toward the end of the project, we worked with ECS to develop standard operating procedures for human resource activities, job descriptions for all staff, and a training needs assessment. Our efforts to restructure the GOEIC were stymied by limitations in the Egyptian civil service system that made it impossible to do so effectively.

# Appendix E. Deliverables and Key Reports

	Author	Title	Date
<b>DELIVERABLES</b>			
1	ATR Staff	2002-2003 ATR Work Plan and Deliverables Matrix	Sep. 2002
2	ATR Staff	2003-2004 ATR Work Plan	Nov. 2003
3	ATR Staff	2004-2006 ATR Work Plan	July 2004
4	Rasik Joshi and Abdel Wahab Heikal	Staffing of the CD/WTO	Dec. 2002
5	Rasik Joshi and Abdel Wahab Heikal	Review of the Organizational Efficiency of the Foreign Trade Sector (FTS)	Oct. 2002
6	Rasik Joshi and Abdel Wahab Heikal	Review of the Organizational Efficiency of the General Organization for Export and Import Control GOEIC	June 2002
7		Reengineering of CRS (Dropped with agreement of CRS and USAID)	
8	Horace Crowe	Training Needs Assessment	May 2002
9	Rachid Benjelloun	Report on Review of Human Resource Capabilities in CD/WTO	Dec. 2003
10		General Training Plan (included in item 8)	
11	ATR Staff	2003-2004 Training Plan	Jan. 2003
12	ATR Staff	2004 January to March Training Plan	Jan. 2004
13	ATR Staff	2004-2005 FTFS, TAS, ECS Training Plan	Aug. 2004
14	ATR Staff	2004-2006 GOEIC Training Plan	Dec. 2004
15	ATR Staff	2006 TAS-ECS Training Plan	Mar. 2006
16	ATR Staff	2006 GOEIC Training Plan	Apr. 2006
17		IT Modernization Plans (see individual IT reports below)	
18	ATR Staff	First ATR Semi-Annual Progress Report	Oct. 2002
19	ATR Staff	Second ATR Semi-Annual Progress Report	Jul. 2003
20	ATR Staff	Third ATR Semi-Annual Progress Report	Dec. 2003
21	ATR Staff	Fourth ATR Semi-Annual Progress Report	Apr. 2004
22	ATR Staff	Fifth ATR Semi-Annual Progress Report	Jan. 2005
23	ATR Staff	Sixth ATR Semi-Annual Progress Report	Jun. 2005
24	ATR Staff	Seventh ATR Semi-Annual Progress Report	Apr. 2006
25	ATR Staff	Eighth ATR Semi-Annual Progress Report	Jul. 2006
26	ATR Staff	Second Year Procurement Plan	Apr. 2004
27	ATR Staff	2004-2006 Procurement Plan	Jul. 2004
28	Rachid Benjelloun	Central Department for WTO Affairs- Work Process and Productivity Analysis	May 2004

	Author	Title	Date
29	Rasik Joshi and Abdel Wahab Heikal	Proposed Organizational Structure and Management Systems for the Foreign Trade Policies Sector FTSPS	Sep. 2003
30	Rasik Joshi and Abdel Wahab Heikal	Proposed Organizational Structure and Management Systems for the General Organization for Export and Import Control GOEIC	Oct. 2003
31	Rasik Joshi and Beryl York	Proposed Organizational Structure and Management Systems for the Trade Agreements Sector	Dec. 2004
32	Rasik Joshi and Abdel Wahab Heikal	Proposed Organizational Structure and Management Systems for the CD/WTO	Jun. 2003
33	ATR Staff	Assistance for Trade Reform Project – Project Completion Report	Oct. 2006
<b>SERVICES ASSESSMENTS</b>			
1	Peter Russell and Richard Self	Financial Services and Egypt's Commitments in the GATS	Dec. 2003
2	Laura Sallstrom and Samir Makary	Assessment of Trade in Computer Services in Egypt in Relation to the GATS	Dec. 2003
3	Daniel Crosby, Greg Spak, and Loay El Shawarby	Assessment of Legal Services Liberalization	Sep. 2006
4	Ibrachy and Dermarker	Report on laws affecting service delivery in Egypt	Sep. 2006
5	Victoria Waite and Azza El Shinnawy	Assessment of Health Services Liberalization	Sep. 2006
<b>WTO COMPLIANCE ASSESSMENTS</b>			
1	Sahar Tohamy and Timothy Buehrer	Assessment of Egypt's Compliance with the WTO's Rules of Origin Agreement	Apr. 2003
2	Sahar Tohamy and Timothy Buehrer	Assessment of Egypt's Compliance with the Technical Barrier to Trade Agreement	Sep. 2003
3	Rachid Benjelloun	Assessment of Egypt's Compliance with the WTO's Anti-Dumping Agreement	Apr. 2003
4	John Landos	Risk Assessment and Science-based Measures in the WTO Agreement on Sanitary and Phytosanitary measures	Dec. 2004
5	Rachid Benjelloun	Assessment of Egypt's Compliance with the WTO's TRIMs Agreement	Aug. 2005
<b>IT ASSESSMENTS AND REPORTS</b>			
1	Charles Bauman and William Green	Proposed Automation of the Temporary Admissions Systems for Imports into Egypt	Feb. 2003
2	Timothy Buehrer	Proposal for the Development of an Electronic Research Center	Apr. 2003
3	Clifton Barton	The GOEIC Trade Services Center	Feb. 2003
4	John Landos	Action Plan to Implement a GOEIC Training Center in Dekheila	Feb. 2003
5	Fulvio Carbonaro	Action Plan for the Development of an Automated Workflow Solution AWFS	Apr. 2003
6	Alvaro Garcia	Proposed Enterprise Architecture Framework and Strategy for the Ministry of Foreign Trade	Jul. 2004
7	Fulvio Carbonaro	Approach to Implementing the GOEIC GAWS	Oct. 2005
8	Alvaro Garcia	Proposed Organization for the IT Department of the Trade Agreements Sector and the Foreign Trade Policies Sector	Sep. 2004
9	Alvaro Garcia	Proposed Organization of the IT Department of the Egyptian Commercial Service	Dec. 2004
10	Alvaro Garcia	Initial Assessment of the Proposed Network in the New Buildings of the Ministry of Foreign Trade	June 2004
11	BIT	FTS/TAS Filing Requirements Report	Jan. 2006
12	Sakhr Software	FTS/TAS Filing System Final Report of Deliverables	Sep. 2006

	Author	Title	Date
<b>INSTITUTIONAL DEVELOPMENT AND TRAINING REPORTS</b>			
1	Beryl York	Incentive System for TAS	Mar. 2006
2	Rachid Benjelloun	CD/WTO Productivity and Work Process Analysis, Summary of Recommendations	May 2004
3	Mostafa Kamel and Ahmed Ali	Report on Establishing a Human Resources department in ECS	Nov. 2005
4	Victoria Waite	Central Department for Bilateral and Multilateral Agreement, Functions, Training and Development	Sep. 2004
5	Hussein Naficy	Support for the Enhancement of ATR's Training Program	Jul. 2004
6	Beryl York	Incentive plan follow up and ITP overview of performance evaluation system	Jul. 2006
7	Jonathan Smith	Institutional Strengthening of the GOEIC Training Center	Oct. 2003
8	Eric R. Weaver	Considerations for Improving Operational Effectiveness	Nov. 2003
9	Eric R. Weaver	Training and Orientation Program for Junior Staff of ECS	Feb. 2005
10	Jonathan Smith	Proposal of Training Interventions for FTSP-CD/WTO Management Strengthening	Feb. 2003
11	Armando Rodriguez	Egyptian Competition Authority Capacity Building Report	May 2006
12	Wagdi Hegazy	Training System and Plan for GOEIC 2006-2008	Oct. 2005
13	Dr. Ahmed Ali, Dr. Ahmed Mustafa, Dr. Mahmoud Ibrahim	MTI Functional Inventory Report	Sep. 2006
14	Dr. Ahmed Ali	MTI Functional Inventory Presentation	Sep. 2006
15	Dr. Ahmed Ali, Dr. Khaled Ghobashy	Final Report on Support for the ECS HR Department	Sep. 2006
16	Paul Moore	CD/BMA Functions, Training, and Development	Apr. 2004
17	Lisa Yarmoshuk	Training Needs Assessment for the CD/ITP and TAS Legal Department	Dec. 2004
18	Victoria Waite	Technical Assistance and Capacity Building for the CD/BMA	Oct. 2004
19	Rachid Benjelloun	Building Middle Management Capabilities at TAS	Oct. 2004
20	Rachid Benjelloun	Total Quality Management	June 2004
<b>TRADE POLICY AND TRADE AGREEMENTS REPORTS</b>			
1	Peter J. Minor	Changing International Trade Rules for Textiles and Apparel	Jan. 2004
2	Bryan Samuel	Drawing from Other Countries' Experiences in Preparing for FTA Negotiations with the United States.	Apr. 2003
3	Jean Marie Meyer	Agreement on Transparency in Government Procurement: The key Question for Developing the Elements of the Agreement	Jan. 2004
4	Timothy Buehrer	Summary of the Preliminary Baseline Data on the Time Goods taken to pass through ports in Egypt.	June 2004
5	Lisa Yarmoshuk	Dispute Settlement/Legal Affairs Unit Strategy, Development: Functions, Organization, Development and Training	June 2004
6	Dirck Stryker, Dorothy Stephenson, et al.	Impact of Trade and Economic Policy Reform on Key Sector of the Egyptian Economy	Apr. 2004
7	Hilton Settle	The potential for Charging Fees for Services Provided by the General Organization for Export and Import Control	Jun. 2004
8	Steven Magiera	Trade Policy Options for the Egyptian Automotive Sector	Jun. 2004
9	Kevin Brennan	Strategic Reorientation for the Egyptian Commercial Service	Feb. 2005
10	Ahmed Yousef	Assisting GOEIC Establishing Food Microbiology Laboratories	Jan. 2005
11	Judy Goans	Egypt and the Implementation of TRIPS Border Measures	Oct. 2005
12	Thomas Kelleher	Egypt's Free Zones	Nov. 2005
13	Tim Trainer	Trip Report on IPR Border Measures Workshop	Feb. 2006

	Author	Title	Date
14	David Hanson	Documenting Safety Marks	Jun. 2006
15	Thomas Butterworth	Addressing Egypt's Shelf life standards	Jan 2006
16	Khaled Masri	The Development and Implementation of Egypt TBT Inquiry Point	Jun. 2006
17	Armando Rodriquez	The Egyptian Competition Authority Substantive Guidelines	Jun. 2006
18	Armando Rodriquez	The Egyptian Competition Authority Procedures and Operations	Jun. 2006
19	Rebecca Bowman	Report and recommendations for creating a consumer protection call center	Aug. 2006
20	Rebecca Bowman	Report on consumer mediation	Aug. 2006
21	Peter Minor	Impact of a Doha Development Round on Egypt Using GTAP	Aug. 2006
22	Stephen Marks	Commodity Marketing Report	Aug. 2006
23	Thomas Butterworth and Hanan Gharib	Inspection Overlap Report	July 2006
24	Bob Koopman	Approaches to Training and Support for Analysis in the Trade Agreements Sector	Aug. 2006
25	Richard Blackhurst	How Egypt can Benefit from Membership in the WTO	Jul. 2002
26	Michael Hathaway	Report on Rules of Origin	Apr. 2006
27	David Hanson	Thoughts on Implementing International Marks	Aug. 2006
28	David Hanson	Documenting the implementation of foreign standards	Aug. 2006
29	David Hanson	Suggested Statutory Language for the Possible Implementation of Substitutes for Inspection	Aug. 2006
30	Mounir Foda Sabaa	Literature Review of Supply and Demand Elasticities – Agriculture Modeling	Sep. 2006
31	Sahar Tohamy, Abdel Wahab Heikal, Gihan El Anany	2004-2005 Time of Release Study	Sep. 2006
32	Timothy Buehrer	Remaining Trade Barriers	Sep. 2006
33	Edward Nemeroff	International Inspection and Certification Systems	Sep. 2006
34	Timothy Buehrer	Advantages for Textile and Garment Exports from Qualifying Industrial Zones	July 2004
35	Thomas Hutcheson	Qualifying Industrial Zones – An Initial Assessment	Jan. 2006
36	Thomas Hutcheson	Qualifying Industrial Zones – An Update	Aug. 2006
37	Thomas Hutcheson	Export Performance and the Real Exchange Rate	July 2005
38	Thomas Hutcheson	Jordan QIZ	Feb. 2005
39	Thomas Hutcheson	Domestic Preferences in Government Purchases	Jan. 2006
40	Thomas Hutcheson	An Arab Regional Trading Group – Issues for Consideration	Mar. 2006
41	Thomas Hutcheson and Maury Bredahl	Presentation on Agricultural Issues in the EU Association Agreement	July 2006
42	Steve Magiera	Model Simulations of the Doha Round – Implications for Egypt	Sep. 2006
43	Salwa Dogheim	Dekheila Meat and Poultry Laboratory – Gap Analysis in Pesticide Residue Testing	Jan 2005
44	Rachid Benjelloun	Egypt's Trade Policies	Nov. 2003
45	Sahar Tohamy and Timothy Buehrer	Food Inspection Options	Oct. 2005
46	Soliman Shenouda	Proposed GOEIC Work Plan and Procurement 2004	June 2004
47	Timothy Buehrer	Comments on the September 2004 Trade Reforms	Oct. 2004
48	Timothy Buehrer	Proposal for the “United States Trade and Investment Unit”	Dec. 2004
49	Akrum Bastawy	Draft Egyptian Trade Promotion Organization Report	Sep. 2004
50	Timothy Buehrer	Thoughts on the Functions of ECS, EEPC and TAS	Feb. 2005

	Author	Title	Date
51	Ahmed Yousef	Assisting GOEIC to Establish a PCR Laboratory	Feb. 2005
52	Thomas Hutcheson	Export Performance in 2004	Apr. 2005
53	Timothy Buehrer	Summary of the Revised Executive Regulations on Import and Export	Sep. 2005
54	Timothy Buehrer	Trade Reforms in Egypt: 2004-2005	Nov. 2005
55	Steven Magiera	Support for the Analysis of Trade and Tariff Data	Jan. 2006
56	Heath Cox	Support for ECS Offices and Industrial Groups	Oct. 2005
57	Lance Graef and Matthew Reisman	Trade Barriers Report Training	Aug. 2006
58	Steven Magiera and Matthew Reisman	Potential Preference Erosion for Egyptian Agricultural Exports to the United States	Aug. 2006
59	Steven Magiera and Matthew Reisman	Analysis of United States' Tariff Rate Quotas on Egyptian Agricultural Products	Aug. 2006
60	Victoria Waite	Draft Outline for Methodology to Compile Egyptian Foreign Trade Barriers Report	Feb. 2005
61	Judy Goans	Egypt and the Implementation of TRIPS Border Measures	Oct. 2005
62	Judy Goans	TRIPS Border Measures Operating Procedures	Jan. 2006
63	Judy Goans	Selected TRIPS Provisions of Interest to Egypt	Sep. 2002
64	Rania El-Nadi and Rachid Benjelloun	Russia Non-Market Economy Status	Apr. 2004
65	Rachid Benjelloun	WTO Compliance of Egypt's New Specific Tariffs on Apparel	Apr. 2002
66	Rachid Benjelloun and Abdel Wahab Heikal	USTR Organizational Structure and Policy Development Process	Mar. 2004
67	Rachid Benjelloun	Textiles NTBs and Other Measures in Selected Countries	Jan. 2005
68	Rachid Benjelloun	Key Commercial Service Characteristics in India and the United States	Feb. 2005
69	Rachid Benjelloun	Export Bans and Taxes in the WTO	Feb. 2004
70	Sahar Tohamy and Rachid Benjelloun	Analysis of the Local Contents Clause	Mar. 2004
71	Sahar Tohamy	Mentoring of the GATS Group in the WTO Unit	May 2002
72	Rachid Benjelloun	WTO Negotiations: An Update Before the Cancun Ministerial	June 2003
73	Miles Light	A CGE Model for Egypt: Examples and Assessments of Doha-style Trade Agreements	Sep. 2006
74	Michael Lane	Guidelines for a Joint GOEIC/Customs Taskforce on Risk Management	Jun. 2006



# Appendix F. Training Courses

*TAS Final Training Statistics, September 2006*

Course	Number of Participants	Year
<b>IT COURSES</b>		
General computer courses	96	2002
Microsoft Data Base Administration	5	2003
Cisco Certified Network Associate	5	2003
Microsoft MCSE Track	2	2003
MS Access	21	2003
MS Excel	2	2003
Adobe Photoshop	2	2003
Speed Typing	16	2003
MOS	5	2003
Crystal Reports	5	2003
OLAP	5	2003
Web Language (Java Script and Perl Fundamentals)	3	2003
ISA 2004 Workshop	2	2003
Troubleshooting Microsoft exchange Server 2003)	3	2003
MCSE 2003	5	2003
Network +	5	2003
SCP Security courses	3	2003
Ethical Hacking and Countermeasures	3	2004
Cisco Secure PIX Firewall Advanced	3	2004
CISSP	4	2004
MS SQL Database	4	2004
MS Project	8	2004
Management Information System	3	2004
Microsoft Internet Security and Acceleration Server 2004 (ISA)	4	2004
Exchange Server 2003 courses	4	2004
SQL Server 2000	6	2004
MCSE 2003	5	2004
A+ Certificate	3	2004
Mastering Excel 2003	10	2004
Content Management Server	5	2004
Implementing and Managing Microsoft Exchange Server 2003	3	2004

Course	Number of Participants	Year
ArabDox Business Users	23	2005
ArabDox Admin Staff	8	2005
Excel XP	28	2005
Microsoft Windows XP	12	2005
SQL 2000 Administration	5	2005
Adobe Photo-Shop Pro	2	2005
MS DBA	5	2005
Network, CISCO	5	2005
MS Access 2002	19	2005
MS Excel 2002	2	2005
SE Track	2	2005
CISCO PIX firewall	2	2006
Web Development Certificate (CIW)	2	2006
MOUS Expert	2	2006
MCSD.Net	6	2006
MS Advanced Word XP	21	2006
Total	394	
<b>MANAGEMENT COURSES</b>		
Human Resources Management	8	2003
Management Training Sequence	20	2004
Management Training Sequence	30	2005
Management Training Sequence	30	2006
Total	88	
<b>TECHNICAL COURSES</b>		
Technical Report Writing English	19	2002
English and Accounting Training Course	39	2002
Trade Facilitation	13	2003
Accession Training	15	2003
Trade Related Information	14	2003
SPS Agreement	44	2003
Commercial Diplomacy 2	30	2003
Implementing IPR Border Measures Workshop	35	2003
Analytical Skills Based on Ms Excel	18	2004
Applied Trade Policy Analysis	19	2004
Technical Report Writing Arabic	16	2004
Effective Report Writing	15	2004
Auditing Course	25	2004
TAS website and Intranet Task Force	14	2004
Workshop Performance Appraisal	6	2004
Trade Remedies Session	48	2004
Basic Quantitative Skills	20	2004
Dispute Settlement	14	2004

Course	Number of Participants	Year
Report Writing Arabic	20	2004
Presentation Skills	22	2005
Presentation Skills Using Power Point	14	2005
Commercial Diplomacy 1	16	2005
Agriculture Trade Database Workshop	10	2005
Work Plan Workshop	60	2005
Principles of Leadership from effectiveness to Greatness	6	2005
CD/WTO Trade Negotiations Training	22	2005
WTO Rules	42	2005
Performance Appraisal	10	2005
Legal Research and Writing in English	14	2005
TBT workshop	11	2005
Advanced TBT / SPS	6	2005
WTO Agriculture Agreement	6	2005
Dispute Settlement (part 2)	13	2005
Creative Legal Writing	1	2005
Effective Report Writing	28	2006
Subsidy and Countervailing Duty Program	16	2006
On the job Training (Trade Remedies Cases)	15	2006
Training on Subsidies	18	2006
Total	754	
<b>LANGUAGE COURSES</b>		
Conversation Skills	30	2004
French Courses	9	2005
General English	35	2005
General English	73	2006
General English	45	2003/2004
Total	192	
<b>OFFSHORE</b>		
The Practice of Trade Policy	4	2003
Senior Managers in Government	3	2003
Geneva Internship	1	2003
Brussels Internship	1	2003
Global Trade Analysis (India)	3	2003
Global Trade Analysis (Greece)	2	2003
Senior Executive Fellows Ministers office	1	2003
Senior Managers in Government	2	2003
Trade Remedies Study Tour	9	2004
Study Tour to the WTO Ministerial Conference in Hong Kong	12	2004
USPTO Seminar on IPR Border Measures	3	2004
Argentina Trade Remedies Study Tour	7	2005
Chile Trade Remedies Study Tour	6	2006

Course	Number of Participants	Year
Dispute Settlement Internship	2	2005
The Practice of Trade Policy	4	2005
Singapore Issues 1: Public Procurement	3	2006
Singapore Issues 3: Trade and Competition	3	2006
Singapore Issues 4: Trade and Investment	3	2006
Leaders in Development	2	2006
Observational Study Tour	4	2006
Advanced Training on GATS for CD/WTO	8	2006
Trade Policy Formulation	5	2006
Total	85	
<b>DIPLOMAS / CERTIFICATES</b>		
Business Diploma	13	2004
Office Diploma	13	2004
Translation Certificate	12	2004
International Negotiations Diploma	38	2004
Professional Certificate in Marketing and Sales	15	2004
Modern Accounting Certificate	18	2005
Advanced Accounting Certificate	1	2005
Total	110	
<b>Total TAS</b>	<b>1,612</b>	

*GOEIC Final Training Statistics, September 2006*

Type of Course	Number of Participants	Year
<b>ENGLISH COURSES</b>		
General English	32	2003
General English	32	2003
General English	20	2003
General English	20	2003
General English	16	2003
General English	71	2003-2004
General English	1457	2004-2005
General English	570	2005-2006
TOT English	6	2006
Total	2,224	
<b>MANAGEMENT</b>		
Arabic Technical Writing Report	20	2002
Training Program Management	6	2004
Developing Management Skills	6	2004
Teamwork Building	54	2004
Communication Skills	51	2005

Type of Course	Number of Participants	Year
Leadership Skills	27	2005
Managing Training Activities	31	2005
Presentation and Communication Skills	107	2005
Problem Solving	25	2005
Public Relations and Customer Service	22	2005
Reporting and Writing Skills	20	2005
Teamwork Building	94	2005
Crisis Management	20	2006
Human Resources	10	2006
Marketing Management	20	2006
Problem Solving	20	2006
Project Management	18	2006
Public Relations and Customer Service	23	2006
Six Sigma	20	2006
Total	594	
<b>TECHNICAL COURSES</b>		
Commercial Diplomacy I	7	2002
Commercial Diplomacy III	20	2002
Export Data Collection	32	2003
Technical Barriers of Trade	23	2003
Rapid Assessment Lab	3	2003
Assuring Test Results	12	2003
Packing and Wrapping	10	2003
Quality control of Fruits and Vegetables	10	2003
Measuring Uncertainty	17	2003
Internal Audit	18	2003
Analysis of Medicinal Plants	10	2003
Mass Metrology	10	2003
Thermometry and Thermocouples	10	2003
Food Chemistry	10	2003
Volume and Density Metrology	10	2003
Ovens	10	2003
Sanitary and Phytosanitary	23	2003
SPS Agreement	31	2004
Food Contaminates	10	2004
Residual Pesticides	10	2004
Air Flow	10	2004
Sanitary and Non-Destructive Tests	10	2004
Determinants Of Aflatoxin in Agricultural Products	5	2004
Multi Residue Analysis of Pesticides	5	2004
Microbiology and Toxins	5	2004
Microbiology	1	2004
Data Handling	39	2005

Type of Course	Number of Participants	Year
Statistics	29	2005
Train The Trainer for Lab Safety Trainers	10	2005
Acidic Milk	10	2005
Analysis of Additives	10	2005
Analysis of Anti-Oxidants	10	2005
Analysis of Fatty Acids and Factors Affecting Quality of Oils	10	2005
Audio and Video Testing	9	2005
Automotive Belt Drive	6	2005
Ballast Testing	4	2005
Engine Electricity	7	2005
Food Processing and Food, Cheese Microbes	10	2005
Food Toxicology	10	2005
Frozen and Canned Meat	12	2005
IP Tests	4	2005
Meat and Meat Products	10	2005
Mechanical Properties	6	2005
Metalographic Examination	4	2005
Microbial Testing and Analysis of Microbial Contamination	10	2005
Moisture Resistance in Step-Down Converters	4	2005
Motor Electric Testing	3	2005
Oil and Fat Chemistry	8	2005
Organoleptic Test in Food	10	2005
Pesticide Residue Theoretical	13	2005
Photometric Properties	9	2005
Pressure Advanced	10	2005
Pressure Testing	14	2005
Rubber and Plastic Hoses	4	2005
Temperature Calibration	20	2005
Testing Chemical Components	10	2005
Testing Different Types of Filters	6	2005
Thermo Couples Advanced	10	2005
Vitamins Testing	10	2005
Airflow	10	2006
Analysis of Olive Oil	10	2006
Circuit Breaker	4	2006
Eco-Textile	4	2006
Electrical Appliances	4	2006
Ferrous Alloys	4	2006
Fuser	4	2006
Glassware	10	2006
Hydrometer	10	2006
Insulators	4	2006
Mass Calibration	10	2006

Type of Course	Number of Participants	Year
Nondestructive Tests	2	2006
Oven Advanced	10	2006
Protection Against Electric Shock	4	2006
Technical Assessors	99	2006
Theoretical and Practical Basis for Food Analysis	10	2006
Various Electrical Appliances	4	2006
Water Analysis for Heavy Metals	21	2006
Statistics	14	2006
Total	901	
<b>QUALITY COURSES</b>		
Total Quality Management	30	2003
Specialized Course in ISO 17025	50	2003
Rapid Assessment Laboratory Methods	3	2003
Internal Audit	54	2005
ISO 17025	67	2005
ISO 9001	25	2005
Measuring Uncertainty	13	2005
Microbiology Courses	7	2005
Quality Manual Preparation	35	2005
Total Quality Management	20	2005
ISO 9001	32	2006
Assuring Quality of Tests and Results	10	2006
Internal Audit	10	2006
ISO 17025	29	2006
ISO 7218 + Lab Quality Assurance	16	2006
Measuring Uncertainty	29	2006
Microbiology Courses	26	2006
Total Quality Management	12	2006
Total	468	
<b>IT COURSES</b>		
Visual Basic	4	2003
HTNL	1	2003
Flash	3	2003
Oracle	5	2003
Computer Courses	120	2002
Internet Skills	15	2003
Windows 2000	40	2003
Microsoft access 2000	60	2003
Visual Basic 5.0	60	2003
A+ Certificate	2	2004
Essential Network	2	2004
Windows 2003 Server	2	2004

Type of Course	Number of Participants	Year
Flash MX	6	2005-2006
Oracle 9I Admin	4	2005-2006
CCNA	5	2005
Data Warehouse	5	2005
Inspection Management System	17	2005
Mastering Flash	9	2005
MS SQL Server	5	2005
Photoshop	20	2005
SQL Server 2000	5	2005
A+	14	2006
Active Directory Infrastructure	2	2006
ASP.Net	7	2006
CCNA	5	2006
CCNP	2	2006
Crime Hacking and Anti Hacking Techniques	3	2006
Flash Developer	5	2006
Freehand	6	2006
Java Script	3	2006
Linux	2	2006
Macromedia Director	5	2006
Macromedia Dram Weaver	3	2006
MCAD	4	2006
MCDBA	6	2006
MCDST	1	2006
MCSD	1	2006
MCSE	6	2006
MS Exchange	6	2006
MS Project	47	2006
MS Sharepoint Portal Technical	3	2006
MS Sharepoint Portal User	5	2006
MS SQL Server	8	2006
MTHL	3	2006
Network and Security	5	2006
Oracle 10G Application Server	3	2006
Oracle Database 10G DBA	4	2006
Oracle Developer 10G	7	2006
Upgrade MCSE	1	2006
VB.Net	7	2006
3D Max	6	2006
Total	570	
<b>OFFSHORE</b>		
Measuring Uncertainty	2	2003
Practice of Modern HPLC	3	2003

Type of Course	Number of Participants	Year
One Stop Shop OST	3	2004
Study tour regarding Standards and Conformity Assessment	3	2004
Study Tour on Inspection and Customs Procedures	3	2005
Ensuring Safe Food for the Global Community	4	2005
Total	18	
<b>Total GOEIC</b>	<b>4,775</b>	

*ECS Final Training Statistics, September 2006*

Type of Course	Number of Participants	Year
<b>IT COURSES</b>		
General computer courses	96	2002
Track MCSA	2	2006
Word	52	2006
Excel	52	2006
Managing a Microsoft Windows server 2003	2	2006
ASP.Net	4	2006
Microsoft Internet Security and Acceleration Server 2004 (ISA)	2	2006
Oracle 10 G Fundamental course	4	2006
MS Windows Server 2003 Active Directory	4	2006
Total	218	
<b>MANAGEMENT COURSES</b>		
Human Resources Management	5	2005
Technical Management Courses	19	2005
Management Training Sequence	10	2006
Management Training Sequence	15	2006
Total	49	
<b>TECHNICAL COURSES</b>		
Technical Report Writing	15	2002
Commercial Diplomacy 1	8	2002
Commercial Diplomacy 2	19	2002
Commercial Diplomacy 3	21	2005
Effective Report Writing	15	2005
Principles of Leadership from effectiveness to Greatness	5	2005
Total	83	
<b>LANGUAGE COURSES</b>		
Conversation Skills	15	2004
General English	73	2005
General English	24	2006
Total	112	

Type of Course	Number of Participants	Year
<b>OFFSHORE</b>		
Commercial Diplomacy 2	10	2002
Leaders in Development	3	2006
Strategic Marketing Management	3	2006
Total	16	
<b>Total ECS</b>	<b>478</b>	

# Appendix G. Conferences, Workshops, and Seminars

## CONFERENCES

### 2002

Egypt's Standards Regime and International Trade System. August  
Services Under the WTO. October.

### 2003

Conference on A New Partnership for Africa's Development. April (provided support).  
Informal Ministerial Meeting on WTO. Sharm El Sheikh. July (provided support).  
Pre-Cancun Conference in conjunction with Egyptian Federation of Industries. September.

### 2005

CEFRS Economics Conference and the African Union Conference. June

## WORKSHOPS AND SEMINARS

### 2003

Institutional Development (for FTFS and TAS). Ayn Sokhna. June.  
Seminar to Publicize Assessment on Technical Barriers to Trade. September.  
Institutional Development and Trade Facilitation (for GOEIC). Borg El Arab. September.  
Steering Committee Retreat. Sharm El Sheikh. October 16-19.  
Meat and Poultry Inspection. October 21-23.  
WTO Issues. Held with Federation of Egyptian Industries. December 18.

**2004**

WTO Agricultural Issues (with Federation of Egyptian Industries). January.

Trade in Services. February 25-26.

WTO Awareness (with Federation of Egyptian Industries).

Food Safety/Inspection (two seminars with USDA and GOEIC).

Regional WTO Trade and Development Seminar. October.

Steering Committee Retreat. Alexandria. May 20-22.

WTO SPS Agreement (for government agencies that set SPS regulations). December.

New Issues in Antidumping Calculation, Analysis, and Administration. December

The QIZ and the GAFTA (public awareness workshops held with Federation of Egyptian Industries).

**2005**

Time of Release Survey Retreat (two-day retreat led by GOEIC and attended by the heads of Customs, TAS, FTPS, USAID and ATR staff) Sharm El Sheik. March.

Agricultural Trade Data (with FAO). May.

Risk Management. October.

Turkey-Egypt FTA and Trade Facilitation (public awareness events). August–October.

WTO Issues (media briefings). October–December.

GOEIC Management Workshop. Alexandria. July.

WTO Ministerial Meeting in Hong Kong (public awareness workshop sponsored with the EU). November.

**2006**

Implementing IPR Border Enforcement Regulations (2 workshops for TAS and Customs). January and February.

TAS Work Planning Retreat. February.

Project and Risk Management (for GOEIC). Alexandria. February.

GOEIC Automation. August.

TAS Work Planning. July

ECS Work Planning. June.

Trade Remedies. February.

Trade Facilitation Coordination. Alexandria. July