

FINAL REPORT

# Proposed Organizational Structure and Management Systems for the General Organization for Export and Import Control

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## Introduction

This volume represents an interim report on the institutional development support that the Assistance for Trade Reform (ATR) Project has provided to the General Organization for Export and Import Control (GOEIC). GOEIC poses a particular challenge in ATR's broader effort to enable the Ministry of Foreign Trade to fully develop and utilize its human capital to facilitate trade. With over 4000 employees and significant offices in 26 locations, GOEIC presents numerous management and logistical issues that are not present anywhere else in the Ministry. In addition, the highly technical nature of the work that GOEIC's laboratories perform further complicates the effort at reform.

Sorting through these factors took some time. Starting with the diagnostic review undertaken between May and July 2002, the ATR institutional development team has worked closely with GOEIC's own Institutional Development Task Force to understand the tasks that GOEIC is called upon to perform and to identify how those tasks fit within the current goals and objectives of the Ministry.

After the diagnostic review, the first output of our joint effort was the development of the Mission Statement that is contained in Annex A to this document. Within the context of the Ministry's overall mission to expand and liberalize foreign trade, the document identifies two basic missions for GOEIC: facilitating the flow of trade and ensuring consumer protection in the areas relating to health, safety and the environment. These missions then form the basis for the establishment of objectives and goals for GOEIC that are set out in the Mission Statement document.

The rest of the institutional development activity flows from this foundation. Annex B sets out the functions that are necessary for the achievement of GOEIC's mission and organizes them based on the organization's objectives. There are then several approaches that can be taken to organizing the functions and these are discussed in main document of this volume, "Proposed Organizational Structure and Management System for The General Organization for Export and Import Control." Based on the different groupings of functions, ATR and the Task Force then developed a number of different proposals for the organization of GOEIC. These proposals were debated at length and the relative merits and demerits of each are set out here.

In summary, it is our view that the diverse set of functions that GOEIC must perform and the large number of staff needed to perform these functions creates a need to establish a particularly large number of Central Departments. (This fact is also reflected in the current structure of GOEIC.) This creates a significant management burden on the Chairman, who, at present, must oversee the operation of 14 Central Departments and field offices and would have to oversee even more in a restructured GOEIC. Thus one of the significant areas of focus of ATR's work on the structure of GOEIC has been to devise ways to support the Chairman in his management of the organization and keep the structure trim with fewer layers and narrow span of control.

Thus, irrespective of the structure to be adopted, ATR recommends that two committees be formed to assist the Chairman in his management of the organization. These are the GOEIC Technical Committee and the GOEIC Management Committee.

Beyond this, we propose a number of innovations to improve management control. First, we believe that the Central Departments and field offices should be organized into larger groupings. Whether these are in the form of divisions, as recommended in this volume, or in some informal organization is not critical. What is critical is that the number of entities reporting to the Chairman be reduced and more decentralized decision-making be supported. At the same time, we believe that there is a need to organize the management, planning and support activities of GOEIC into a distinct organization. Our proposal, recommends that a Planning and Management Division be created for this purpose. In our view, this is a critical step as it is impossible to operate a nationwide organization

of more than 4000 employees without strong central management support. Of particular importance in this regard for ATR is the emphasis that this will give to planning, performance evaluation and human resource development.

We realize that these changes will seem to some to be quite radical. But they are necessary if GOEIC is to be able to transform itself into a trade facilitation organization.

Before closing, I want to raise one issue that might seem insignificant to many but we feel is very important: GOEIC's name. The use of the word "Control" in GOEIC's name conveys, at least in English, a sense that the organization restrains rather than facilitates trade. While I understand that the translation of

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into English is by necessity somewhat imprecise and that the Arabic name does not convey quite the same sense of restraining trade, we feel that it will be difficult to change the way in which GOEIC is viewed by the outside world until its name more accurately reflects its new mission. We have recommended changing the name to the Egyptian Trade Facilitation and Services Organization. Whether this specific name is accepted is not important, but the effort to ensure that the name of GOEIC be consistent with its new mission is.

In conclusion, I would like to express the appreciation of the ATR team for the assistance that we have received from all of the staff of GOEIC in our joint effort to restructure the organization. In particular, I would like to express my appreciation to Mr. Mohammed El Banna, the Chairman of GOEIC, for his guidance in our work. Without his input and support this work could not have been completed.

I would also like to express my appreciation to the GOEIC Institutional Development Task Force under the leadership of Dr. Youssef Labib Aziz and Eng. Fawzy Ibrahim and to all members of the Task Force. The considerable time and effort invested in this activity by the members of the Task Force has made this work possible.

Finally, I would like to express my personal appreciation to Mr. Rasik Joshi and Mr. Abdel Wahab Heikal for their tireless efforts in this area. The sheer size of the task involved in developing the proposals contained in this volume is staggering. Their effort here is all the more impressive when one understands that they have been simultaneously working on two other Sectors within the Ministry. It is a tribute to their dedication that we have been able to come this far in our work and I look forward to their further efforts as we seek to implement these proposals.

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Chief of Party, Assistance for Trade Reform  
23 December 2003

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# PROPOSED ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM FOR THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)

## SUMMARY

### 1. Introduction

The proposed institutional strengthening proposals for GOEIC focus on three critical areas:

- (i) Developing strategic vision relating to its long term mission, objectives and functions, which reflect current strategies, policies and priorities of MoFT on promotion of exports, liberalization and expansion of foreign trade, and continue its role as an active member of global trading community.
- (ii) Providing an organizational framework within which GOEIC can effectively carry out its vital functions of trade facilitation and export promotion services to all levels of traders including small and medium enterprises.
- (iii) Strengthening management, operational and technical capabilities within GOEIC through introduction of effective systems, modern information technologies and upgrading of labs and technical facilities.

### 2. Summary of Key Areas of Improvement

These proposals are based on the approved long term mission and objectives of GOEIC and the detailed statement of functions. The following are the salient features of the overall proposals.

#### (a) Strengthening Strategic Management and Organizational Capabilities of GOEIC

- **Strategic long term mission, objectives and functions** of GOEIC, which reflect the current policies and priorities of the MoFT relating to expansion and liberalization of foreign trade, have been defined and approved. In the light of its revised mission and functions it is considered appropriate to rename GOEIC because the current name gives an impression that GOEIC is controlling export and import. In reality Egypt has adopted a policy of free trade. It is suggested that GOEIC be renamed as: Egypt Trade Facilitation and Services Organization (or Agency or Authority) – ETFSO.
- **Restructure organizational arrangement of GOEIC**, which will provide a sound framework for effective direction, coordination and integration of its functions. Alternatives are developed and specific proposals made.
- **GOEIC management functions be consolidated** under a focal point of GOEIC Planning and Management to facilitate overall planning and direction, setting performance targets and standards, developing middle management leadership, building team approach, resource budgeting, etc.
- **Human resource utilization and development** be strengthened through clear job descriptions and need based critical knowledge and skills development programs.

#### (b) Improve GOEIC Performance Efficiency

- **Objectives and functions of Central/General Departments and Field Offices be redefined** to reflect current policies and priorities of GOEIC. These should be the primary responsibility centers of GOEIC and should operate according to annual work plans, performance targets and standards. Work plans be systematically reviewed and monitored.
- **GOEIC Field Offices should be strengthened considerably** to enable them to deal with most of the GOEIC operational matters at local level and thus serve the needs of trading communities more effectively. More decision making authority to be delegated at field level and field offices should be staffed by experienced and qualified professionals.
- **Modern systems and information technologies be introduced** to improve efficiency of all testing, inspection and commercial registration services, sorting and arbitration as well as processing of all import and export documentations. Operational processes to be streamlined.
- **Upgrade laboratories and related technical facilities** to meet international standards and acquire accreditation.

### **3. Organizational Structure of GOEIC**

In order to select the most appropriate organizational structure that would enable GOEIC to effectively plan, direct and co-ordinate its statutory functions, five alternatives have been developed (see detailed proposals). For each alternative, key features are described and merits and demerits have been high-lighted. The recommended and the current structures are as follows:

#### **3.1 Recommended Structure - Three Major Divisions of GOEIC (Annex J)**

**(a) Key features:**

- The structure fully recognizes the independent nature and unique statutory role and scope of GOEIC's national level responsibilities.
- Since its inception in 1970 GOEIC has gone through metamorphic changes in its nature and scope of functions. Starting as a relatively small organization responsible for routine inspection of export and import items, GOEIC has grown into a multifaceted and complex organization responsible for trade facilitation and services to the entire business community. It now operates in the environment of global trade and economy and practices international standards and procedures. Presidential Decree # 106 of 2000 and Law # 155 of 2002 have placed vast amount of additional statutory responsibilities pertaining to trade facilitation on GOEIC. During the period of over three decades GOEIC has attempted to adapt its internal management and operational systems and organizational arrangement to cope with these changes.
- It is fully recognized that GOEIC has at its apex a chief executive with sound leadership capabilities, experience and dedication and is supported by a team of professional scientists and managers with great experience, abilities and commitment.
- The proposed structure also takes into full account the critical role GOEIC plays in: (i) achieving the objective of expansion and liberalization of foreign trade, (ii) providing vital trade facilitation services to the entire business community, (iii) to be effective in the modern global trading system, and (iv) enabling Egypt to be a full and active member of the World Trade Organization.
- Full account has also been taken of GOEIC's well established infrastructure of net-work of field offices, a variety of modern technical laboratories and many years of practical experience in the field of trade facilitation services.
- In the proposed structure the whole range of complex and inter-related functions of GOEIC are grouped into three broad areas: (i) Operational and Field Services Division, responsible for coordination and execution of all operational and field services activities; (ii) Laboratories and Technical Facilities Division responsible for coordination of all laboratories and technical facilities and services; and (iii) Planning and Management, responsible for coordination of all strategic planning, research and GOEIC management matters.. Each Division is headed by a top notch executive, who will be responsible for all aspects of activities within the group and will refer only the most vital matters to the Chairman. This will allow the Chairman to focus his attention on strategic aspects of managing GOEIC: providing leadership for overall planning, direction, integration and evaluation of overall GOEIC performance.
- Central Departments and Field Offices will be the primary "responsibility centers" of GOEIC, i.e. heads of central departments and field offices will be totally responsible and accountable for carrying out all the functions assigned and achieving the objectives of their central departments. For this purpose they will have delegated authority to make major decisions in the areas of their responsibilities and will be provided with adequate support to carry out their functions effectively and efficiently.
- The focus of GOEIC's trade facilitation role will be at field level, close to where export and import related trade transactions take place. Field offices of GOEIC will in practice represent full range of GOEIC services to the business community at port level. Within the scope of legal responsibilities, field offices will provide full range of services, efficiently and courteously, to local business community, deal with their enquiries effectively, advise them on right systems and procedures, ensure that turn-round time for each trade transaction is minimal. For this purpose GOEIC field offices should be strengthened in terms of quality and number of staff as well as other resources required.
- Corporate functions of GOEIC covering: Office of the Chairman (total quality management, executive office, decision support information, and international matters), Legal Services and Security, will be consolidated, streamlined and placed directly under the Chairman.

- To facilitate overall integration and coordination of functions within GOEIC, two top level internal committees, under the chairmanship of Head of GOEIC, are proposed. (i) GOEIC Management and Operations Committee, responsible for all matters pertaining to management and all operational activities of GOEIC, and (ii) GOEIC Technical Committee, responsible for all aspects of laboratories and technical testing functions of GOEIC. Detailed terms of reference and composition of these committees are attached as annexes to the detailed report.

**(b) Merits and Demerits of the Recommended Structure**

Compared with the existing organizational arrangement of GOEIC, the proposed alternative has the following merits and demerits.

**Merits:**

- The structure is based on approved mission, objectives and functions of GOEIC.
- The functions are logically grouped into four broad areas: (i) operational activities directly affecting trade facilitation, (ii) technical functions and facilities of GOEIC, (iii) integration of field office activities and quality control where GOEIC directly inter-acts with business community, and (iv) GOEIC corporate functions of strategic planning, administrative development, resource management, legal services, security, etc. This arrangement reduces the span of control of the Chairman from the current about twenty to about six supervision entities. This enables the Chairman to have more time to focus on vital strategic aspects of managing GOEIC.
- The trade facilitation functions covering Central Departments of Agriculture and Food Imports, Exports, Origin, Prices and Guidance, Industrial and Engineering Imports, Commercial Registration, Temporary Admissions and Tax Rebate, and Sorting and Arbitration, and coordination of all field services are placed under Trade Facilitation and Field Services Division. The laboratories related functions covering: Central Departments of Industrial Laboratories, Foodstuffs Laboratories, Lab Facilities and Supplies, and Technical Research and Standards are placed under Laboratories Division of GOEIC. Central Departments of Strategic Planning and Administrative Development, Integrated Information Systems and Technologies, and Finance and Administration (GOEIC Management) are placed under the Planning, and Management Division. This arrangement consolidates the line functions of GOEIC for purposes of coordination and direction.
- Corporate functions of GOEIC covering: Office of the Chairman (total quality management, executive office, decision support information, and international matters), Legal Services and Security, will be consolidated, streamlined and placed directly under the Chairman..
- Critical role and scope of GOEIC Field Offices to facilitate trade flow and provide service to business community has been fully recognized and strengthened. Field offices become integral part of trade facilitation functions of GOEIC. The proposals enable them to fully represent GOEIC at field level and deal with most of the routine matters at local level thus serving the trading community more effectively.
- Mechanism for coordination of inter-ministerial activities and liaison with business community are to be improved through streamlining of relevant committees and services provided by the newly established GOEIC Trade Services Center.
- To facilitate effective overall coordination and communication flow within GOEIC and to build team work approach at top management level two senior level committees, GOEIC Management and Operations Committee and GOEIC Technical Committee are proposed.
- For effective introduction of modern information technologies, development of relevant technical skills and capabilities and to ensure these technical services are efficiently managed, a Central Department of Integrated Information Systems and Technologies is proposed.

**Demerits**

- This is a new structure and will have to be systematically introduced before its benefits are realized.
- While grouping of functions according to key operational activities of GOEIC is logical it may have some practical problems because activities at field level are closely interwoven.
- The proposed restructuring of GOEIC is a major change process, both in terms of staff realignment and in operational processes, as well in changing the mind-set of staff who have worked in the current arrangement for a long time. This change process to succeed will need systematic implementation and full support and commitment of top management before full benefits are realized.

### 3.2 The Current Structure (see Annex B)

**Merits and Demerits of Current Structure** are summarized below:

**Merits:**

- This is an authorized organizational arrangement under the Ministerial Decree # 1770 of 1971.
- This organizational arrangement is working; it has its strengths and limitations but is, on the whole, operational and delivering the services.
- GOEIC has at its apex a chief executive with sound leadership capabilities, experience and dedication and is supported by a team of professional scientists and managers with great experience, abilities and commitment.
- GOEIC has well established infrastructure of field offices, technical laboratory facilities and many years of experience in the field of trade facilitation and services.
- On the whole GOEIC is a vibrant and viable organizational entity with great national level responsibilities; it is working hard to mould and adapt itself to the fast changing global trade patterns and systems as well as the related technological requirements.

**Demerits:**

- The structure of GOEIC has been evolving over a period of more than two decades.
- The functions of GOEIC have also evolved over a period and seem not to be formally defined and coherently and homogeneously grouped.
- Functions of GOEIC seem to have been grouped on the basis of changing needs and circumstances and thus may not be fully coherent and homogenous.
- The detailed structure of GOEIC has a number of general departments under each central department and a number of departments under each general department. It is not clear whether these levels and spread can be justified in terms of nature, complexity and volume of work load to be transacted on a regular basis.
- GOEIC's overall (corporate) management functions pertaining to overall planning and direction, performance targets and standards, mechanism for internal and external coordination, budgeting and management of human and other resources, public relations, monitoring and evaluation of overall GOEIC performance, leadership and team work approach, etc. need strengthening. There is a Department of Administrative Reforms and Organization which needs recognition and support at operational level.
- GOEIC operations deal with a wide variety of clients: the exporters and importers, various government agencies, manufacturers and distributors, business organizations, international and foreign government agencies, etc. The structure has to provide for effective liaison and coordination with these agencies.
- GOEIC field offices serve as its representatives at port level and are constantly liaising directly with GOEIC head office on all operational issues. There is need to further delegate authority to enable field offices make local decisions on a variety of operational issues. For this purpose there is need to strengthen their capabilities, reduce delays in operational decision making and better serve the trading communities at local level.

### 4. Recommended Structure of GOEIC

On the basis of the foregoing detailed analysis of merits and demerits of each alternative proposed, it is recommended that Structural Alternative Five, in which GOEIC's functions are grouped into three divisions, be adopted for immediate implementation.

### 5. Implementation

The recommended structure and proposed management changes have been discussed at length in a three days special workshop of senior executives under the leadership of the Chairman. The workshop recommendations and refinements have been adequately incorporated in this report. Proposals on implementation of the organization and management changes and managing the change process have been outlined in the report.

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ATR Project  
October 5, 2003

Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
MINISTRY OF FOREIGN TRADE (MoFT)

**TASK 3 – DEVELOPING INSTITUTIONAL CAPABILITIES WITHIN  
THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

**PROPOSED ORGANIZATIONAL STRUCTURE  
AND MANAGEMENT SYSTEM FOR  
THE GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**1. GUIDING PRINCIPLES**

In designing proposals for overall organizational structure and management system for GOEIC as part of developing institutional capabilities, the following guiding principles have been observed.

- (a) **Prime Focus:** The primary objective of the proposals on organizational structure and management system for GOEIC is to enable GOEIC to effectively manage itself, carry out the multifarious statutory and technical functions related to trade facilitation services and inspections assigned to it, and as outcome of this, achieve its mission and objectives. This objective is the prime focus of these proposals.
- (b) **Mission, Objectives and Functions:** The long term mission and objectives of GOEIC have been redefined to reflect the current policies, strategies and priorities of the Ministry of Foreign Trade. The statement has been approved by the Minister (**Annex A**). The functions which GOEIC must undertake to achieve its mission and objectives have also been redefined and deliberated by the GOEIC Institutional Development Task Force and endorsed by the Minister (**Annex B**). Logical grouping of these functions, their distribution and coordination form the primary basis for developing organizational structure proposals for GOEIC. .
- (c) **Management Concepts and Socio-cultural Tenets:** The management system proposals and the grouping of the major functions of GOEIC, the manner in which the functions are distributed, coordinated and integrated, how authority for decision making is delegated to heads of departments in the head office and field offices, the flow of communication as well as the reporting relationships, etc., are based in accordance with sound and pragmatic management and organizational principles and concepts, as well as recognition of appropriate Egyptian socio-cultural tenets and precepts.
- (d) **MoFT/GOEIC Policies and Strategies:** Every effort has been made to ensure that the mission and functions (approved by the Minister) and the proposed organizational structure and management system of GOEIC, fully conform to the MoFT/GoE current foreign trade related policies, strategies, priorities and statutes.
- (e) **Recognition of MoFT/GoE goal of Foreign Trade Expansion and Trade Facilitation in the environment of liberal trade and economy:** The proposed organizational structure and management system aim to enable GOEIC remain goal oriented in its pursuit of the expansion of foreign trade through policies of liberalized trade and economy.
- (f) **Emphasis on Trade Facilitation and Service Role:** The proposed management system and organizational arrangement put special emphasis on GOEIC's trade facilitation and service role and de-emphasize control, license and inspection role. The management system and the manner in which functions are distributed and coordinated will enable the GOEIC to play its role as

enabler and facilitator for trade development and expansion. The structure will enable the GOEIC to closely inter-act with business community and be responsive to their concerns.

- (g) **Accountability and Transparency:** In keeping with the GoE/MoFT objective to keep the overall government machinery transparent, accountable and efficient, the proposed organizational structure and related management systems and practices, aim to enable GOEIC to fully meet this objective. The clarity of functions assigned to various head office departments and delegation of decision making authority to field offices to enable them to make local operational decisions will greatly enhance quality of foreign trade facilitation services. The clarity of mission and functions of GOEIC, the manner in which these functions are distributed, the job descriptions for all levels of staff and close inter-action with business communities are examples of how the proposals will foster transparency and accountability within GOEIC. The proposals aim to make GOEIC a model of excellence in discharging the vital responsibilities assigned to it and in managing itself.

## 2. VITAL CONSIDERATIONS

The proposals on developing management and organizational capabilities within GOEIC also take into full account the following vital considerations.

### (a) **Statutory Responsibilities of the Ministry of Foreign Trade and GOEIC**

Full recognition has been accorded to the responsibilities placed on the Ministry of Foreign Trade and GOEIC by the relevant statutes, decrees and regulations. GOEIC's functions draw their authority from numerous laws and regulations and the proposed management system and organizational arrangement should enable GOEIC to carry out these functions judiciously and expeditiously. It is also recognized that foreign trade functions are also governed by a variety of international treaties and agreements to which GoE may be a signatory. GOEIC has to operate within the norms and standards of the relevant international agreements and protocols.

### (b) **Soundness and Clarity of GOEIC Mission, Objectives and Functions**

It is recognized that the proposed management system and organization structure will provide an appropriate framework within which the functions assigned to GOEIC will be carried out. If the functions are not appropriate and relevant to the mission and objectives of GOEIC, the restructuring of GOEIC, per-se, will not bring about the realization of its mission and goals nor will it make GOEIC more effective. Great care has therefore been exercised in redefining mission, objectives and functions of the GOEIC to ensure that they reflect the current policies, strategies and priorities of MoFT/GoE.

### (c) **Top Management Role**

It is recognized that GOEIC has trade related complex and sensitive functions to discharge and that these are carried out through a vast network of its field offices and facilities. The overall responsibility for managing GOEIC, in terms of achieving its mission and objectives through optimal use of resources allocated to it, vests on the Chairman of GOEIC and his top management team. The proposals recognize this crucial role of top executives and aim to further strengthen this role. The proposed management system and organizational arrangement should enable the top management team to focus on crucial aspects of strategic planning, providing leadership and direction, building team work, overall performance evaluation of GOEIC and ensure that the human and other resources allocated to GOEIC are optimally utilized for realization of its mission and objectives.

**(d) GOEIC Middle Management Development**

In the final analysis, GOEIC's overall performance is greatly dependent on the caliber of its middle management and supervisory staff. It is at this level where work plans are translated into operational task and duties, close inter-action is carried out with business community and other agencies, regulations and procedures are applied in day to day activities. Sound operational decision made at this level and only special high level cases are referred to the top management. The proposals put great emphasis on the need to develop middle management capabilities within the GOEIC.

**(e) Strengthening GOEIC Field Office Capabilities**

Most of the activities of GOEIC (inspections, testings, registrations, certifications, etc.) take place at seaports and airports where physical transactions of export and import of goods take place. It is at that level that GOEIC, through its field offices, closely and constantly inter-act with exporters, importers and business community. Efficiency of GOEIC's trade facilitation services is thus greatly dependent on the capabilities of its field offices. The proposed management system and organizational arrangement recognizes the vital role of field offices in overall performance of GOEIC. Specific measures such as delegation of decision making authority, provision of infra-structure facilities and information technologies, developing human resource skills, etc. are proposed to strengthen field office capabilities.

**(f) GOEIC's Technical Facilities and Functions**

GOEIC carries out its technical functions of testing and inspection through a wide network of highly sophisticated technical laboratories and testing facilities located at various stations. Special requirements are to be met for installation, maintenance and operations of these technical facilities, including procurement and utilization of chemicals and drugs and other special consumable item. Special tailor made management system and organizational arrangement, both at head office and field offices, must be provided to meet their special needs. The proposals adequately address these requirements.

**(g) Performance Monitoring and Evaluation**

GOEIC is, in relative terms, a vast and complex organizational set-up. With a network of about 23 field offices, serving some 15,000 registered exporters, importers, representatives and agents of various and a staff complement of about 3200. To manage a set of this magnitude and periodically evaluate its overall performance efficiency is a responsibility of tall order. Mechanisms are to be established within GOEIC for regular and systematic monitoring and evaluation of its performance and to assess the strategic impact of its activities. The structure proposes introduction of two top level committees – management and technical - for overall coordination and evaluation of overall performance of GOEIC.

**(h) GOEIC Management**

The structure pays particular attention to the need to strengthen GOEIC capabilities in the field of corporate and resources management; strategic planning and management of resources allocated to it, i.e. human resources, finance, supplies and stores, records and information, transport and equipment and general administration. In this regard, a general department level responsibility center has to be created at corporate level. The GOEIC Management function, located in the Planning and Management Division, will be responsible for developing work plans, allocate resources, establishing performance standards and targets and ensuring that a high standard of performance is achieved and maintained.

### (i) **Optimal Development and Deployment of Human Resource**

The structure has also taken particular account of the paramount importance of optimal development and deployment of existing human resources within the GOEIC. It is only through proper development and deployment of human resources, (use of their professional, technical and managerial knowledge, experience and skills), that GOEIC can expect to carry out its functions and achieve its objectives. The proposed restructuring takes this requirement into full account.

## **3. GROUPING OF GOEIC FUNCTIONS**

The functions of GOEIC, 37 in number (see **Annex B**), are clustered in a manner that will ensure that like functions are grouped together, there are no overlaps and effective coordination and coherence are achieved. Logical grouping of functions and assessment of their significance, frequency and work load will result in determination of their organizational nomenclature, such as department, general department, etc. Grouping of functions will also provide basic ideas for designing organizational structure of GOEIC. The following four groups are proposed.

### **3.1 The Current Arrangement:**

- Overall Head Office: Chairman's Office; Security; Organization and Management; Information and Documents; Legal Services
- Head Office Central Departments: Industrial Labs; Foodstuffs Labs; Exports, Origins, Prices and Research; Agriculture and Foodstuffs Imports; Engineering and Industrial Goods; Commercial Registration; Finance and Administration;
- Head Office General Departments: Sorting and Arbitration; Port Affairs; Equipping Labs; and other general departments within the Central Departments.
- GOEIC Field Offices at Cairo Airport, Alexandria Port, Suez Canal Port, Port Said, Demietta Port.

### **3.2 Grouping of functions according to the Objectives of GOEIC**

- **GOEIC Head/Corporate Office Functions:** Office of the Chairman; Legal Services; Security Matters; Trade Services Center; Training Center.
- **Facilitation of Conduct and Expansion of Foreign Trade:** Initiate Review of Laws and Regulations and related systems and procedures (1); Maintain operational systems and procedures for facilitating export and import (2); Administer GOEIC related export and import laws, rules and regulations (3); Maintain close liaison with exporters and importers (4); Be aware of export and import related international rules and commitments (5); Ensure tests and inspections consist with best international norms and practices (6); Issue Certificates of Origin and deal with related matters (7); Deal with Duty Drawback and Temporary Admission matters as appropriate (8); Establish an Advisory Committee for GOEIC services (9).
- **Professional Standard Testing and Inspection Services:** Integrate accredited laboratories in accordance with relevant laws (10); Create compliance awareness and maintain technical reference material (11); Introduce and carry out inspection and testing procedures and keep records (12); Conduct tests on foodstuffs and industrial goods as required by law (13); Issue certificates and reports authorized by laws and regulations (14).
- **Maintenance of Technical Facilities for Testing and Inspection:** Maintain international standard lab facilities for testing and inspection (15); Modernize existing technical facilities (labs, equipment, devices, etc.) (16); Maintain procurement system for technical, chemical etc. supplies (17); Maintain an effective inventory of technical

facilities and related items (18); Develop technical and professional human resource skills for testing and inspection (19); Maintain institutional arrangement for GOEIC technical facilities and services (20); Provide cost based technical services to all clients as appropriate (21); Operate a Wide Area Network (WAN) linking all GOEIC field offices and labs (22)

- **Integrated Information System and Technologies:** Maintain integrated facilities of modern information technologies within GOEIC (23); Maintain an up-to-date data base of importers and exporters in Egypt (24); Maintain comprehensive records of all export and import transactions (25); Maintain full record of registered importers and exporters (26); Maintain a system for determining “white list” exporters and importers (27); Compile and produce periodic reports and statistics (28); Establish institutional arrangement for integrated information system of GOEIC (29).
- **GOEIC Management ( planning, finance, human resource, administration, and GOEIC Field Offices/Services. etc., functions:** Develop strategic management capabilities within GOEIC (30); Introduce system of annual work plans for GOEIC (31); Establish and apply performance criteria and standards (32); Establish professional research, legal, etc. services within GOEIC(33); Operate annual financial and human resource budget system (34); Provide efficient administrative support services (35); Develop sound management capabilities within GOEIC field offices (36); Implement GOEIC Training Center and Trade Services Center (37)

### 3.3 Grouping by Major Functional Areas/Clients

- **GOEIC Corporate Management Functions:** Office of the Chairman; Legal Services; Security Matters; Trade Services Center; Training Center, etc. (see functions 30-37)
- **Foreign Trade Facilitation:** Engineering and Industrial Goods; Agriculture and Foodstuff (see functions 1 to 9).
- **Testing and Lab Services:** Industrial goods; Agriculture and Foodstuff (see functions 10 to 14)
- **Management of Testing and Inspection Technical Facilities and Supplies (** see functions 15 to 22)
- **Integrated Information System and Technologies including Registration** etc. (for details see functions 23 to 29)
- **GOEIC Field Offices/Services**
- **GOEIC Management:** finance, human resource, administration, etc. functions (for details see functions 30 to 37)

### 3.4 Regrouping 3 - Grouping Line and Staff Functions: Matrix Arrangement

- **GOEIC Primary (Line) Functions:** Foreign Trade Facilitation: Engineering and Industrial Goods; Agriculture and Foodstuff (functions 1 to 9); Testing and Lab Services: Industrial goods; Agriculture and Foodstuff (functions 10 to 14); Management of Testing and Inspection Technical Facilities and Supplies (functions 15 to 22); GOEIC Field Offices/Services.
- **GOEIC Support (Staff) Functions:** Integrated Information System and Technologies including Registration etc. (functions 23 to 29); GOEIC Management (finance, human resource, administration, etc., (functions 30 to 37); GOEIC Legal Services
- **GOEIC Corporate Management: Chairman’s Office;** Strategic Planning, Direction, Coordination and Evaluation; Liaison with MoFT, delegations, VIP visits, media relation, etc.

#### 4. PROPOSED GOEIC MANAGEMENT SYSTEM AND ORGANIZATIONAL ARRANGEMENT

The proposed organization and management proposals focus on two major areas:

##### 4.1 STRENGTHEN STRATEGIC MANAGEMENT and Organizational Capabilities of GOEIC through:

- **Strategic long term mission, objectives and functions** of GOEIC, which reflect the current policies and priorities of the MoFT relating to expansion and liberalization of foreign trade, have been defined and approved. In the light of its revised mission and functions it is considered appropriate to rename GOEIC; it is suggested it be titled as: Egypt Trade Facilitation and Services Organization (or Agency or Authority) – ETFSO.
- **Restructure organizational arrangement of GOEIC**, which will provide a sound framework for effective direction, coordination and integration of its functions. Alternatives are developed and specific proposals made. For purpose of effective overall coordination and communication flow as well as for building team work approach two top level internal committees (i) GOEIC Technical Committee (see **Annex C** for terms of reference) and (ii) GOEIC Management Committee (see **Annex D** for terms of reference) are proposed.
- **GOEIC planning and management functions be consolidated** under a focal point of GOEIC Management to facilitate overall planning and direction, setting performance targets and standards, developing middle management leadership, building team approach, resource budgeting, etc.
- **Human resource utilization and development** be strengthened through clear job descriptions and need based critical knowledge and skills development programs. GOEIC Training Center be made fully operational. Special emphasis be placed on developing middle management cadre.

##### 4.2 IMPROVE GOEIC OPERATIONAL EFFICIENCY

- **Objectives and functions of Central/General Departments be redefined** to reflect current policies and priorities of GOEIC and should operate according to annual work plans, performance targets and standards. Work plans will be systematically reviewed and monitored.
- **GOEIC Field Offices should be strengthened considerably** to enable them to deal with most of the GOEIC operational matters at local level and thus serve the needs of local trading communities more effectively. More decision making authority to be delegated at field level and field offices should be staffed by experienced and qualified professionals.
- **GOEIC Trade Services Center and Dekheila Training Center should be made operational at the earliest. Modern information technologies be introduced** to improve efficiency of all testing, inspection and registration services as well as processing of all import and export documentations. Operational processes to be streamlined.

## 5. PROPOSED ORGANIZATIONAL AND MANAGEMENT SYSTEM OF GOEIC

### 5.1 The Current Arrangement:

#### (a) Key Functions:

- Overall Head Office functions: Chairman's Office; Security; Organization and Management; Information and Documents; Legal Services.
- Head Office Central Department functions: Industrial Labs; Foodstuffs Labs; Exports, Origins, Prices and Research; Agriculture and Foodstuffs Imports; Engineering and Industrial Goods; Commercial Registration; Finance and Administration.
- Head Office General Department functions:: Sorting and Arbitration; Port Affairs; Equipping Labs; and other general departments within the Central Departments.
- GOEIC Field Offices at Cairo Airport, Alexandria Port, Suez Canal Port, Port Said, Demietta Port.

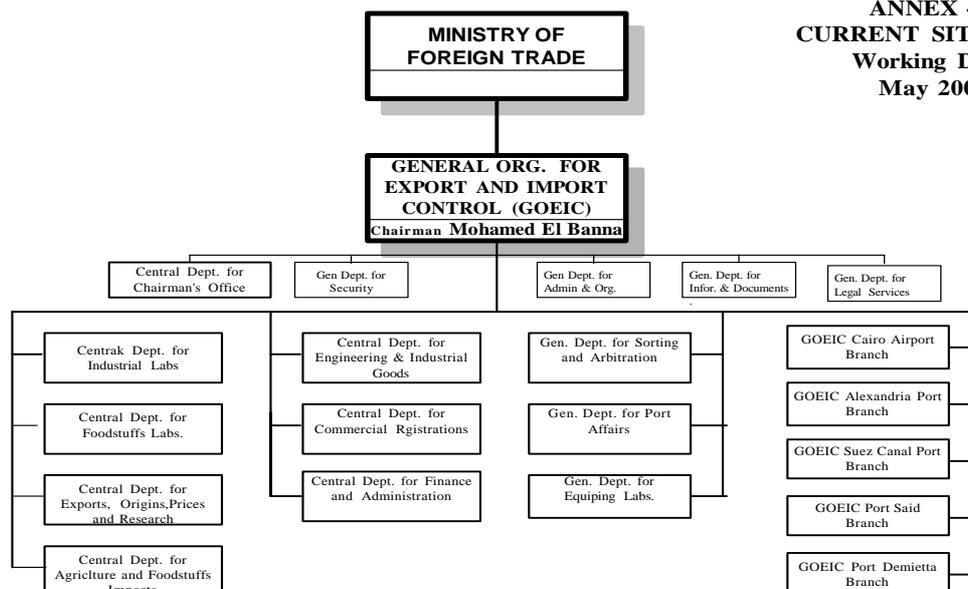
#### (b) The Structure: Under the current organizational arrangement GOEIC has:

- Overall Head Office including Chairman's office;
- About 12 Central Departments,
- About 50 General Departments,
- About 103 Departments

Diagnostic review conducted by ATR on current organizational efficiency of GOEIC has highlight merits and demerits of current situation in considerable detail. The current structure of GOEIC, showing the major grouping of functions, reporting relationships and communication flow, as well as the coordination and span of control are depicted below in the form of an organization chart and at **Annex E** to this report.

**CURRENT ORGANIZATION OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)  
MINISTRY OF FOREIGN TRADE**

**ANNEX - E  
CURRENT SITUATION  
Working Draft  
May 2002**



Source: Preliminary discussion with senior staff and review of relevant documents

(c) **Merits and Demerits of Current Structure:** The merits and demerits of the current

GOEIC str

**Merits:**

- This is an authorized organizational arrangement under the Presidential Decree # 1770 of 1971.
- This organizational arrangement is working; it has its strengths and limitations but is, on the whole, operational and delivering its services.
- GOEIC has at its apex a chief executive with sound leadership capabilities, experience and dedication and is supported by a team of professional scientists and managers with great experience, abilities and commitment.
- GOEIC has well established infrastructure of field offices, technical laboratory facilities and many years of experience in the field of trade facilitation and services.
- On the whole GOEIC is a vibrant and viable organizational entity with great national level responsibilities; it is working hard to mould and adapt itself to the fast changing global trade patterns and systems as well as the related technological requirements.

**Demerits:**

- The structure of GOEIC has been evolving over a period of more than two decades. There seems to be no clearly defined and formally approved long term mission and objectives of GOEIC that is known to all staff and external public.
- The functions of GOEIC have also evolved over a period and seem not to be formally defined and coherently and homogenously groups. It is not clear whether they fully reflect current policies and priorities of the MoFT or are fully in line with objectives and mission of GOEIC.
- Functions of GOEIC seem to have been grouped on the basis of changing needs and circumstances and thus may not be fully coherent and homogenous.
- The detailed structure of GOEIC has a number of general departments under each central department and a number of departments under each general department. It is not clear whether these levels and spread can be justified and are sustainable in terms of nature, complexity and volume of work load to be transacted on a regular basis.
- GOEIC's overall (corporate) management functions pertaining to overall planning and direction, performance targets and standards, mechanism for internal and external coordination, budgeting and management of human and other resources, public relations, monitoring and evaluation of overall GOEIC performance, leadership and team work approach, etc. are not clearly defined nor assigned. There is a Department of Organization and Management but effect of its functions are not clearly known.
- GOEIC operations deal with a wide variety of clients: the exporters and importers, various government agencies, manufacturers and distributors, business organizations, international and foreign government agencies, etc. The structure has to provide for effective liaison and coordination with these agencies.

- GOEIC field offices serve as its representatives at port level and are constantly liaising directly with GOEIC head office on all operational issues. There is need to further delegate authority to enable field offices make local decisions on a variety of operational issues. For this purpose there is need to strengthen their capabilities, reduce delays in operational decision making and better serve the trading communities at local level.
- The structure, in absence of detailed statement of mission and functions of central and general departments, does not facilitate effective deployment of human resources and preparation of job descriptions and job specifications which are relevant to its functions.

## **5.2 STRUCTURE ALTERNATIVE 1- Objectives Oriented Structure**

Under this structure the functions of GOEIC are grouped according to the objectives of GOEIC as approved by the Minister.

### **(a) Key Functional Groups of this alternative are:**

- GOEIC Head/Corporate Office Functions: Office of the Chairman; Legal Services; Security Matters; Trade Services Center; Training Center.
- Facilitation of Conduct and Expansion of Foreign Trade (details see functions 1 to 9)
- Professional Standard Testing and Inspection Services (details see functions 10 to 14).
- Maintenance of Technical Facilities for Testing and Inspection (for details see functions 15 to 22).
- Integrated Information System and Technologies (for details see functions 23 to 29).
- GOEIC Field Offices/Services
- GOEIC Management (finance, human resource, administration, etc., for details see functions 30 to 37)

### **(b) Management System and Operational Efficiency**

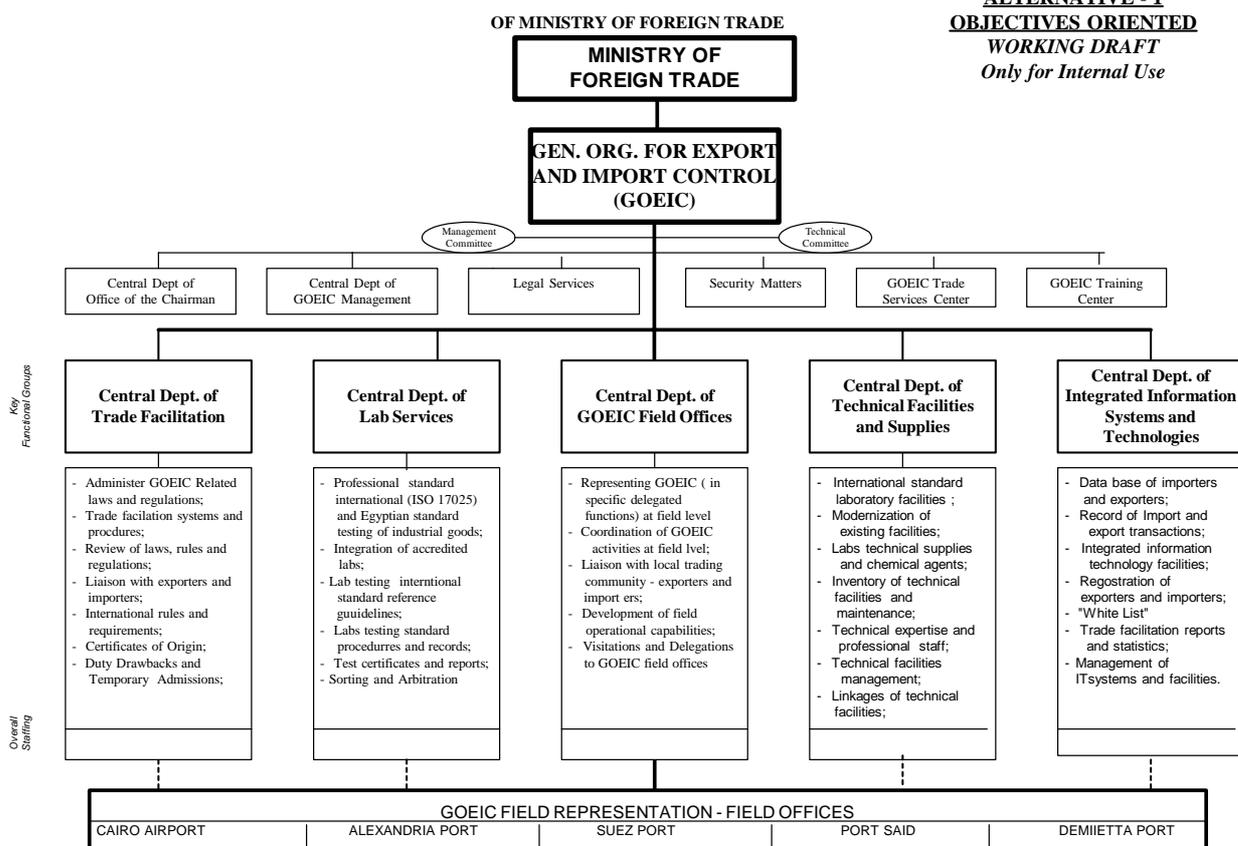
All proposals made to strengthen strategic management capabilities and operational efficiency of GOEIC under Paras. 4.1 and 4.2 apply to this alternative.

### **(c) Organizational Structure for Alternative One**

Structure of Alternative One, showing the major grouping of functions, reporting relationships and communication flow, as well as levels and span of control, are depicted below in the form of an organization chart and at **Annex F**

**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX - F  
ALTERNATIVE - 1  
OBJECTIVES ORIENTED  
WORKING DRAFT  
Only for Internal Use**



**(d) Merits and Demerits of Alternative One**

Compared the existing organizational arrangement, the proposed Alternative One has the following merits and demerits.

**Merits:**

- The structure is based on approved mission, objectives and functions of GOEIC.
- The importance of strengthening strategic management capabilities within.
- The management related functions are clearly defined, grouped under GOEIC Management and are reporting to the Chairman of GOEIC
- The structure provides clear distinction between primary (line) and support (staff) functions; the five central departments are responsible for the five major line functions and report directly to the Head of GOEIC with adequate delegation of decision making authority. Staff functions pertaining to GOEIC management, legal services and provision of other support services are part of the corporate set up reporting to the Chairman of GOEIC.
- For effective introduction modern information technologies, development of relevant technical skills and capabilities and to ensure these technical services are efficiently managed a new central department of IT is proposed reporting to the head of GOEIC.

- Role and scope of GOEIC Field Offices are strengthened to enable them to be full representatives of GOEIC at field level and be able to deal with most of the routine export and import related matters at local level thus serving the trading community more effectively.
- To facilitate effective overall coordination and communication flow and to develop a team work approach within GOEIC, a high level GOEIC Management Committee is proposed.
- The functions are logically grouped reflecting the key objectives of GOEIC. The span of control of the structure with five central departments is trim and compact for effective coordination.

#### **Demerits of Alternative One Structure**

- This will be a new structure and will have to be tried out before its benefits are realized.
- While grouping of functions according to the key objectives of GOEIC is logical it may lead to some practical problems at operational level where activities are closely interwoven.
- The proposed restructuring is a major change process, both in terms of staff realignment as well as in operational processes. This change process will have to be managed systematically and with commitment before benefits are realized.

### **5.3 STRUCTURE ALTERNATIVE 2 - MAJOR FUNCTIONS ORIENTED STRUCTURE**

Under this structure functions of GOEIC are grouped according to major functional areas.

#### **(a) Key Functional Groups of this alternative are:**

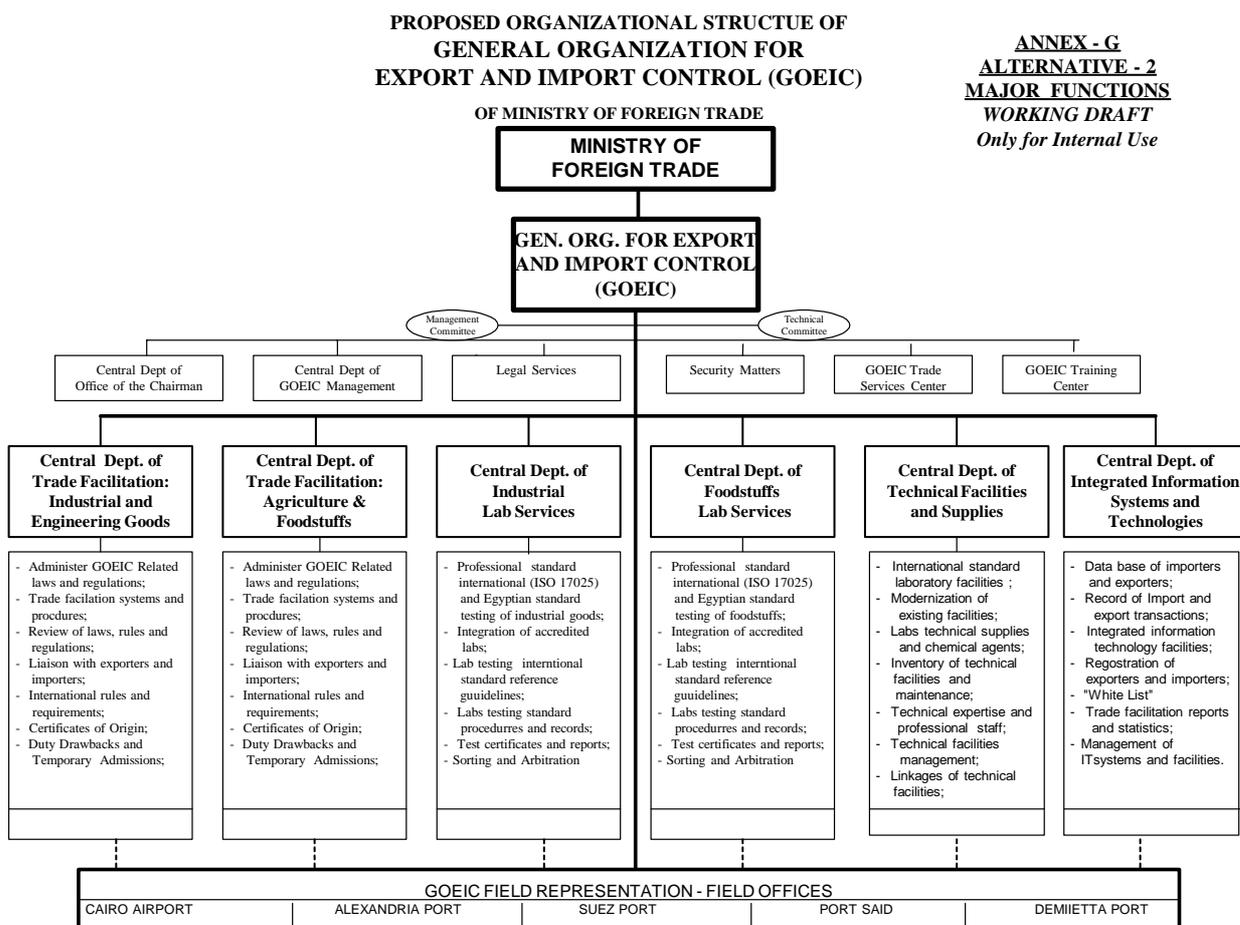
- GOEIC Corporate Management Functions (Office of the Chairman; Legal Services; Security Matters; Trade Services Center; Training Center, etc.; for details see functions 30 to 37).
- Foreign Trade Facilitation: Engineering and Industrial Goods; Agriculture and Foodstuff (details see functions 1 to 9).
- Testing and Lab Services: Industrial goods; Agriculture and Foodstuff (details see functions 10 to 14)
- Management of Testing and Inspection Technical Facilities and Supplies (for details see functions 15 to 22).
- Integrated Information System and Technologies including Registration etc. (for details see functions 23 to 29).
- GOEIC Field Offices/Services
- GOEIC Management (finance, human resource, administration, etc. for details see functions 30 to 37)

**(b) Management System and Operational Efficiency**

All proposals made to strengthen strategic management capabilities and operational efficiency of GOEIC under Paras. 4.1 and 4.2 apply to this alternative.

**(c) Organizational Structure for Alternative 2**

Structure of Alternative Two, showing the major grouping of functions, reporting relationships and communication flow, as well as levels and span of control, are depicted below in the form of an organization chart and at **Annex G**



**(d) Merits and Demerits of Alternative Two**

Compared with the existing organizational arrangement of GOEIC, the proposed alternative two has the following merits and demerits.

**Merits:**

- The structure is based on approved mission, objectives and functions of GOEIC.
- The functions are logically grouped reflecting the key operational activities of GOEIC.

- This alternative focuses on the key operational areas of GOEIC and attempts to provide a structure in which these functions can be carried out effectively. The operational areas of Trade Facilitation (industrial and engineering goods and agriculture and foodstuffs), Inspection and Testing Lab Services (industrial and foodstuffs), Management of Technical Facilities and Supplies, and Integrated Information Systems and Technologies, etc. receive direct attention.
- The span of control of the structure with six central departments is optimal for effective coordination.
- There is clear distinction between primary (line) and support (staff ) functions; the six central departments responsible for the six major line functions report directly to the Chairman of GOEIC with adequate delegation of decision making authority. Staff functions pertaining to GOEIC management, provision of legal and other support services also report directly to the Chairman.
- The importance of strengthening strategic management capabilities within GOEIC has been recognized. The management related functions have been defined and grouped under GOEIC Management, reporting to the Chairman.
- Critical role and scope of GOEIC Field Offices to facilitate trade flow and service business community has been fully recognized and strengthened to enable them to fully represent GOEIC at field level and deal with most of the routine matters at local level thus serving the trading community more effectively.
- Mechanism for coordination of inter-ministerial activities and liaison with business community are to be improved through streamlining of relevant committees.
- To facilitate effective overall coordination and communication flow within GOEIC and to build team work approach at top management level a senior GOEIC Management committee is proposed.
- For effective introduction of modern information technologies, development of relevant technical skills and capabilities and to ensure these technical services are efficiently managed, a Central Department of Integrated Information Systems and Technologies is proposed.

### **Demerits**

- This is a new structure and will have to be tried out before its benefits are realized.
- While grouping of functions according to key operational activities of GOEIC is logical it may have some practical problems because operational activities at field level are closely interwoven.
- The proposed restructuring of GOEIC is a major change process, both in terms of staff realignment and in operational processes, as well in changing the mind-set of staff who have worked in the current arrangement for a long time. This change process to succeed will need systematic implementation and top management commitment before full benefits are realized.

## 5.4 STRUCTURE ALTERNATIVE 3 - LINE AND STAFF FUNCTIONS - MATRIX ARRANGEMENT

### (a) Key Functional Groups of this alternative are:

- GOEIC Primary (Line) Functions:
  - Foreign Trade Facilitation: – Engineering and Industrial Goods
  - Agriculture and Foodstuff (for details see functions 1 to 9).
  - Testing and Lab Services: – Industrial goods; and Agriculture and Foodstuff (for details see functions 10 to 14)
  - Management of Testing and Inspection Technical Facilities and Supplies (for details see functions 15 to 22)
  - GOEIC Field Offices/Services
- GOEIC Support (Staff) Functions:
  - Integrated Information System and Technologies including Registration etc. (for details see functions 23 to 29).
  - GOEIC Management (finance, human resource, administration, etc., for details see functions 30 to 37)
  - GOEIC Legal Services

### (b) Management System and Operational Efficiency

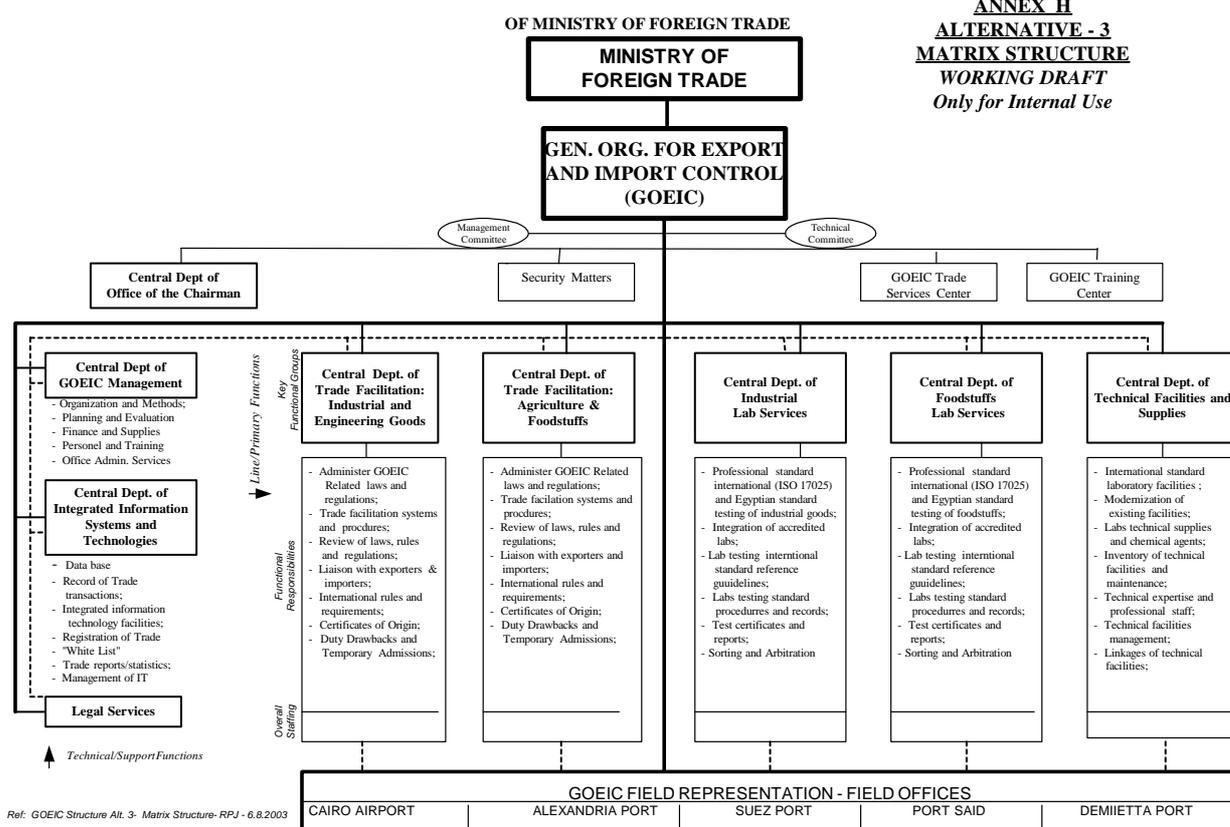
All proposals made to strengthen strategic management capabilities and operational efficiency of GOEIC under Paras. 4.1 and 4.2 apply to this alternative.

### (c) Organizational Structure for Alternative 3

Structure of Alternative Three, showing the major grouping of functions, reporting relationships and communication flow, as well as levels and span of control, are depicted below in the form of an organization chart and at **Annex H**

**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX H  
ALTERNATIVE - 3  
MATRIX STRUCTURE  
WORKING DRAFT  
Only for Internal Use**



**(d) Merits and Demerits of Alternative Three**

**Merits:**

- All the merits listed under Alternative Two, such as homogenous grouping of functions, clarity regarding line and staff functions, introduction of GOEIC Management concept and strengthening of strategic management capabilities, delegation of decision making authority to GOEIC field offices, establishment of GOEIC Management Committee, etc., also apply to Alternative Three.
- In addition this alternative has the benefits of matrix arrangement, namely:
  - Primary functions of GOEIC, through which GOEIC mission and objectives are to be achieved, receive full attention.
  - Resources are planned and deployed for carrying out these primary functions.
  - Specialization is developed in provision of technical support services thus line functions receive better
  - Resources of GOEIC are better utilized.
  - GOEIC performance would improve considerably and thus be able to achieve its mission and objectives more effectively and efficiently.

**Demerits:**

- This is a new structure and will have to be tried out before its benefits are realized.
- The introduction of matrix structure arrangement will require a transition period during which the concept will have to be properly explained and its operations given time to stabilize.

- The proposed restructuring is a major change process, both in terms of staff realignment and in operational processes, as well in changing the mind-set of staff who have worked in the current arrangement for a very long time. This change process to succeed will have to be managed with determination, systematically and with commitment and leadership before its full benefits are realized.

## **5.5 STRUCTURE ALTERNATIVE 4 – TWO MAJOR DIVISIONS OF GOEIC: OPERATIONAL AND TECHNICAL**

Under this alternative the entire GOEIC is divided into two major areas: Operational Division and Technical Division.

### **(a) Key features:**

- The structure fully recognizes the independent nature and unique statutory role and scope of GOEIC's national level responsibilities.
- Since its inception in 1970 GOEIC has gone through metamorphic changes in its nature and scope of functions. Starting as a relatively small organization responsible for routine inspection of export and import items, GOEIC has grown into a multifaceted and complex organization responsible for trade facilitation and services to the entire business community. It has to operate in the environment of global trade and economy and practice international standards and procedures. Presidential Decree # 106 of 2000 and Law # 155 of 2002 have placed vast amount of additional statutory responsibilities pertaining to trade facilitation on GOEIC. During the period of over three decades GOEIC has attempted to adapt its internal management and operational systems and organizational arrangement to cope with these changes. No comprehensive and systematic review has been undertaken to update its organizational and management system.
- It is fully recognized that GOEIC has at its apex a chief executive with sound leadership capabilities, experience and dedication and is supported by a team of professional scientists and managers with great experience, abilities and commitment. GOEIC has well established infrastructure of field offices, technical laboratory facilities and many years of experience in the field of trade facilitation and services.
- The structure also takes into full account the critical role GOEIC plays in: (i) achieving the objective of expansion and liberalization of foreign trade, (ii) providing vital trade facilitation services to the entire business community to be effective in the modern global trading system, and (iii) enabling Egypt to be a full and active member of the World Trade Organization.
- Full account has also been taken of GOEIC's well established infrastructure of network of field offices, a variety of modern technical laboratories and many years of practical experience in the field of trade facilitation services.
- In the proposed structure the whole range of complex and inter-related functions of GOEIC are grouped into two broad areas: (i) Operational Division, responsible for coordination and execution of all trade facilitation related operational functions, and (ii) Technical Division responsible for coordination and execution of all trade facilitation related technical matters. Each Division is headed by a top notch executive, who will be responsible for all aspects of activities within the group and will refer only the most vital matters to the Chairman. This will allow the Chairman to focus his

attention on strategic aspects of managing GOEIC: providing leadership for overall planning, direction, integration and evaluation of overall GOEIC performance.

- Central Departments and Field Offices will be the primary “responsibility centers” of GOEIC, i.e. heads of central departments and field offices will be totally responsible and accountable for carrying out all the functions assigned and achieving the objectives of their central departments. For this purpose they will have delegated authority to make major decisions in the areas of their responsibilities and will be provided with adequate support to carry out their functions effectively and efficiently.
- The focus of GOEIC’s trade facilitation services will be at field level, close to where export and import related trade transactions take place. Field offices of GOEIC will in practice represent full range of GOEIC services to the business community at port level. Within the scope of legal responsibilities, field offices will provide full range of services, efficiently and courteously, to local business community, deal with their enquiries effectively, advise them on right systems and procedures, ensure that turn-round time for each trade transaction is minimal. For this purpose GOEIC field offices should be strengthened in terms of quality and number of staff as well as other resources required.
- Corporate functions of GOEIC – Office of the Chairman, GOEIC Management, Legal Services, Security, Public Relations, etc. will be consolidated, streamlined and be placed directly under the Chairman. For details see specific charts.
- To facilitate overall integration and coordination of functions within GOEIC, two top level internal committees, under the chairmanship of Head of GOEIC, are proposed. (i) GOEIC Management and Operations Committee, responsible for all matters pertaining to management and all operational activities of GOEIC, and (ii) GOEIC Technical Committee, responsible for all aspects of technical functions of GOEIC. Detailed terms of reference and composition of these committees are attached as annexes to this proposal.

**(b) Management System and Operational Efficiency**

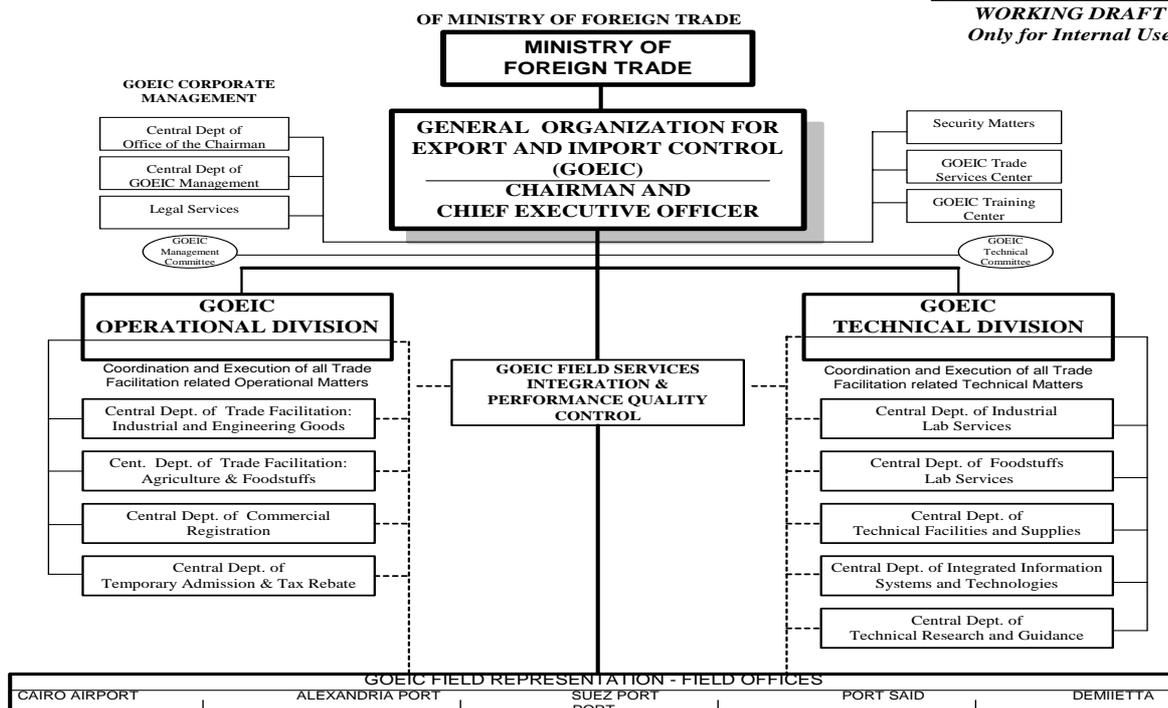
All proposals made to strengthen strategic management capabilities and operational efficiency of GOEIC under Paras. 4.1 and 4.2 apply to this alternative.

**(c) Organizational Structure for Alternative 4:**

Structure of Alternative Four, showing the major grouping of functions, reporting relationships and communication flow, as well as levels and span of control, are depicted below in the form of an organization chart and **Annex I**

**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX I  
ALTERNATIVE - 4  
TWO MAJOR DIVISIONS  
WORKING DRAFT  
Only for Internal Use**



**(d) Merits and Demerits of Alternative Four**

Compared with the existing organizational arrangement of GOEIC, the proposed alternative has the following merits and demerits.

**Merits:**

- The structure is based on approved mission, objectives and functions of GOEIC.
- The functions are logically grouped into four broad areas: (i) operational activities directly affecting trade facilitation, (ii) technical functions and facilities of GOEIC, (iii) integration of field offices where GOEIC directly inter-acts with business community, and (iv) GOEIC corporate functions. This reduces the span of control of the Chairman from about twenty to about six.
- The trade facilitation areas covering Central Departments of Industrial and Engineering goods, Agriculture and Foodstuffs, Commercial Registration, Temporary Admissions and Tax Rebate, are placed under Operational Wing of GOEIC. The technical functions under Central Departments of Industrial Lab Services, Foodstuffs Lab Services, Technical Facilities and Supplies, Information Technologies, and Technical Research and Guidance are placed under Technical Wing of GOEIC. This arrangement consolidates the line functions of GOEIC for purposes of coordination and direction.
- The corporate functions of GOEIC under the Central Departments of Office of the Chairman, GOEIC Management, as well as the General Department of Legal Services, Security, etc. report directly to the Chairman. This arrangement enables Chairman to carry out strategic planning and ensure best use of resources.

- Critical role and scope of GOEIC Field Offices to facilitate trade flow and service business community has been fully recognized and strengthened to enable them to fully represent GOEIC at field level and deal with most of the routine matters at local level thus serving the trading community more effectively.
- Mechanism for coordination of inter-ministerial activities and liaison with business community are to be improved through streamlining of relevant committees.
- To facilitate effective overall coordination and communication flow within GOEIC and to build team work approach at top management level two senior level committees, GOEIC Management and Operations Committee and GOEIC Technical Committee are proposed.
- For effective introduction of modern information technologies, development of relevant technical skills and capabilities and to ensure these technical services are efficiently managed, a Central Department of Integrated Information Systems and Technologies is proposed.

### **Demerits**

- This is a new structure and will have to be tried out before its benefits are realized.
- While grouping of functions according to key operational activities of GOEIC is logical it may have some practical problems because operational activities at field level are closely interwoven.
- The proposed restructuring of GOEIC is a major change process, both in terms of staff realignment and in operational processes, as well in changing the mind-set of staff who have worked in the current arrangement for a long time. This change process to succeed will need systematic implementation and top management commitment before full benefits are realized.

## **5.6 ALTERNATIVE 5 – THREE MAJOR DIVISIONS**

The two division structure (alternative four) was extensively discussed by the Task Force and a variety of refinements were suggested. In the light of expanded role and functions of GOEIC and its increasing role in foreign trade expansion, liberalization and facilitation, it was decided to propose a structure which will have three major divisions and fourteen central departments.

- Trade Facilitation and Field Services Division responsible for coordination and execution of all Trade Facilitation and Field Services related functions under the following central departments:
  - Central Department of Agriculture and Food Imports
  - Central Department of Exports, Origin, Prices and Guidance
  - Central Department of Engineering and Industrial Imports
  - Central Department of Commercial Registration
  - Central Department of Temporary Admission and Tax Rebate
  - General Department of Sorting and Arbitration
- Laboratories and Technical Facilities Division responsible for coordination and execution of all laboratories and technical testing functions under the following central departments:
  - Central Department of Industrial Laboratories
  - Central Department of Foodstuffs Laboratories
  - Central Department of Laboratory Facilities and Supplies
  - Central Department of Laboratory Research and Standards



and Law # 155 of 2002 have placed vast amount of additional statutory responsibilities pertaining to trade facilitation on GOEIC. During the period of over three decades GOEIC has attempted to adapt its internal management and operational systems and organizational arrangement to cope with these changes. No comprehensive and systematic review has been undertaken to update its organizational and management system.

- It is fully recognized that GOEIC has at its apex a chief executive with sound leadership capabilities, experience and dedication and is supported by a team of professional scientists and managers with great experience, abilities and commitment.
- The structure also takes into full account the critical role GOEIC plays in: (i) achieving the objective of expansion and liberalization of foreign trade, (ii) providing vital trade facilitation services to the entire business community to be effective in the modern global trading system, and (iii) enabling Egypt to be a full and active member of the World Trade Organization.
- Full account has also been taken of GOEIC's well established infrastructure of network of field offices, a variety of modern technical laboratories and many years of practical experience in the field of trade facilitation services.
- In the proposed structure the whole range of complex and inter-related functions of GOEIC are grouped into three broad areas: (i) Operational and Field Services Division, responsible for coordination and execution of all operational and field services activities; (ii) Laboratories and Technical Facilities Division responsible for coordination of all laboratories and technical facilities and services; and (iii) Planning, Research and Administration Division, responsible for coordination of all strategic planning, research and GOEIC management matters.. Each Division is headed by a top notch executive, who will be responsible for all aspects of activities within the group and will refer only the most vital matters to the Chairman. This will allow the Chairman to focus his attention on strategic aspects of managing GOEIC: providing leadership for overall planning, direction, integration and evaluation of overall GOEIC performance.
- Central Departments and Field Offices will be the primary "responsibility centers" of GOEIC, i.e. heads of central departments and field offices will be totally responsible and accountable for carrying out all the functions assigned and achieving the objectives of their central departments. For this purpose they will have delegated authority to make major decisions in the areas of their responsibilities and will be provided with adequate support to carry out their functions effectively and efficiently.
- The focus of GOEIC's trade facilitation role will be at field level, close to where export and import related trade transactions take place. Field offices of GOEIC will in practice represent full range of GOEIC services to the business community at port level. Within the scope of legal responsibilities, field offices will provide full range of services, efficiently and courteously, to local business community, deal with their enquiries effectively, advise them on right systems and procedures, ensure that turn-round time for each trade transaction is minimal. For this purpose GOEIC field offices should be strengthened in terms of quality and number of staff as well as other resources required.
- Corporate functions of GOEIC covering: Office of the Chairman (total quality management, executive office, decision support information, and international matters), Legal Services and Security, will be consolidated, streamlined and placed directly under the Chairman.

- To facilitate overall integration and coordination of functions within GOEIC, two top level internal committees, under the chairmanship of Head of GOEIC, are proposed. (i) GOEIC Management and Operations Committee, responsible for all matters pertaining to management and all operational activities of GOEIC, and (ii) GOEIC Technical Committee, responsible for all aspects of technical functions of GOEIC. Detailed terms of reference and composition of these committees are attached as annexes to the detailed report.

**(b) Merits and Demerits of the Alternative Five Structure**

Compared with the existing organizational arrangement of GOEIC, the proposed alternative has the following merits and demerits.

**Merits:**

- The structure is based on approved mission, objectives and functions of GOEIC.
- The functions are logically grouped into four broad areas: (i) operational activities directly affecting trade facilitation, (ii) technical functions and facilities of GOEIC, (iii) integration of field office activities and quality control where GOEIC directly inter-acts with business community, and (iv) GOEIC corporate functions of strategic planning, administrative development, resource management, legal services, security, etc. This arrangement reduces the span of control of the Chairman from the current about twenty to about six supervision entities. This enables the Chairman to have more time to focus on vital strategic aspects of managing GOEIC.
- The trade facilitation functions covering Central Departments of Agriculture and Food Imports, Exports and Certification of Origin, Industrial and Engineering Imports, Commercial Registration, Temporary Admissions and Tax Rebate, and Sorting and Arbitration, and coordination of all field services are placed under Operational and Field Services Division. The laboratories and technical facilities related functions covering: Central Departments of Industrial Laboratories, Foodstuffs Laboratories, Technical Facilities and Lab Supplies and Technical Research, Standards, Quality Control and Guidance are placed under Laboratories and Technical Facilities Division of GOEIC. Central Departments of Research and Performance Evaluation, Integrated Information Systems and Technologies, Finance and Administration (GOEIC Management) and Human Resource and Administrative Development are placed under the Planning, Research and Administration Division. This arrangement consolidates the line functions of GOEIC for purposes of coordination and direction.
- Corporate functions of GOEIC covering: Office of the Chairman (total quality management, executive office, decision support information, and international matters), Legal Services and Security, will be consolidated, streamlined and placed directly under the Chairman..
- Critical role and scope of GOEIC Field Offices to facilitate trade flow and provide service to business community has been fully recognized and strengthened. The proposals enable them to fully represent GOEIC at field level and deal with most of the routine matters at local level thus serving the trading community more effectively.
- Mechanism for coordination of inter-ministerial activities and liaison with business community are to be improved through streamlining of relevant committees and services provided by the newly established GOEIC Trade Services Center.
- To facilitate effective overall coordination and communication flow within GOEIC and to build team work approach at top management level two senior level committees, GOEIC Management and Operations Committee and GOEIC Technical Committee are proposed.
- For effective introduction of modern information technologies, development of relevant technical skills and capabilities and to ensure these technical services are efficiently managed, a Central Department of Integrated Information Systems and Technologies is proposed.

## **Demerits**

- This is a new structure and will have to be systematically introduced before its benefits are realized.
- While grouping of functions according to key operational activities of GOEIC is logical it may have some practical problems because operational activities at field level are closely interwoven.
- The proposed restructuring of GOEIC is a major change process, both in terms of staff realignment and in operational processes, as well in changing the mind-set of staff who have worked in the current arrangement for a long time. This change process to succeed will need systematic implementation and full support and commitment of top management before full benefits are realized.

## **5.7. RECOMMENDED STRUCTURE OF GOEIC**

On the basis of the foregoing details as well as systematic analysis of merits and demerits of each alternative proposed, it is recommended that Structural Alternative Five, be adopted for immediate implementation.

## **6. IMPLEMENTATION AND MANAGING THE CHANGE PROCESS**

### **6.1 Implementation Workshop**

The recommended structure and proposed management changes were discussed at length in a three day special workshop organized by ATR for senior executives of GOEIC during September 19 – 21, 2003 at Borg El Arab, Alexandria. The workshop was chaired by Gen. Mohamed El Banna, Chairman of GOEIC and attended by 35 participants. The workshop made a number of refinements in the proposed organization structure and management system of GOEIC. The groups also developed proposals on structure of their respective Divisions and Central Departments and examined critically the distributions of functions. The conclusions of the workshop are incorporated in the proposals made in this report. The approved functions of GOEIC (37 in number) have been distributed to the proposed Divisions and Central Departments as shown in **Annex K** to this report. The workshop proposals on organizational structures of the Divisions and Central Departments are also attached as annexes to this report:

**Annex L** - Trade Facilitation and Field Services Division

**Annex M** - Laboratories Division

**Annex N** - Planning and Management Division

**Annex O** - Central Department of Office of the Chairman

### **6.2 Implementation: Key to Tangible Results**

Introducing organizational and management changes which will result in major performance improvement within GOEIC and enable it to effectively carry out its functions relating to trade expansion, liberalization and facilitation, will not be an easy process. It is much easier to make changes in the organizational chart than see those changes work at operational level. Implementation of the changes will have to be done systematically, with full support from the highest authority and full cooperation of staff at every level. The following aspects should be considered.

- (a) Results of the improvements envisaged would only come through systematic and timely implementation of the approved innovations in structure and management systems.
- (b) All changes cannot not be introduced simultaneously; GOEIC management will have to make well thought out decisions on priority areas.
- (c) The change process will not just happen. The process of giving up the old and introducing the new will need commitment, persistence and systematic follow up action.

### **6.3 Prerequisites for managing the change process and effective implementation**

- (a) Management leadership and commitment.
- (b) Well conceived implementation plan.
- (c) Resources (staff and other) to systematically put into effect the changes.
- (d) Technical support to guide effective implementation and ensure that the benefits expected are fully realized.

### **6.4 Implementation Action Plan**

A well conceived implementation plan should be developed. Key elements of the plan should include:

- (a) Implementation Task Force
- (b) List of key tasks, activities, duration, completion dates
- (c) Action responsibility
- (d) Progress monitoring
- (e) Evaluation of results

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Thursday, October 23, 2003

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Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
 MINISTRY OF FOREIGN TRADE (MOFT)  
 TASK 3 – INSTITUTIONAL DEVELOPMENT OF PARTICIPATING DIVISIONS

**DEVELOPING INSTITUTIONAL CAPABILITIES WITHIN  
 GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

**STATEMENT OF MISSION AND OBJECTIVES OF GENERAL  
 ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

*(Based on Presidential Decree # 1770 of 1971, Laws and other Ministerial Decrees, Regulations and other relevant documents)*

**1. Contextual Relevance**

In developing a statement of mission and objectives of the General Organization for Export and Import Control (GOEIC), within the Ministry of Foreign Trade, the following context has been taken into consideration:

- (a) GOEIC was formally **established under Presidential Decree # 1770 in 1971** as an independent authority supervised by the then Ministry of Economy and Foreign Trade which later became Ministry of Foreign Trade. Since then many changes have taken place, both in the nature and scope of GOEIC's functions as well as in the trade and economic policies of GoE. These changes should find expression in the statement of long term mission of GOEIC.
- (b) Foreign trade involves exports and imports. In the national interest some form of **regulatory mechanism** is necessary to ensure that export and import activities comply with GoE policies and laws. This requirement should form part of mission statement of GOEIC
- (c) Under Article 5 of Act 155 of 2002, GOEIC aims to facilitate foreign trade through various activities and, provide clients services. Foreign trade expansion is greatly dependent on quality of trade **facilitation services** provided to exporters and importers. This aspect be reflected in the statement of mission.
- (d) As active member of WTO, GoE through MoFT (GOEIC), observes WTO guidelines, adopted by GoE related to implementation of **international standards and technical rules** within GOEIC's responsibilities. This should be reflected in the statement of mission.
- (e) Trade, both local and foreign, has direct effect on **public health, safety and environment**. GoE is striving to establish inspection and testing systems and facilities, in accordance with international standards, to ensure public health, safety and environmental protection. GOEIC has a vital role to play in this area.
- (f) GOEIC operations cover a **wide range of governmental and non-governmental agencies**. Their coordinated effort is necessary for smooth foreign trade operations and expansion. GOEIC has an active role to play in this.
- (g) There is great desire within GOEIC leadership to clarify its image to reflect its **"service and facilitation" role** which has much impact on foreign trade, investment, etc. This should find reflection in the mission statement.

**2. Provisions of the following special decrees, laws, regulations, studies, etc. should find expression in the statement of mission of GOEIC.**

**Presidential Decree # 1770 of 1971** establishing GOEIC

**Laws defining functions of GOEIC # 118 of 1975**, its executive rules by Ministerial Decree # 275 of 1991 and the amendments, as well as Laws 120, 121 of 1982

**Presidential Decree # 106 of 2000** authorizes GOEIC to supervise inspection of all exported and imported items which are subject to such control.

**Ministerial Decree # 501 of 1999** allowing GOEIC to introduce visual inspection for some exporters and importers, subject to the prescribed conditions.

**Act 155 of 2002**, and related Decrees and Regulations

**Other relevant Decrees, Laws and Regulations**

**Strategy for Promoting Egyptian Exports**, study and recommendations made by experts of Ministry of Foreign Trade in August 2001

### **3. THE MISSION OF GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

The long term mission of the General Organization for Export and Import Control (GOEIC), located in the Ministry of Foreign Trade, is two fold: (i) facilitate flow of legitimate trade leading to expansion of trade, and (ii) ensure consumer protection in terms of quality related to health, safety and environment. In its facilitation role GOEIC's mission is to encourage foreign trade through administration and standardization of export and import related laws and procedures, as well as by observing GoE approved WTO rules regarding technical standards. In its public well-being role its mission is to serve as an independent agency of the GoE responsible for inspection and testing of exported and imported goods within its jurisdiction, compliance with Egyptian and International Product Standards, issuing certificates of origin, commercial registrations, grain sorting and arbitration, export promotion systems and other related matters. GOEIC, through these two missions will contribute to MoFT mission and objectives of expansion and liberalization of foreign trade, resulting in creation of the proper environment for investment, leading to job creation and ultimately derive maximum economic and social benefits for all.

### **4. THE KEY OBJECTIVES OF THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

In pursuance of the above stated Mission, the General Organization for Export and Import Control (GOEIC) will strive to achieve the following major objectives.

#### **(a) Facilitate Conduct and Expansion of Foreign Trade**

Serve as the principal agency responsible for facilitation of foreign trade through efficient administration of relevant foreign trade export and import laws, rules and regulations and simplification and standardization of related systems and procedures. In this regard GOEIC will aim to closely liaise with exporters and importers, ensure that international rules and commitments are observed and initiate thorough review of all the current import and export related procedures to ensure that they are simple and effective and also meet the safety, health (human, plant and animal) and environmental protection standards.

#### **(b) Carry out Professional Standard Testing and Inspection Services**

Be responsible for carrying out professional standard technical testing and inspection of import and export items (within its jurisdiction) based on defined risk assessment procedures, to ensure that they meet the accredited legal standards. In this regard GOEIC will provide suitable environment, to ensure objective testing and efficient and expeditious procedures, keep all the relevant records, issue appropriate certifications and ensure that testing and inspections are carried out as a service to the public and trading organizations.

#### **(c) Develop and Maintain International Level Technical Facilities for Testing and Inspection.**

GOEIC aims to develop and keep in good condition international level technical facilities for testing and inspection of all export and import items as required by the laws and regulations. For this GOEIC will modernize its facilities to match with international norms. In this regard GOEIC will plan, install and maintain internationally accredited testing laboratories, stock relevant supplies and chemical agents, and maintain appropriate records and documents. GOEIC will also develop and retain relevant research skills and capabilities and provide continuous technical training.

#### **(d) Develop and Maintain an Integrated Information System including a Data Base of Importer and Exporters and all Export and Import Trade Transactions.**

GOEIC will develop and maintain an integrated information system based on modern technologies which will link all branches through a wide area network (WAN). This system will include up-to-date data base of importers and exporters and all import and export trade transactions which will form the basis for conducting all its trade facilitation and testing and inspection services. In this regard GOEIC will register and license all exporters and importers, create basic record of every export and import transaction using relevant standards, codes and procedures, issue certificates of origin and produce reports and statistics to enable it to plan and manage its functions.

#### **(e) Develop Institutional Capabilities within the GOEIC**

In order to operate as a modern trade facilitation agency, GOEIC will develop organizational capabilities, management practices and operational systems so as to ensure that overall management and operational performance of GOEIC remains efficient at all times, responsibilities assigned to the GOEIC are efficiently carried out and its

mission and objectives fully achieved. In this regard give special priority to support implementation of ATR institutional development proposals and introduction of IT systems.

## 5. NEAR TERM GOALS OF THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)

In addition to carrying out its regular functions, GOEIC will strive to achieve the following near term goals:

- (a) Consolidate and strengthen **corporate management capabilities within GOEIC** to enable the top management to **develop a strategic plan** and ensure its implementation for achieving GOEIC mission and objectives; strengthen middle management skills and abilities to enable top management delegate operational and management responsibilities.
- (b) **Support ATR institutional development proposals and information technology plans, including establishment of a training center at Alexandria and trade services center at GOEIC head office in Cairo.** In this regard work closely with ATR team and develop internal capabilities to continue the implementation of institutional building measures.
- (c) Develop and implement a strategy for **implementation of Presidential Decree 106 of 2000 and Law # 155 of 2002**
- (d) Systematic **relocation of GOEIC into its own premises** and introducing measures through which the new arrangement will facilitate greater work efficiency and coordination.
- (e) **Upgrade technical facilities for testing and inspection** and ensure that the turn-round time for every test is reduced to the minimum and activities are provided efficiently and with service orientation.
- (f) **Achieve international accreditation** by ensuring that GOEIC fully operates along the prescribed standards and procedures and fully complies with international requirements, and ensure that GOEIC labs are qualified to issue certificates according to international norms. In this regard create greater awareness and transparency and ensure that international standards and code of good practice are applied in all operations.
- (g) Accelerated program for **upgrading of technical knowledge and skills** of staff working in testing laboratories; research and analytic capabilities development.
- (h) Enhance and upgrade the systems for **creating greater awareness among business communities and relevant government and non-government organizations, regarding mission and operations of GOEIC** through seminars, workshops and printed material, and seek their active participation in initiating and administering GOEIC's policies. In this regard also establish a modern Customer Service Center and recourse procedures, answerable to the Chairman and staffed by professionals.
- (i) Continue preparation and implementation of the **system of preparing annual work plans** for all central departments and introduce performance criteria for major activities of GOEIC against which the outcome of work plans and overall performance of GOEIC are periodically evaluated.
- (j) Implement the following in GOEIC's **2003 work plan**:
  - . Conduct review of and develop an action plan to ensure that WTO requirements are observed.
  - . Examine the possibility of a pilot project of a model laboratory which will sell its services to business community and in the process generate funds to modernize the existing laboratories.
  - . Publicize GOEIC's lab facilities to the general public to make commercial use of these services.

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Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
MINISTRY OF FOREIGN TRADE (MoFT)  
TASK 3 – INSTITUTIONAL DEVELOPMENT OF PARTICIPATING DIVISIONS  
**DEVELOPING INSTITUTIONAL CAPABILITIES WITHIN**  
**THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

## **STATEMENT OF FUNCTIONS OF THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

In order to fulfill its mission to facilitate foreign trade, promote exports and protect consumers, the General Organization for Export and Import Control (GOEIC) will carry out the following functions:

### **1. Facilitate the Conduct and Expansion of Foreign Trade**

In order to achieve its objective pertaining to facilitation of conduct and expansion of foreign trade, GOEIC will carry out the following:

- 1.1 In close consultation with MoFT and other ministries, **initiate review of the current laws and regulations and related systems and procedures** for lab testing, visual inspection, sample taking, trade registration, etc., with a view to making them relevant to the current MoFT/GoE trade policies, strategies and priorities and to ensure that they are clear, relevant and simple and facilitate trading and trade development.
- 1.2 Develop, introduce and maintain appropriate **operational policies, systems and procedures** to enable GOEIC play a leading role in facilitating export and import in the environment of liberalized trade and economy. In this regard maintain close liaison with the trading communities and ensure that its **trade service and facilitation role is fully reflected in its operations.**
- 1.3 **Administer effectively GOEIC's responsibilities under the relevant export and import related trade laws, rules and regulations.** In this regard ensure that GOEIC maintains a full and up to date record of all relevant laws and references and make these available to staff.
- 1.4 Develop and introduce effective mechanism through which GOEIC **maintains close liaison with exporters and importers with a view to create greater awareness regarding the current laws, regulations and related systems and procedures** and also to be fully aware of the needs and concerns of the trading community. In this regard GOEIC will establish and operate an effective trade services center.
- 1.5 Administer export and import related laws and regulations with **awareness of international rules and commitments** adopted by the GoE. In this regard, ensure that the decision officers are kept aware of the rules and standards.
- 1.6 Ensure that all procedures for testing and inspection of imports and exports are **consistent with the best international norms and practices.**
- 1.7 Develop and operate an effective system for **issue of Certificates of Origin and deal with related matters** in accordance with relevant agreements, laws and regulations. Make use of information technologies for thorough verification of data and keeping records of certificates issued.
- 1.8 Undertake functions pertaining to **Duty Drawback and Temporary Admission** through appropriate mechanism (established units) involving GOEIC and Customs Administration in accordance with Law 155/2002.

- 1.9 Establish an **advisory committee** in GOEIC with participation of other high level experienced representatives of other relevant non-governmental sectors) **that will provide objective guidelines on management and operations of the services** provided by GOEIC.

## 2. Carry out Professional Standard Testing and Inspection Services

In order to achieve its objective relating to carrying out of professional standard testing and inspection services, GOEIC will carry out the following:

- 2.1 Continue efforts for establishing **integrated accredited labs for various activities to meet all methods of testing and analysis in accordance with the technical standards and their support facilities** to create real “one stop testing and inspection entity (shop)” in accordance with relevant laws and regulations.
- 2.2 Develop and maintain a full range of **reference materials on international technical standards and best practices for testing and inspection procedures, create awareness regarding need for compliance with standards** as adopted by GoE and ensure implementation of these standards.
- 2.3 Design and **introduce testing and inspection procedures including record-keeping and related records** according to Quality Manual and ensure that such procedures are effectively carried out. Periodically review the procedures to ensure that they remain effective and efficient, conform to approved standards and avoid repeated tests. In this regard ensure that records of inspections are securely kept and are made available for the use of authorized agencies and individuals.
- 2.4 Conduct, as required by relevant laws and regulations, **professional standard tests and inspections of foodstuffs and industrial goods imported into and exported from Egypt** to ensure that they meet all legal requirements for ISO 17025 and its supplements. Ensure that the system and procedures fully meet the appropriate Egyptian and international standards and comply with the related regulations. In this regard also undertake sorting and arbitration for local agricultural crops which are subject to free marketing.
- 2.5 On the basis of information available, **issue certificates and reports**, as authorized by appropriate laws and regulations. In this regard ensure that proper records are maintained and such records are securely held.

## 3. Develop and Maintain International Level Technical Facilities for Testing and Inspection.

In order to achieve its objective pertaining to development and maintenance of international level technical facilities for testing and inspections, GOEIC will carry out the following:

- 3.1 Develop and maintain **international-standard laboratory facilities for testing and inspection** of goods imported into and exported out of Egypt as required by laws and regulations. Facilities include various types of laboratories, equipment and other devices. Ensure that such **facilities meet the internationally accepted standards** to enable GOEIC achieve accreditation and issue certificates of compliance.
- 3.2 Undertake systematic **modernization of existing facilities** (laboratories, equipment, devices, etc.) and systematic phase out outdated equipment and devices to ensure that they meet international accreditation standards.
- 3.3 Develop and practice an **effective system of purchase, storage and supply of relevant technical supplies, chemical agents and references required for GOEIC laboratories**. Ensure that supplies are procured at economic cost, consistent with maintaining quality, are securely stored and utilized strictly for the authorized purpose.
- 3.4 Design, introduce and maintain an **effective system of inventorying and documenting all testing and inspection facilities within GOEIC** as required by regulations. Ensure preventive maintenance, calibration, upkeep and serviceability for purpose of objective testing and inspection.
- 3.5 Develop and introduce a **long term HR plan through which personnel required to perform testing and inspection duties and for professionally operating the various labs and other facilities are professionally selected, properly trained and effectively deployed**. In this regard undertake training to upgrade skills of existing staff as appropriate.

- 3.6 Develop and put into effect an appropriate institutional arrangement through which GOEIC's **testing and inspection related facilities (labs, equipment, devices, etc.) are effectively planned, managed and their performance evaluated.** In this regard, establish an internal advisory committee for oversight, and guidance on management and operations of these technical services.
- 3.7 Develop and introduce a system (economic unit) through which GOEIC will provide **cost based technical lab services to all clients** and generate revenue to off-set recurring staff and materials related costs.
- 3.8 Establish a **Wide Area Network (WAN) to link all GOEIC field offices and laboratories** in different ports to ensure compliance with technical standards as required by Laboratory Information Management System (LIMS).

#### **4. Develop and Maintain an Integrated Information System including a Data Base of Importer and Exporters and all Export and Import Trade Transactions.**

In order to achieve its objectives pertaining to development and maintenance of an integrated information system, GOEIC will carry out the following:

- 4.1 Develop, introduce and maintain **integrated facilities of modern information technologies within GOEIC** connecting all branches and facilities with GOEIC for effective managerial, professional and technical functions. In this regard install and maintain appropriate computer software and hardware and related accessories and facilities.
- 4.2 Develop and maintain an **up-to-date data base of importers and exporters in Egypt.** In this regard register importers and exporters and produce an authentic directory of registered importers and exporters for all users.
- 4.3 Develop and maintain a system of **comprehensive records of all export and import transactions** processed through Egypt seaports and airports. Make these records available for operational, technical and management use of GOEIC and other authorized users.
- 4.4 Maintain a system through which **importers and exporters operating in Egypt are registered and licensed in compliance with the relevant laws and regulations.** In this regard issue certificates of registration as appropriate.
- 4.5 Develop and maintain a system to provide the necessary information about exporters of all goods and importers of industrial goods in order to determine whether an exporter or importer qualifies for the **"white list"**. Make the qualifications required for entering into the "white list" available to exporters and importers.
- 4.6 As a byproduct of the various records created, processed and stored in GOEIC's data bank, compile and **produce periodic reports and statistics** for use of planning and managing GOEIC's regular activities as well as for use of general public and trading community.
- 4.7 Develop and put into effect an appropriate institutional arrangement through which GOEIC's integrated management and **technical information services are effectively planned, managed and evaluated.**

#### **5. Develop Institutional Capabilities within the GOEIC**

In order to achieve its objective pertaining to development of its institutional capabilities, GOEIC will carry out the following:

- 5.1 Develop GOEIC **strategic management capabilities** for achieving its **mission, objectives and goals.** Create wider awareness of GOEIC mission among staff and the trading communities it is serving.
- 5.2 Develop and introduce a **system of annual work plans for GOEIC** that sets goals and targets and ensure that these plans are effectively implemented and outcome evaluated.
- 5.3 In close consultation with heads of technical functions of GOEIC **establish performance criteria and standards** in qualitative and quantitative terms and make these available to all levels of staff.

- 5.4 Develop professional capabilities and practices within GOEIC for **strategic planning and research, legal services, security services, customer liaison services, etc.**
- 5.5 **Prepare annual financial and human resource budgets, covering all functions of GOEIC** and ensure that the budget is adequately controlled and resources (financial, human, material and other) are optimally utilized.
- 5.6 **Provide efficient administrative and logistical services within GOEIC.** In this regard ensure that the related systems and procedures are adequately documented and brought to the attention of all staff through appropriate modern communication technology.
- 5.7 **Develop management capabilities in GOEIC field offices** where authority for decision making on local operational matters can be fully delegated and better services provided to the clients.
- 5.8 Implement the approved plans for establishment of the **GOEIC Training Center and the GOEIC Trade Services Center** and continue efforts to strengthen institutional capabilities within GOEIC.

## 6. Near Term Goals of GOEIC

- 6.1 Consolidate and strengthen **management capabilities at all levels and branches;** strengthen GOEIC field offices capabilities to enable them to make local operational decisions.
- 6.2 **Implement ATR institutional development proposals** and information technology plans, including establishment of a training center at Alexandria and trade services center at GOEIC in Cairo.
- 6.3. **Achieve international accreditation** by ensuring that GOEIC fully operates along the prescribed standards and procedures, complies with international requirements, and GOEIC labs are qualified to issue certificates according to international norms.
- 6.4 Develop and implement a strategy for **implementation of all relevant laws, regulations and decrees.**
- 6.5 **Upgrade technical facilities for testing and inspection** and ensure that the turn-round time for every test is reduced to the minimum, as appropriate.
- 6.6 Accelerated program for **upgrading of technical knowledge and skills** of staff working in testing laboratories; research and analytic capabilities development.
- 6.7 Continue efforts to **streamline inspection and testing procedures** such as acceptance of certificates of inspection issued by registered local and foreign agencies (for industrial goods), etc. in compliance with relevant decrees.
- 6.8 Enhance and upgrade the systems for **creating greater awareness among business communities and relevant government and non-government organizations, regarding mission and operations of GOEIC** through seminars, workshops and printed material, and seek their feedback on GOEIC activities. active participation in initiating and administering GOEIC's policies. In this regard also establish a modern Customer Service Center and appropriate recourse procedures.
- 6.9 Implement the following in GOEIC's **2003/2004 work plan:**
  - . Conduct review of and develop an action plan to ensure that WTO requirements adopted by GoE are observed.
  - . Examine the possibility of a pilot project of a model laboratory which will sell its services to business community and in the process generate funds to modernize the existing laboratories.
  - . Publicize GOEIC's lab facilities to the governmental and non-governmental to make economic use of these services.
- 6.10 Start implementation of a plan to improve working environment of all GOEIC facilities.

GOEIC Institutional Development Task Force  
 ATR Team  
 Wednesday, April 16, 2003

Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
MINISTRY OF FOREIGN TRADE (MoFT)  
TASK 3 – INSTITUTIONAL DEVELOPMENT OF PARTICIPATING DIVISIONS

## **PROPOSED ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM FOR THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

### **GOEIC TECHNICAL COMMITTEE**

#### **1. Introduction**

In order to facilitate effective overall coordination and build strong team work at top management level, two high level standing committees are proposed within GOEIC: the GOEIC Management Committee and GOEIC Technical Committee. The Technical Committee will be the mechanism through which all technical and operational activities (laboratories, trade facilitation, etc.) of GOEIC are effectively coordinated. The GOEIC Management Committee will be the forum through which all management related issues of GOEIC, covering aspects such as strategic management and organizational arrangement, overall work planning, performance monitoring, resource budgeting and utilization, information technology and logistical support services are coordinated. These committees will not be "talk-shops" but will decisively address key issues which affect overall performance of GOEIC and provide coordination and direction. The Chairman of GOEIC, in person, will provide leadership for these committees. The membership of each committee will consist of heads of central departments and experienced professionals and field managers. Matters which cannot be dealt with by heads of central departments or affect more than one central department will be submitted for consideration of the committees; the committee will only make top level decisions on specific issues. Primary role of the committees will be proactive in nature and enable heads of central departments to effectively carry out the functions assigned to them and thus achieve GOEIC long term mission and objectives. The terms of reference of the committees are defined below.

#### **2. TERMS OF REFERENCE OF GOEIC TECHNICAL COMMITTEE (GTC)**

##### **(a) Title and Authority**

The GOEIC Technical Committee will be established under the specific directive issued by the Chairman of GOEIC. The decisions made by the committee, once approved by the Chairman, will have the same authority as those made by the Chairman in the formal decision making process within GOEIC.

##### **(b) Goals and Objectives**

The primary objective of GTC will be to serve as a forum for effective internal coordination of all technical and operational aspects of GOEIC's activities in the areas of Laboratories Division and Trade Facilitation and Field Services Division; to ensure that technical and operational decisions are soundly based on professional expertise and are administered with consistency and objectivity. In this regard the GTC will provide a forum through which major trade facilitation related issues are jointly discussed, evaluated and decided upon by senior managers and specialists.

### **(c) Functions**

In order to achieve this objective, GTC will undertake the following functions:

- (i) Ensure that MoFT policies and priorities regarding trade expansion, liberalization and facilitation and implementation of its obligations and rights under various agreements, treaties and conventions are adhered to and reflected in the technical and operational activities of GOEIC.
- (ii) Review technical and operational related issues referred to the committee objectively and in the context of relevant laws and regulations and give sound professional advice.
- (iii) Periodically review overall effectiveness of GOEIC technical functions (laboratories tests and inspections, standards and facilities, technical supplies, technical research, etc.) and GOEIC operational functions (trade registration, administration of laws and regulations, dealing with importers, exporters, customs and other agencies, etc.) and make recommendations to the Chairman of GOEIC.
- (iv) Develop proactive plans to improve performance of GOEIC in terms of reducing turn round time of various trade facilitation transactions, achieve objectives of trade expansion, liberalization and facilitation and effectively coordinate implementation of GOEIC plans and programs.

### **(d) Leadership and Composition of the GTC**

- (i) The Chairman of GOEIC be the Chairman and provide personal direction and leadership for effective functioning of this technical committee.
- (ii) The GTC will consist of the following members:
  - 1. Head, Trade Facilitation and Field Services Division - Alternate Chairman
  - 2. Head, Laboratories Division - Member
  - 3. Head, Planning and Management Division - Member
  - 4. Head, Central Department Office of the Chairman - Member
  - 5. Head, Legal Services - SecretaryNote: Other members may be co-opted as necessary

### **(e) Modus Operandi of the TFPS/TC**

- (i) The Committee will meet once every month in the Office of the Chairman
- (ii) The Secretary will circulate in advance agenda and special papers, reports and information highlighting the issues and decisions to be considered.
- (iii) The decisions of the Committee under each agenda will be summarized by the Chairman at the end of the meeting and responsibility for action will be assigned to specific officer(s).
- (iv) The Secretary will keep a register of decisions made and report at each meeting the action taken and the outcome. No elaborate records will be kept of the deliberations.

Rasik Joshi, Institutional Development Specialist  
Abdel Wahab Heikel, Trade Policy Specialist  
ATR Project, Cairo, Egypt  
Thursday, October 23, 2003

*Ref: TOR - GOEIC Technical Committee – Rasik Joshi – x.23.2003*

Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
MINISTRY OF FOREIGN TRADE (MoFT)  
TASK 3 – INSTITUTIONAL DEVELOPMENT OF PARTICIPATING DIVISIONS

## **PROPOSED ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM FOR THE GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)**

### **GOEIC MANAGEMENT COMMITTEE**

#### **1. Introduction**

In order to facilitate effective overall coordination and build strong team work at top management level, two high level standing committees are proposed within GOEIC. The GOEIC Management Committee and GOEIC Technical Committee. The Technical Committee will be the mechanism through which all technical and operational activities (laboratories, trade facilitation, etc.)of GOEIC are effectively coordinated. The GOEIC Management Committee will be the forum through which all management related issues of GOEIC, covering aspects such as strategic management and organizational arrangement, overall work planning, performance monitoring, resource budgeting and utilization, information technology and logistical support services are coordinated. These committees will not be "talk-shops" but will decisively address key issues which affect overall performance of GOEIC and provide coordination and direction. The Chairman of GOEIC, in person, will provide leadership for these committees. The membership of each committee will consist of heads of central departments and experienced professionals and field managers. Matters which cannot be dealt with by heads of central departments or affect more than one central department will be submitted for consideration of the committees; the committee will only make top level decisions on specific issues. Primary role of the committees will be proactive in nature and enable heads of central departments to effectively carry out the functions assigned to them and thus achieve GOEIC long term mission and objectives. The terms of reference of the committees are defined below.

#### **2. TERMS OF REFERENCE OF GOEIC MANAGEMENT COMMITTEE ( GMC)**

##### **(a) Title and Authority**

The GOEIC Management Committee will be established under the specific directive issued by the Chairman of GOEIC. The decisions made by the committee, once approved by the Chairman, will have the same authority as those made by the Chairman in the formal decision making process within GOEIC.

##### **(b) Goals and Objectives**

The GOEIC Management Committee will aim to develop and maintain an appropriate level of management capabilities within GOEIC through which it can efficiently carry out the functions assigned to it and effectively achieve its mission. The primary objective of GMC will be to serve as a forum for effective internal coordination and direction of management and administrative aspects of GOEIC; to ensure that management, resource utilization and administration related major decisions are based on professional expertise and are administered with consistency and objectivity. In the context of this objective the committee will aim to:

- (i) Develop a top management team jointly responsible for effective management of GOEIC. Provide a mechanism for effective coordination and direction of major management related matters such as management practices, information technologies, logistical support services, resources budgeting (personnel, finance, material, equipment, information, etc.), public liaison, legal services, security, etc.
- (ii) Serve as an active forum through which senior executives can exchange their views on key issues relating to the management of GOEIC at corporate level and make specific decisions which can be jointly carried out.

**(c) Functions**

In order to achieve this objective, GMC will undertake the following functions:

- (i) Create and maintain an environment through which GOEIC continuously remains objective oriented. Encourage staff to prefix all their activities with the question: "does this activity which I am presently doing enable GOEIC to achieve its objectives and goals of trade expansion, liberalization and facilitation?"
- (ii) Develop an effective team work approach in GOEIC to enable it operate as a cohesive and composite entity.
- (iii) Enable departments to develop performance standards and targets and encourage them to achieve these targets. Institute measures to keep all units and staff of GOEIC well informed on the overall progress and activities of GOEIC.
- (iv) Review periodically management reports on overall organizational performance of central departments and institute measures to improve performance.
- (v) Review GOEIC human resource management reports, with particular emphasis on achieving optimal staff deployment and enhancing skills and abilities of staff through need related training and development.
- (vi) Generally provide leadership and direction to ensure that GOEIC management continuously remain effective and efficient and ensure that all resources of GOEIC are optimally utilized.

**(d) Leadership and Composition of the Committee**

- (i) The Chairman of GOEIC will be the Chairman of this committee and provide personal direction and leadership for its effective functioning.
- (ii) The membership of the Committee consists of:
  - 1. Head, Laboratories Division - Alternate Chairman
  - 2. Head, Trade Facilitation and Field Services Division - Member
  - 3. Head, Planning and Management Division - Member
  - 4. Head, Central Department of Office of the Chairman - Member
  - 5. Head, GD of GOEIC Management - Secretary

**(e) Modus Operandi of the GMC**

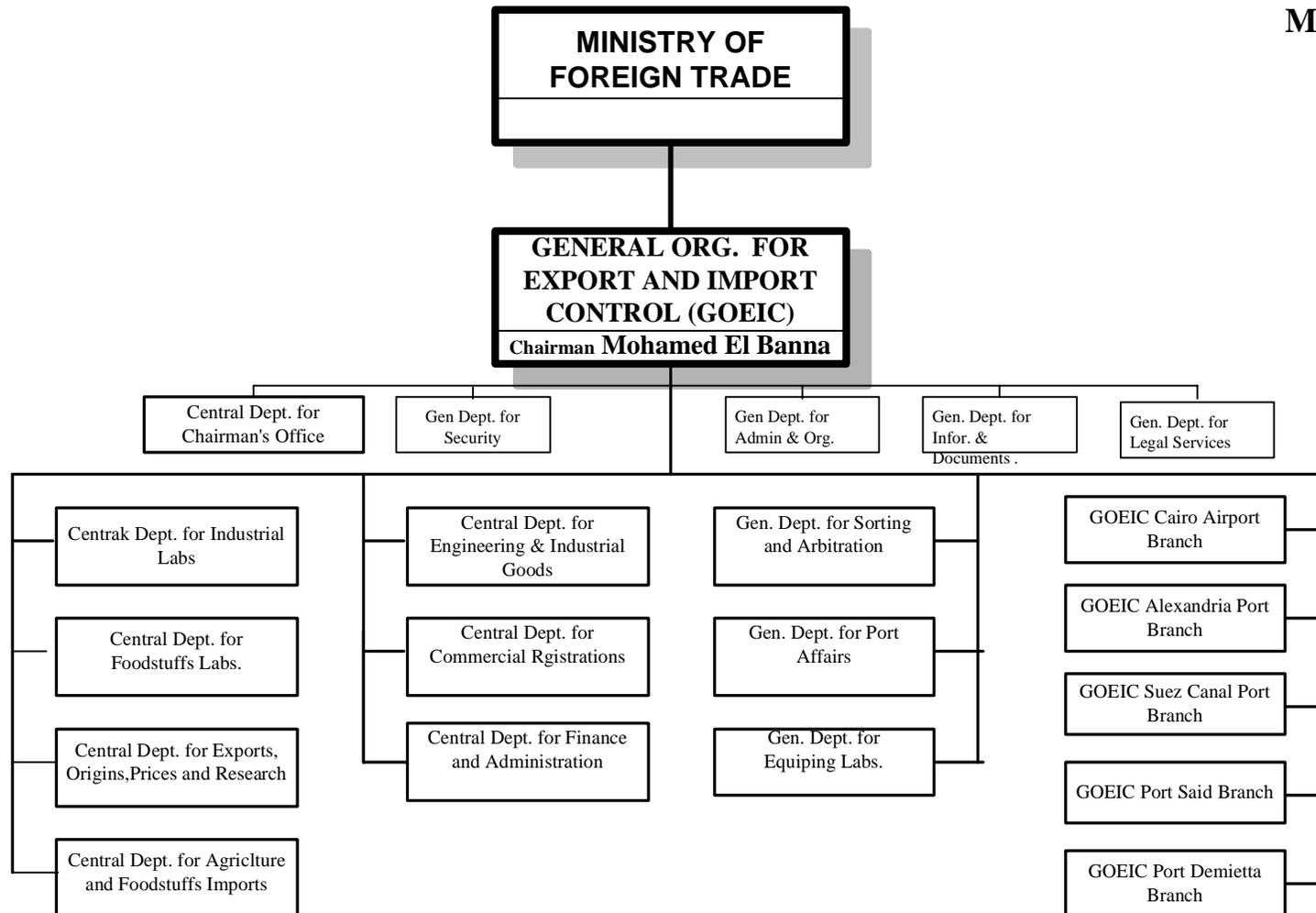
- (i) The Committee will meet once every month in the Office of the Chairman of GOEIC
- (ii) The Secretary will circulate in advance, agenda and special papers, reports and information with indicators of issues and decisions to be considered.
- (iii) The decisions of the Committee under each agenda will be summarized by the Chairman at the end of the meeting and responsibility for action will be assigned to specific officers.
- (iv) The Secretary will keep a register of decisions made and report at each meeting the action taken and the outcome. No elaborate records will be kept of the deliberations.

Rasik Joshi, Institutional Development Specialist  
Abdel Wahab Heikel, Trade Policy Specialist  
ATR Project, Cairo, Egypt  
Thursday, October 23, 2003

*Ref: TOR - GOEIC Management Committee – Rasik Joshi– x.22.2003*

**CURRENT ORGANIZATION OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)  
MINISTRY OF FOREIGN TRADE**

**ANNEX - E  
CURRENT SITUATION  
Working Draft  
May 2002**



**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX - F  
ALTERNATIVE - 1  
OBJECTIVES ORIENTED  
WORKING DRAFT  
Only for Internal Use**

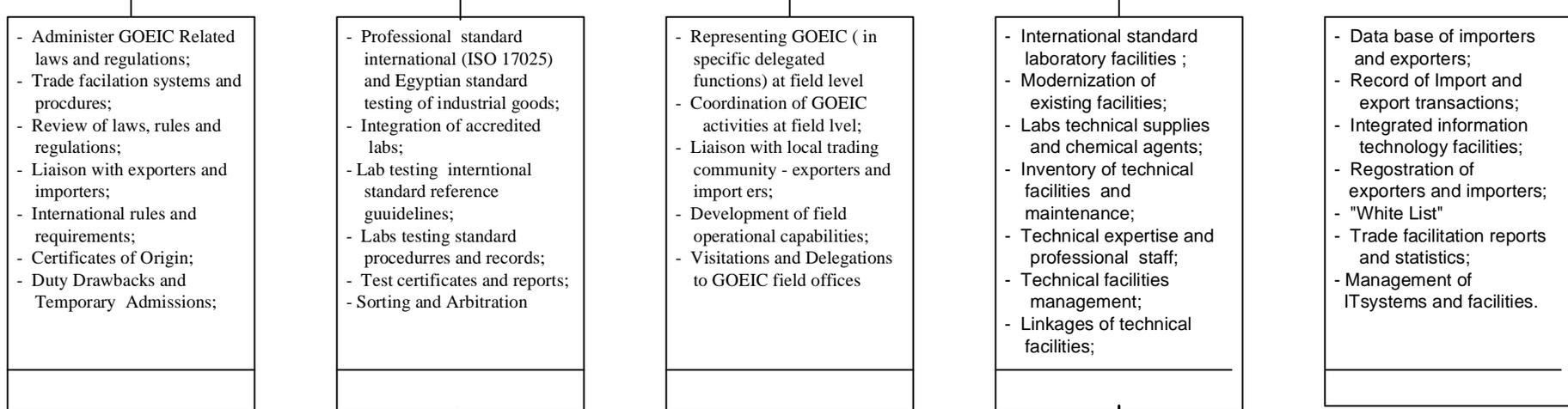
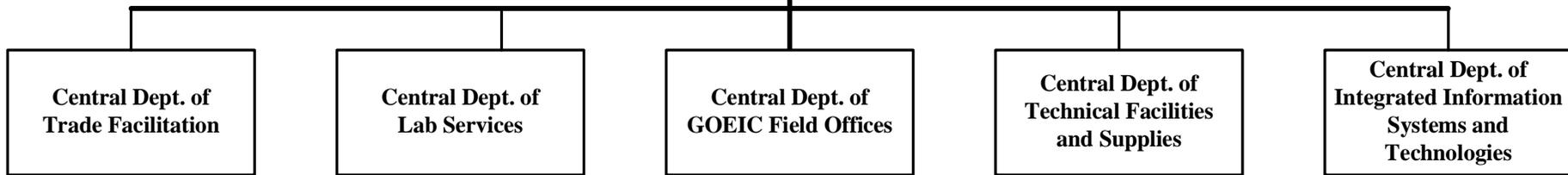
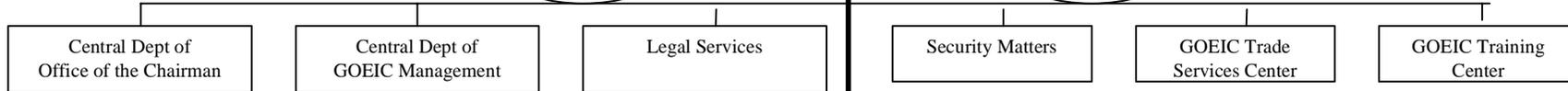
OF MINISTRY OF FOREIGN TRADE

**MINISTRY OF  
FOREIGN TRADE**

**GEN. ORG. FOR EXPORT  
AND IMPORT CONTROL  
(GOEIC)**

Management  
Committee

Technical  
Committee



**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX - G  
ALTERNATIVE - 2  
MAJOR FUNCTIONS  
WORKING DRAFT  
Only for Internal Use**

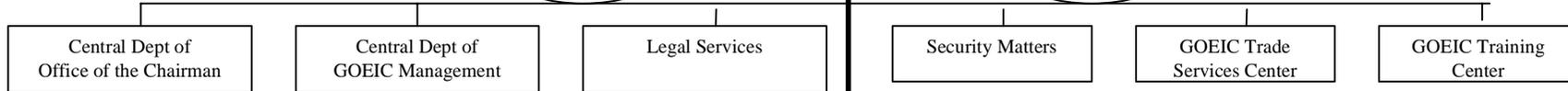
OF MINISTRY OF FOREIGN TRADE

**MINISTRY OF  
FOREIGN TRADE**

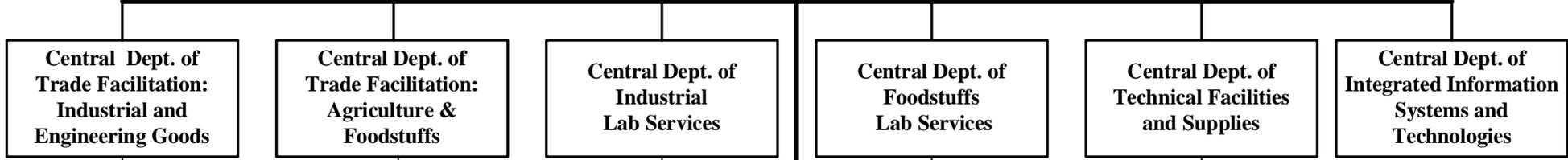
**GEN. ORG. FOR EXPORT  
AND IMPORT CONTROL  
(GOEIC)**

Management  
Committee

Technical  
Committee



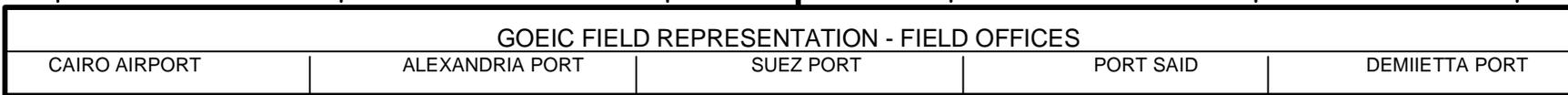
88  
Key  
Functional  
Groups



Functional  
Responsibilities

- Central Dept. of Trade Facilitation: Industrial and Engineering Goods**
  - Administer GOEIC Related laws and regulations;
  - Trade facilitation systems and procedures;
  - Review of laws, rules and regulations;
  - Liaison with exporters and importers;
  - International rules and requirements;
  - Certificates of Origin;
  - Duty Drawbacks and Temporary Admissions;
- Central Dept. of Trade Facilitation: Agriculture & Foodstuffs**
  - Administer GOEIC Related laws and regulations;
  - Trade facilitation systems and procedures;
  - Review of laws, rules and regulations;
  - Liaison with exporters and importers;
  - International rules and requirements;
  - Certificates of Origin;
  - Duty Drawbacks and Temporary Admissions;
- Central Dept. of Industrial Lab Services**
  - Professional standard international (ISO 17025) and Egyptian standard testing of industrial goods;
  - Integration of accredited labs;
  - Lab testing international standard reference guidelines;
  - Labs testing standard procedures and records;
  - Test certificates and reports;
  - Sorting and Arbitration
- Central Dept. of Foodstuffs Lab Services**
  - Professional standard international (ISO 17025) and Egyptian standard testing of foodstuffs;
  - Integration of accredited labs;
  - Lab testing international standard reference guidelines;
  - Labs testing standard procedures and records;
  - Test certificates and reports;
  - Sorting and Arbitration
- Central Dept. of Technical Facilities and Supplies**
  - International standard laboratory facilities ;
  - Modernization of existing facilities;
  - Labs technical supplies and chemical agents;
  - Inventory of technical facilities and maintenance;
  - Technical expertise and professional staff;
  - Technical facilities management;
  - Linkages of technical facilities;
- Central Dept. of Integrated Information Systems and Technologies**
  - Data base of importers and exporters;
  - Record of Import and export transactions;
  - Integrated information technology facilities;
  - Registration of exporters and importers;
  - "White List"
  - Trade facilitation reports and statistics;
  - Management of IT systems and facilities.

Overall  
Staffing



# PROPOSED ORGANIZATIONAL STRUCTURE OF GENERAL ORGANIZATION FOR EXPORT AND IMPORT CONTROL (GOEIC)

OF MINISTRY OF FOREIGN TRADE

**ANNEX H**  
**ALTERNATIVE - 3**  
**MATRIX STRUCTURE**  
**WORKING DRAFT**  
*Only for Internal Use*

**MINISTRY OF  
FOREIGN TRADE**

**GEN. ORG. FOR EXPORT  
AND IMPORT CONTROL  
(GOEIC)**

Management  
Committee

Technical  
Committee

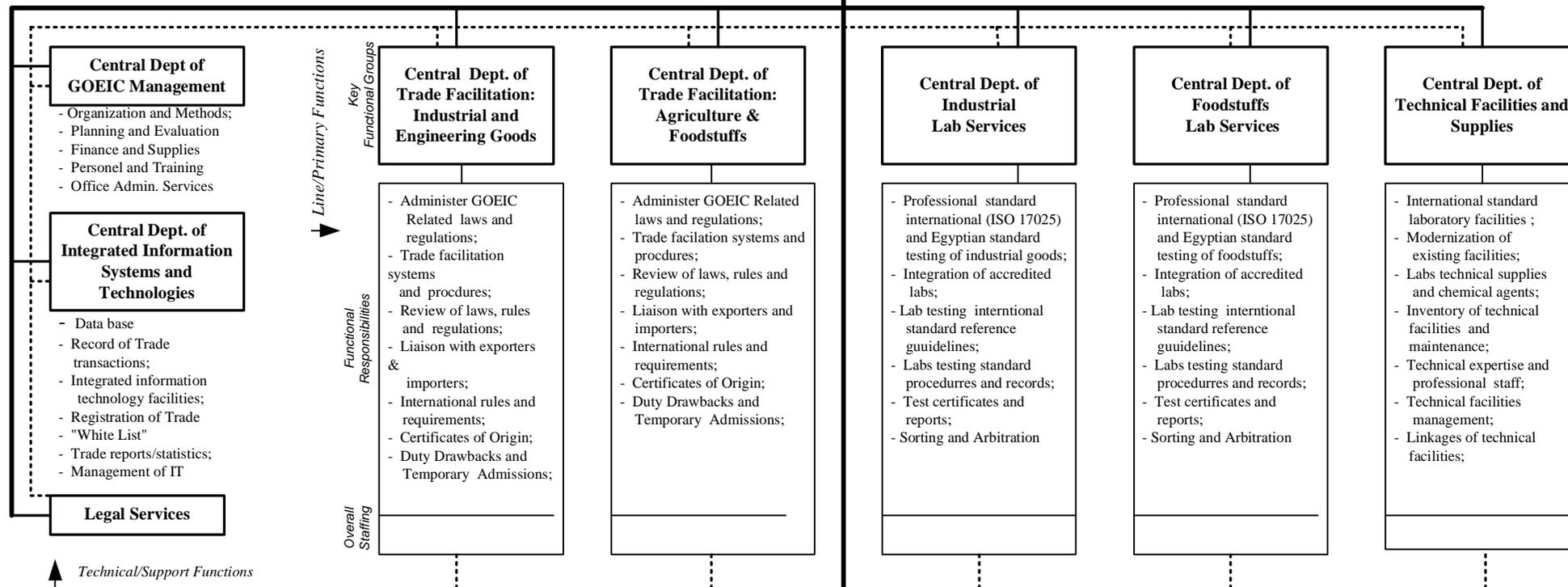
**Central Dept of  
Office of the Chairman**

Security Matters

GOEIC Trade  
Services Center

GOEIC Training  
Center

39

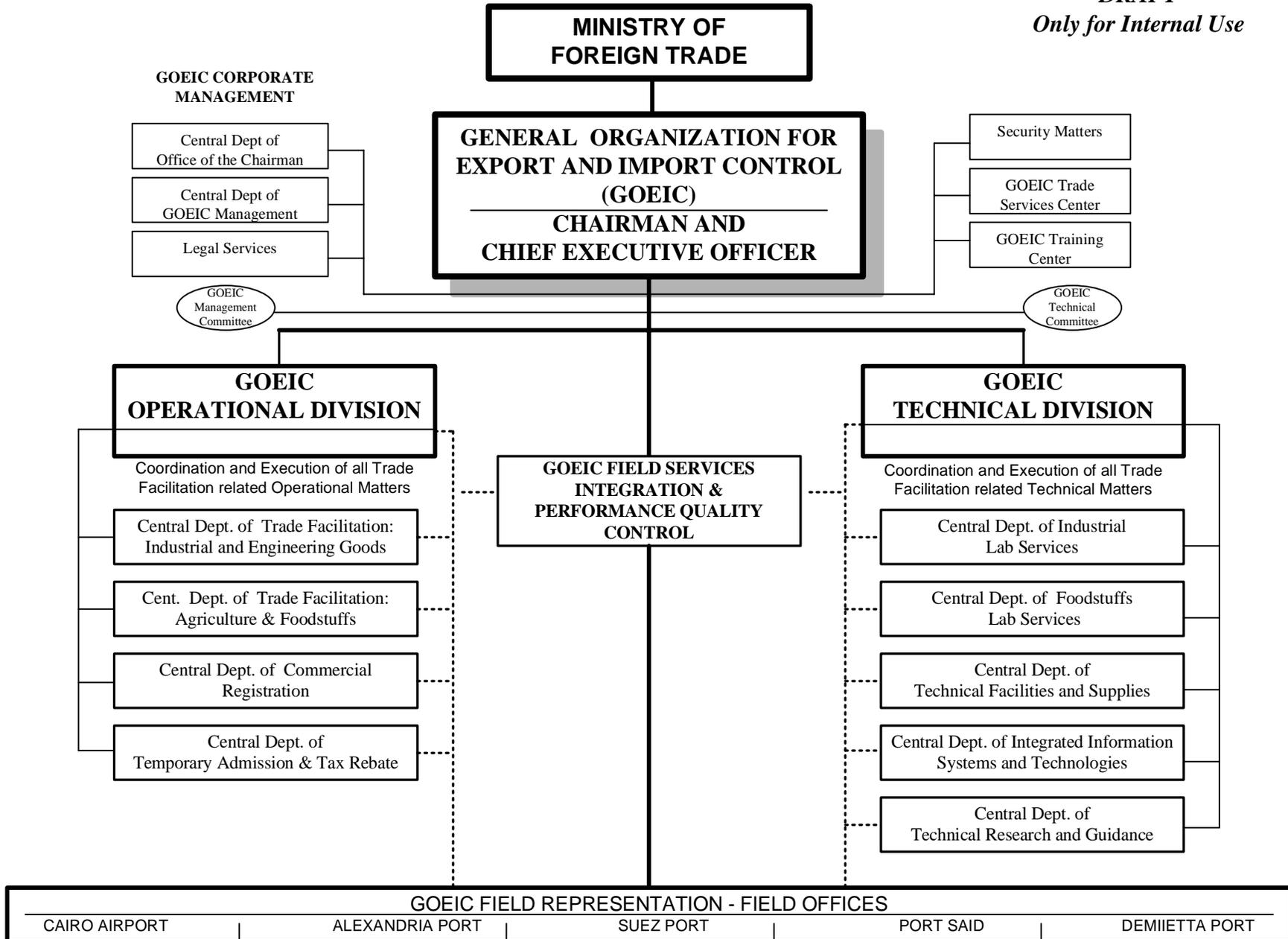


GOEIC FIELD REPRESENTATION - FIELD OFFICES				
CAIRO AIRPORT	ALEXANDRIA PORT	SUEZ PORT	PORT SAID	DEMIETTA PORT

**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX - I  
ALTERNATIVE - 4  
TWO MAJOR  
DIVISIONS WORKING  
DRAFT  
*Only for Internal Use***

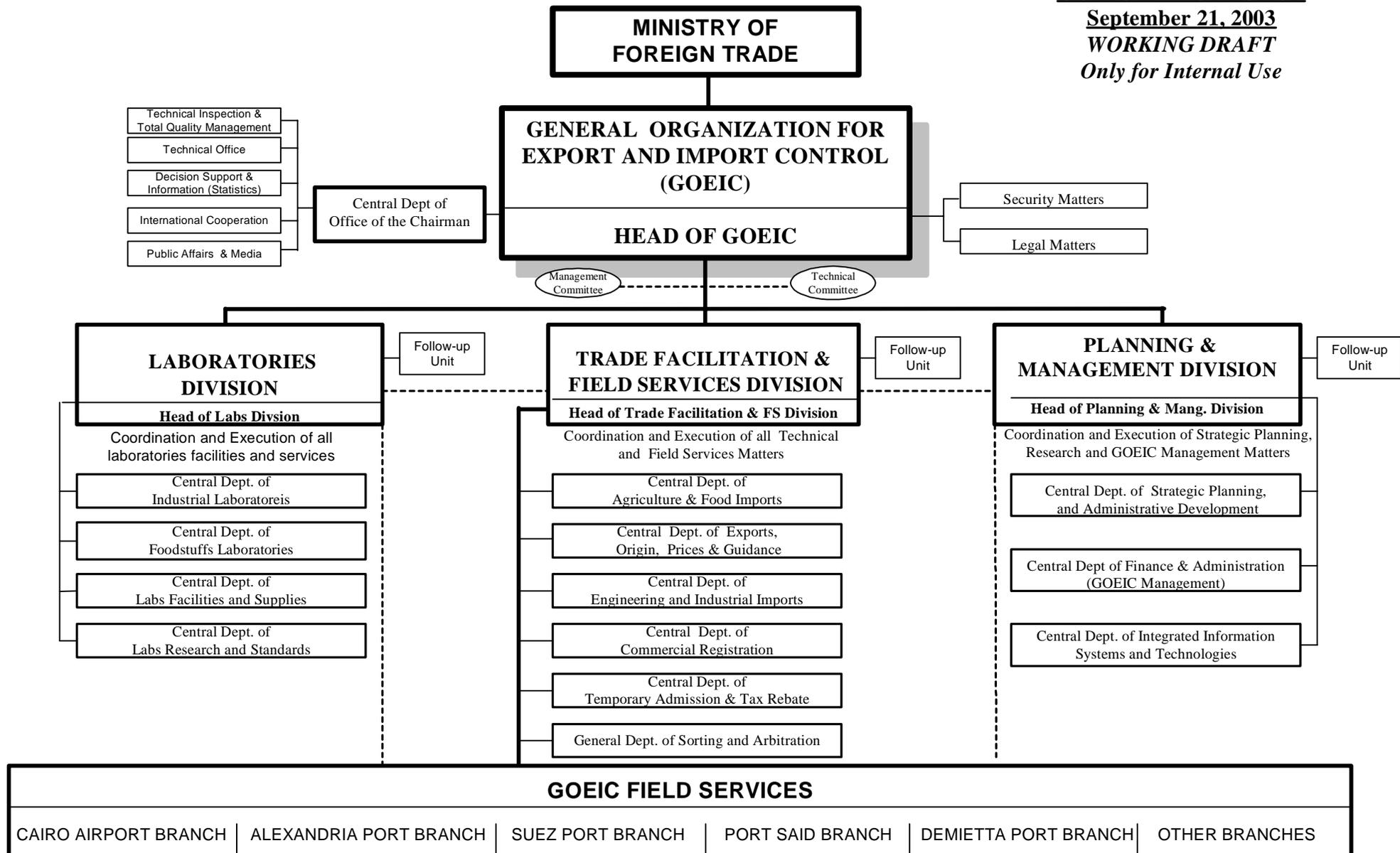
OF MINISTRY OF FOREIGN TRADE



**MINISTRY OF FOREIGN TRADE**  
**PROPOSED ORGANIZATIONAL STRUCTURE OF**  
**GENERAL ORGANIZATION FOR**  
**EXPORT AND IMPORT CONTROL (GOEIC)**

**ANNEX - J**  
**GOEIC OVERALL STRUCTURE**  
**DISCUSSED AND APPROVED BY**  
**GOEIC ID WORKSHOP**

**September 21, 2003**  
***WORKING DRAFT***  
***Only for Internal Use***



Government of Egypt/USAID Assistance for Trade Reform (ATR) Project  
 MINISTRY OF FOREIGN TRADE (MoFT)  
 TASK 3 – INSTITUTIONAL DEVELOPMENT OF PARTICIPATING DIVISIONS  
**THE GENERAL ORGANIZATION FOR EXPORT AND EXPORT CONTROL (GOEIC)**

**ORGANIZATIONAL RESTRUCTURING OF GOEIC**  
**DISTRIBUTION OF FUNCTIONS OF**  
**THE GENERAL ORGANIZATION**  
**FOR EXPORT AND IMPORT CONTROL (GOEIC)**

Key Functions	ASSIGNED TO:														Notes	
	LABS & TECHNICAL FACILITIES DIVISION				OPERATIONAL & FIELD SERVICES DIVISION						PLANNING & ADMIN. DIVISION					CHAIRMAN'S OFFICE
	CD/IL	CDFL	CDTFLS	CDTR	CDAFI	CDE&CO	CDEII	CDCR	CDTA&TR	GDS&A	CDPR&A	CDIIS&T	CDF&A	CDHR&AD		
<b>1. Facilitate the Conduct and Expansion of Foreign Trade</b> 1.1 In close consultation with MoFT and other ministries, <b>initiate review of the current laws and regulations and related systems and procedures</b> for lab testing, visual inspection, sample taking, trade registration, etc., with a view to making them relevant to the current MoFT/GoE trade policies, strategies and priorities and to ensure that they are clear, relevant and simple and facilitate trading and trade development.	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	Branch involvement
1.2 Develop, introduce and maintain appropriate <b>operational policies, systems and procedures</b> to enable GOEIC play a leading role in facilitating export and import in the environment of liberalized trade and economy. In this regard maintain close liaison with the trading communities and ensure that its <b>trade service and facilitation role is fully reflected in its operations.</b>	-	-	-	-	X	X	X	X	X	X	-	-	-	-	-	With active Branch involvement
1.3 <b>Administer effectively GOEIC's responsibilities under the relevant export and import related trade laws, rules and regulations.</b> In this regard ensure that GOEIC maintains a full and up to date record of all relevant laws and references and make these available to staff.	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	
1.4 Develop and introduce effective mechanism through which GOEIC <b>maintains close liaison with exporters and importers with a view to create greater awareness regarding the current laws, regulations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	Trade Services Center

<p><b>and related systems and procedures</b> and also to be fully aware of the needs and concerns of the trading community. In this regard GOEIC will establish and operate an effective trade services center.</p>																	
<p>1.5 Administer export and import related laws and regulations with <b>awareness of international rules and commitments</b> adopted by the GoE. In this regard, ensure that the decision officers are kept aware of the rules and standards.</p>	-	-	-	-	X	X	X	X	X	X	-	-	-	-	-	-	With close Branches Involvement
<p>1.6 Ensure that all procedures for testing and inspection of imports and exports are <b>consistent with the best international norms and practices.</b></p>	X	X	X	X	-	-	-	-	-	-	-	-	-	-	-	X	
<p>1.7 Develop and operate an effective system for <b>issue of Certificates of Origin and deal with related matters</b> in accordance with relevant agreements, laws and regulations. Make use of information technologies for thorough verification of data and keeping records of certificates issued.</p>	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	With Branches
<p>1.8 Undertake functions pertaining to <b>Duty Drawback and Temporary Admission</b> through appropriate mechanism (established units) involving GOEIC and Customs Administration in accordance with Law 155/2002.</p>	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	
<p>1.9 Establish an <b>advisory committee</b> in GOEIC with participation of other high level experienced representatives of other relevant non-governmental sectors) <b>that will provide objective guidelines on management and operations of the services</b> provided by GOEIC.</p>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	
<p><b>2. Carry out Professional Standard Testing and Inspection Services</b> 2.1 Continue efforts for establishing <b>integrated accredited labs for various activities to meet all methods of testing and analysis in accordance with the technical standards and their support facilities</b> to create real “one stop testing and inspection entity (shop)” in accordance with relevant laws and regulations.</p>	X	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-	With Branches
<p>2.2 Develop and maintain a full range of <b>reference materials on international technical standards and best practices for testing and inspection procedures, create awareness regarding need for compliance with standards</b> as adopted by GoE and ensure implementation of these standards.</p>	-	-	-	X	-	-	-	-	-	-	-	-	-	-	-	-	

<p>2.3 Design and <b>introduce testing and inspection procedures including record-keeping and related records</b> according to Quality Manual and ensure that such procedures are effectively carried out. Periodically review the procedures to ensure that they remain effective and efficient, conform to approved standards and avoid repeated tests. In this regard ensure that records of inspections are securely kept and are made available for the use of authorized agencies and individuals.</p>	X	X	X	X	X	X	X	X	-	-	X	-	X	-	-	-	-	With Inform. Center
<p>2.4 Conduct, as required by relevant laws and regulations, <b>professional standard tests and inspections of foodstuffs and industrial goods imported into and exported from Egypt</b> to ensure that they meet all legal requirements for ISO 17025 and its supplements. Ensure that the system and procedures fully meet the appropriate Egyptian and international standards and comply with the related regulations. In this regard also undertake sorting and arbitration for local agricultural crops which are subject to free marketing.</p>	X	X	X	X	X	X	X	X	X	X	-	-	-	-	-	-	-	With Branches
<p>2.5 On the basis of information available, <b>issue certificates and reports</b>, as authorized by appropriate laws and regulations. In this regard ensure that proper records are maintained and such records are securely held.</p>	X	X	X	-	X	X	X	X	X	X	-	X	-	-	-	-	-	Inform. Center
<p><b>3. Develop and Maintain International Level Technical Facilities for Testing and Inspection.</b> 3.1 Develop and maintain <b>international standard laboratory facilities for testing and inspection</b> of goods imported into and exported out of Egypt as required by laws and regulations. Facilities include various types of laboratories, equipment and other devices. Ensure that such <b>facilities meet the internationally accepted standards</b> to enable GOEIC achieve accreditation and issue certificates of compliance.</p>	-	-	X	-	-	-	-	-	-	-	-	-	-	X	X	-	-	
<p>3.2 Undertake systematic <b>modernization of existing facilities</b> (laboratories, equipment, devices, etc.) and systematic phase out outdated equipment and devices to ensure that they meet international accreditation standards.</p>	-	-	X	-	-	-	-	-	-	-	-	-	-	X	-	-	-	
<p>3.3 Develop and practice an <b>effective system of purchase, storage and supply of relevant technical supplies, chemical agents and references required for GOEIC laboratories</b>. Ensure that supplies are procured at economic cost, consistent with maintaining quality, are securely stored and utilized strictly for the authorized purpose.</p>	-	-	X	-	-	-	-	-	-	-	-	-	-	X	-	-	-	

3.4 Design, introduce and maintain an <b>effective system of inventorying and documenting all testing and inspection facilities within GOEIC</b> as required by regulations. Ensure preventive maintenance, calibration, upkeep and serviceability for purpose of objective testing and inspection.	-	-	X	-	-	-	-	-	-	-	-	-	-	X	-	-	
3.5 Develop and introduce a <b>long term HR plan through which personnel required to perform testing and inspection duties and for professionally operating the various labs and other facilities are professionally selected, properly trained and effectively deployed.</b> In this regard undertake training to upgrade skills of existing staff as appropriate.	-	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X	
3.6 Develop and put into effect an appropriate institutional arrangement through which GOEIC's <b>testing and inspection related facilities (labs, equipment, devices, etc.) are effectively planned, managed and their performance evaluated.</b> In this regard, establish an internal advisory committee for oversight, and guidance on management and operations of these technical services.	X	X	X	X	-	-	-	-	-	-	-	X	-	-	-	-	Head of Technical Division
3.7 Develop and introduce a system (economic unit) through which GOEIC will provide <b>cost based technical lab services to all clients</b> and generate revenue to off-set recurring staff and materials related costs.	X	X	-	-	X	X	X	-	-	-	-	X	-	X	-	-	Heads of Technical & Oper. Division
3.8 Establish a <b>Wide Area Network (WAN) to link all GOEIC field offices and laboratories</b> in different ports to ensure compliance with technical standards as required by Laboratory Information Management System (LIMS).	-	-	-	-	-	-	-	-	-	-	-	-	X	X	-	X	Decision Support Inform.
4. <b>Develop and Maintain an Integrated Information System including a Data Base of Importer and Exporters and all Export and Import Trade Transactions.</b> 4.1 Develop, introduce and maintain <b>integrated facilities of modern information technologies within GOEIC</b> connecting all branches and facilities with GOEIC for effective managerial, professional and technical functions. In this regard install and maintain appropriate computer software and hardware and related accessories and facilities.	-	-	-	-	-	-	-	-	-	-	-	-	X	X	-	X	
4.2 Develop and maintain an <b>up-to-date data base of importers and exporters in Egypt.</b> In this regard register importers and exporters and produce an authentic directory of registered importers and exporters for all users.	-	-	-	-	-	-	-	X	-	-	-	-	X	-	-	-	Trade Services Center

4.3 Develop and maintain a system of <b>comprehensive records of all export and import transactions</b> processed through Egypt seaports and airports. Make these records available for operational, technical and management use of GOEIC and other authorized users.	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	Inform. Center
4.4 Maintain a system through which <b>importers and exporters operating in Egypt are registered and licensed in compliance with the relevant laws and regulations.</b> In this regard issue certificates of registration as appropriate.	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	Inform. Center
4.5 Develop and maintain a system to provide the necessary information about exporters of all goods and importers of industrial goods in order to determine whether an exporter or importer qualifies for the <b>“white list”</b> . Make the qualifications required for entering into the “white list” available to exporters and importers.	-	-	-	-	X	X	X	X	-	-	-	X	-	-	-	Inform. Center
4.6 As a byproduct of the various records created, processed and stored in GOEIC’s data bank, compile and <b>produce periodic reports and statistics</b> for use of planning and managing GOEIC’s regular activities as well as for use of general public and trading community.	-	-	-	-	-	-	-	-	-	-	X	X	-	-	X	Trade Services Center
4.7 Develop and put into effect an appropriate institutional arrangement through which GOEIC’s integrated management and <b>technical information services are effectively planned, managed and evaluated.</b>	-	-	-	-	-	-	-	-	-	-	-	X	-	X	X	
<b>5. Develop Institutional Capabilities within the GOEIC</b>																
5.1 Develop GOEIC <b>strategic management capabilities</b> for achieving its <b>mission, objectives and goals.</b> Create wider awareness of GOEIC mission among staff and the trading communities it is serving.	-	-	-	-	-	-	-	-	-	-	X	X	X	X	X	
5.2 Develop and introduce a <b>system of annual work plans for GOEIC</b> that sets goals and targets and ensure that these plans are effectively implemented and outcome evaluated.	-	-	-	-	-	-	-	-	-	-	X	-	-	-	X	
5.3 In close consultation with heads of technical functions of GOEIC <b>establish performance criteria and standards</b> in qualitative and quantitative terms and make these available to all levels of staff.	-	-	-	-	-	-	-	-	-	-	X	X	-	X	X	

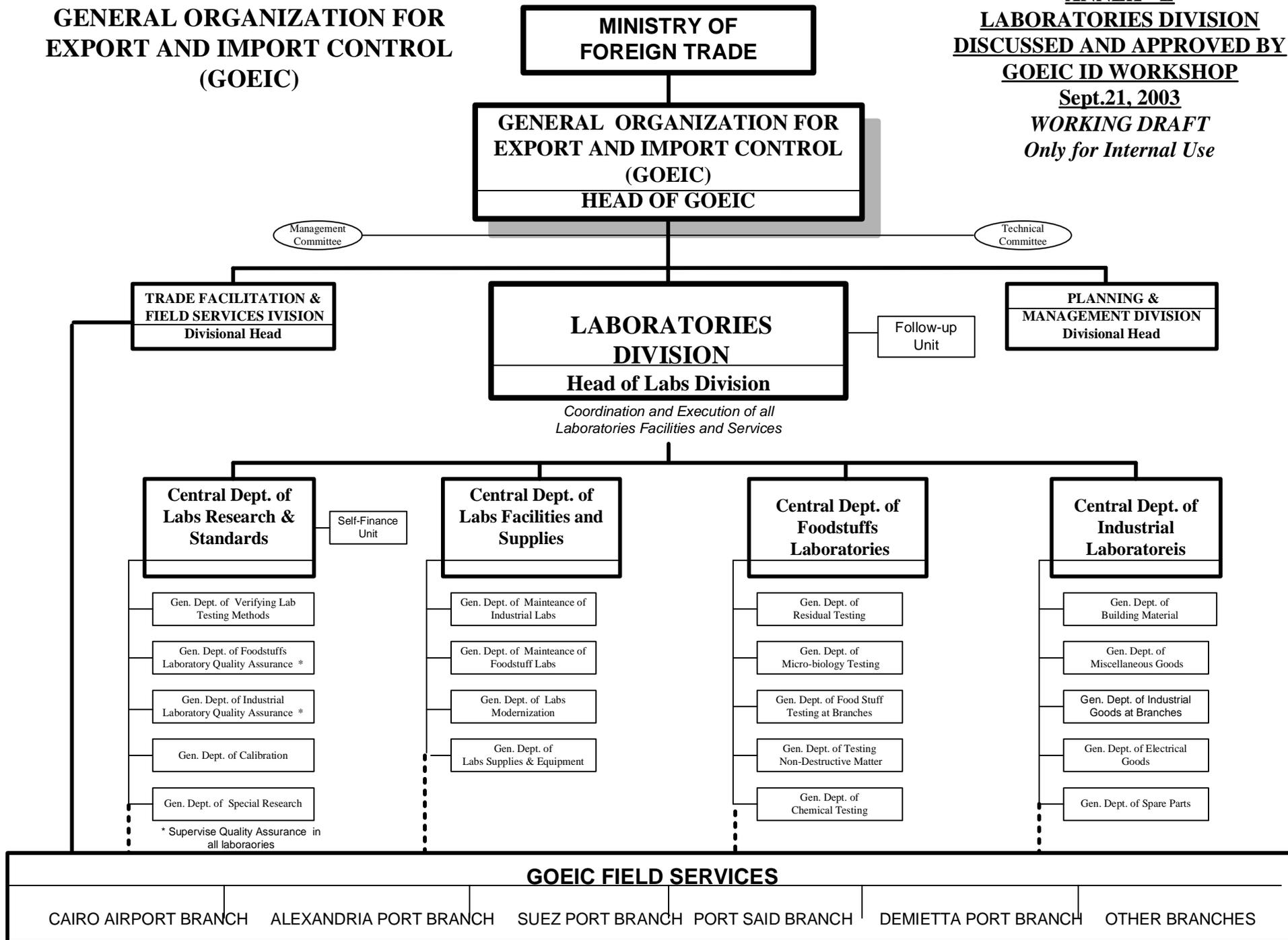
5.4 Develop professional capabilities and practices within GOEIC for <b>strategic planning and research, legal services, security services, customer liaison services, etc.</b>	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	X	Legal, Security, Trade Services Center
5.5 <b>Prepare annual financial and human resource budgets, covering all functions of GOEIC</b> and ensure that the budget is adequately controlled and resources (financial, human, material and other) are optimally utilized.	-	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X	
5.6 <b>Provide efficient administrative and logistical services within GOEIC.</b> In this regard ensure that the related systems and procedures are adequately documented and brought to the attention of all staff through appropriate modern communication technology.	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X	-	
5.7 <b>Develop management capabilities in GOEIC field offices</b> where authority for decision making on local operational matters can be fully delegated and better services provided to the clients.	-	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X	Head of Operat. Division
5.8 Implement the approved plans for establishment of the <b>GOEIC Training Center and the GOEIC Trade Services Center</b> and continue efforts to strengthen institutional capabilities within GOEIC.	-	-	-	-	-	-	-	-	-	-	-	X	-	-	X	X	Trade Services Center

ATR Team  
Wednesday, August 20, 2003

Ref: GOEIC O&M – Distribution of Functions – RPJ – Aug. 19, 2003

PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL  
(GOEIC)

ANNEX - I  
LABORATORIES DIVISION  
DISCUSSED AND APPROVED BY  
GOEIC ID WORKSHOP  
Sept.21, 2003  
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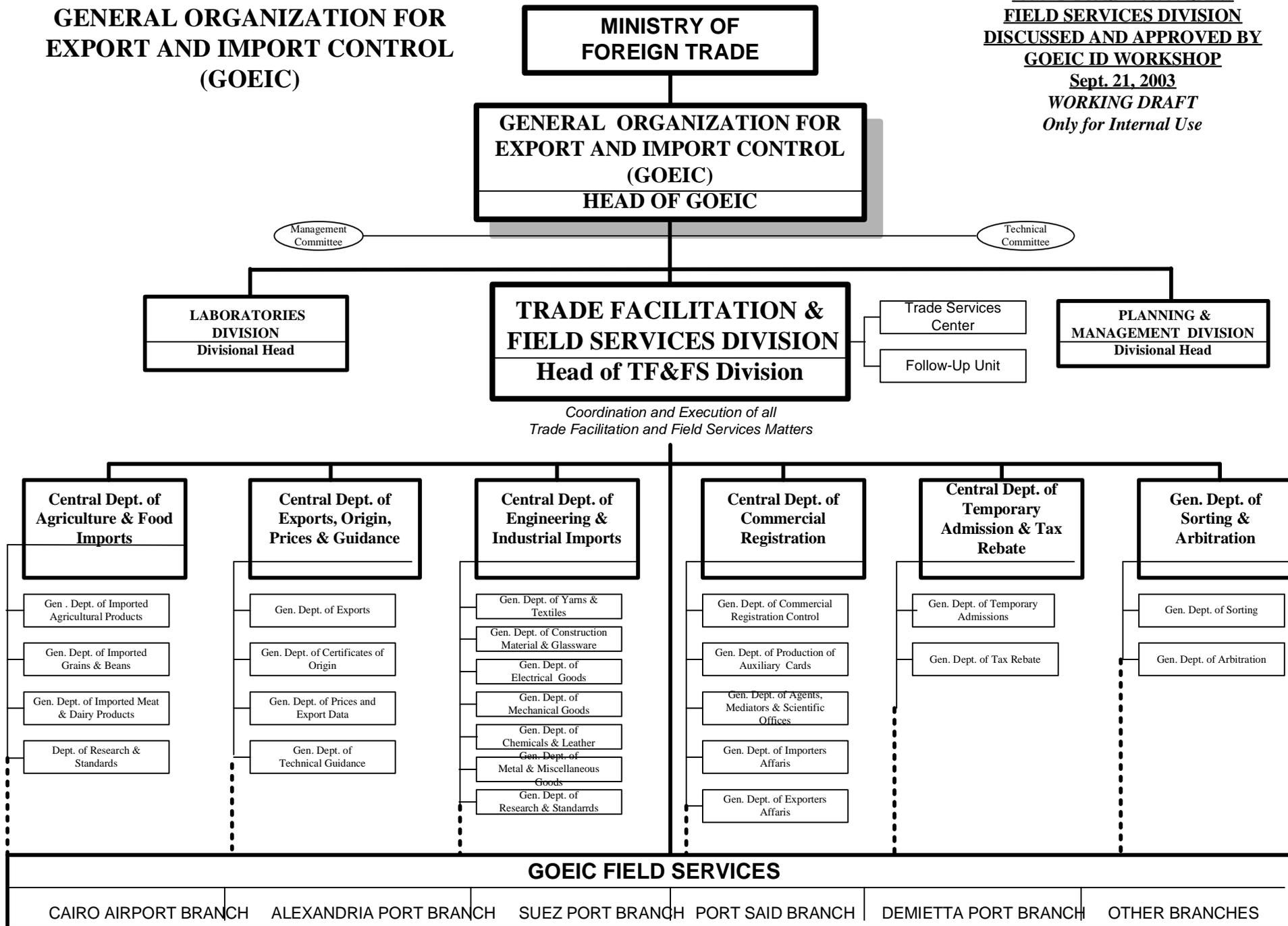
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PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL  
(GOEIC)

**ANNEX - M**  
**TRADE FACILITATION &  
FIELD SERVICES DIVISION**  
**DISCUSSED AND APPROVED BY**  
**GOEIC ID WORKSHOP**

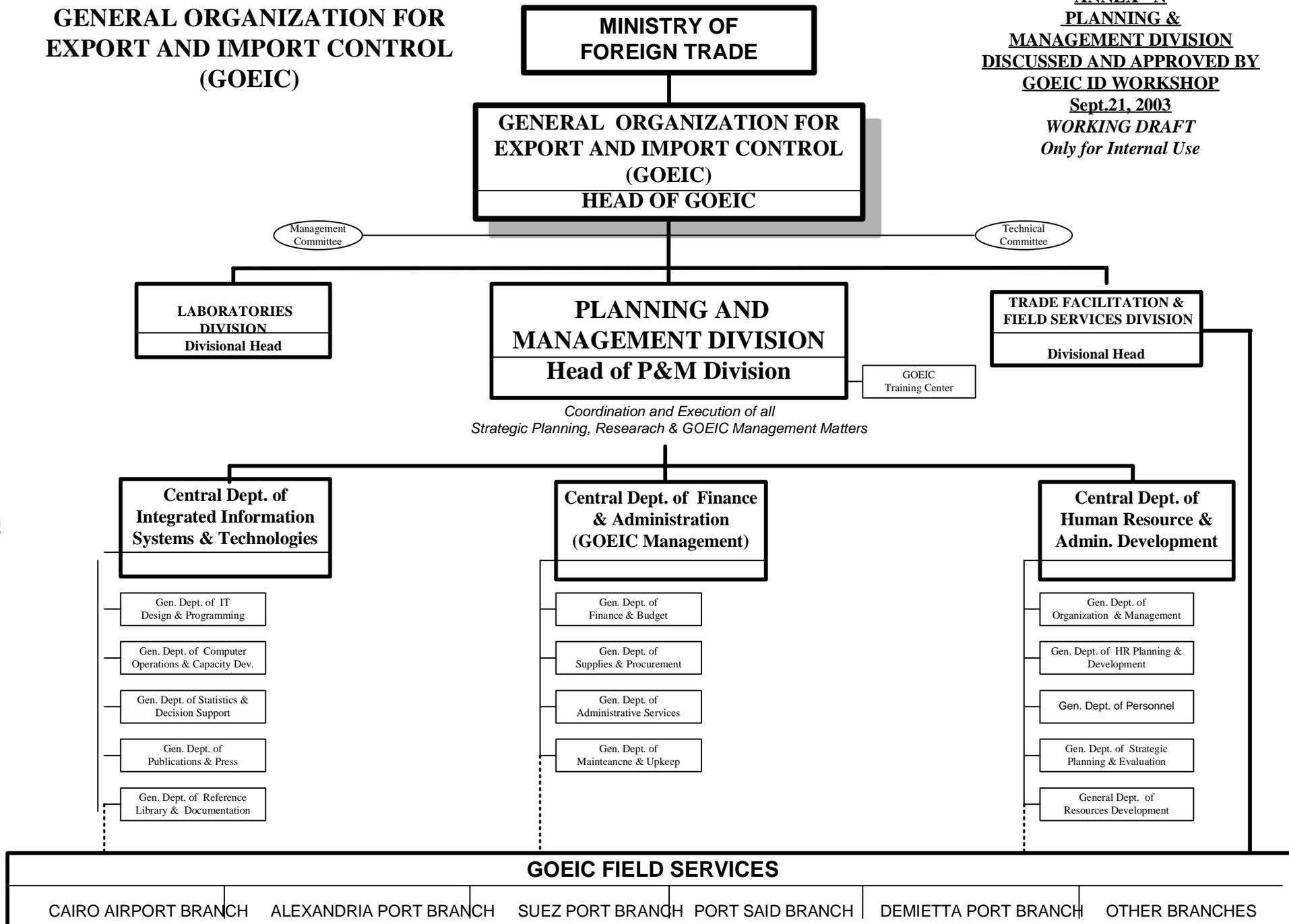
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**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL  
(GOEIC)**

**ANNEX - N  
PLANNING &  
MANAGEMENT DIVISION  
DISCUSSED AND APPROVED BY  
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**MINISTRY OF FOREIGN TRADE**

**PROPOSED ORGANIZATIONAL STRUCTURE OF  
GENERAL ORGANIZATION FOR  
EXPORT AND IMPORT CONTROL  
(GOEIC)**

**ANNEX - O  
CENTRAL DEPT. OF  
OFFICE OF THE CHAIRMAN  
DISCUSSED AND APPROVED BY  
GOEIC ID WORKSHOP**

**Sept. 21, 2003**

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