

Assistance for Trade Reform

Proposed Organization and Management System for the Trade Agreements Sector, Ministry of Foreign Trade, Arab Republic of Egypt

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PROPOSED MISSION, FUNCTIONS, ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM FOR THE TRADE AGREEMENTS SECTOR (TAS) MINISTRY OF FOREIGN TRADE

SUMMARY

1. Introduction

The proposed organizational structure and management system for the Trade Agreements Sector (TAS) focuses on three critical areas:

- (i) Develop strategic vision relating to its long term mission, objectives and functions, which reflect current strategies, policies and priorities of MoFT that include: liberalization and expansion of foreign trade, effective participation in the World Trade Organization, ensure that all trade policies are consistent with Egypt's multilateral obligations, and Egypt is protected from unfair trade practices.
- (ii) Provide an organizational framework within which TAS can effectively carry out its vital functions of providing leadership for coordination and integration of its activities.
- (iii) Establish management, operational and technical functions within TAS through introduction of effective systems, modern information technologies and upgrading of technical facilities to support optimal operational performance.

2. Summary of Key Areas of Establishing TAS

These proposals are based on building an enhanced model of the Trade Agreements Sector (TAS) which was mandated by Ministerial Decrees # 193 and # 206. The following are the salient features of the overall proposals.

- (a) **Establish Strategic Management and Organizational Capabilities within TAS**
 - **Strategic long term mission, and objectives** of TAS, which reflect the current policies and priorities of the MoFT relating to its efforts to coordinate Egypt's full participation in the WTO, to protect Egypt from unfair trade practices, and to negotiate and administer bilateral, regional and multilateral trade agreements.
 - **Detailed functions which** operationalize the mission and objectives. They provide functional clarity which assists the organization in moving from goals to results.
 - **Organizational arrangement of TAS**, which will provide a sound framework for effective direction, coordination and integration of its functions.
 - **Human resource requirements and development needs**; Some include: development of clear job descriptions and identification of needed knowledge as well as management and technical skills.
- (b) **Establish TAS Operational Efficiency**
 - **Functions of General Departments** are defined to reflect TAS mission, objectives and priorities. General Departments will be the primary responsibility centers of TAS and should operate on the bases of annual work plans, performance targets and standards approved by the Heads of Central Departments. Work plans would be systematically reviewed and monitored.
 - **Modern systems and information technologies will be introduced** in TAS to make its

operations effective and efficient.

3. Organizational Structure of TAS

In order to establish the most appropriate organizational structure that would enable TAS to effectively plan, direct and co-ordinate its many functions, a proposed structure was developed. Key departments are described and merits and demerits have been high-lighted.

3.1 Proposed Departments

(a) Central Departments

The structure TAS was modified in Ministerial Decree #193, April 24, 2003 establishing three Central Departments with specific General Departments reporting to each Central Department as follows:

1. The **Central Department of Bilateral and Multilateral Agreements** contains three General Departments: (Annex A- **Organizational Structure**)

General Department of Bilateral Agreements whose responsibilities include: research, analysis and preparation of studies, briefs, and presentations concerning policy positions, and trade initiatives, development of strategies and tactics used in negotiations, achievement of successful trade negotiations in coordination with ECS which ensures the competitiveness of Egypt's exports in bilateral trade agreements.

General Department of Regional/Multilateral Agreements whose responsibilities include: research, analysis and preparation of studies, briefs, and presentations concerning policy positions, and trade initiatives, development of strategies and tactics used in negotiations, achievement of successful trade negotiations in coordination with ECS which ensures the competitiveness of Egypt's exports in regional and multilateral trade agreements. It also assures proper implementation of EU agreements.

(The proposal does deviate here from the original decree by including Multilateral Agreements in this General Department in order for it to provide a logical grouping of both regional and multilateral departments under its control).

General Department of Rules of Origin whose responsibilities include: research, analysis and presentations concerning Rules of Origin provisions to be included as provisions of bilateral, regional and multilateral agreements ensuring that exchanged goods meet requirements of the agreements.

2. The **Central Department of International Trade Policies** contains four General Departments: (Annex B – **Organizational Structure**)

General Department of Anti-Dumping whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to anti-dumping practices, investigate anti-dumping applications, determine whether dumped imports cause material injury, or material retardation of the establishment of an industry, and impose anti-dumping duties.

General Department of Safeguards & Injury Calculations whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to safeguard measures and requirements, investigate safeguard applications, determine whether safeguard measures should be applied, and impose measures.

General Department of Subsidy & Countervailing Duties whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to subsidy practices, investigate subsidy applications, determine whether subsidized imports cause material injury, or material retardation of the establishment of an industry, and impose countervailing duties.

General Department of Trade Remedies Information whose responsibilities include: develop key information sources and databases to study imports, identify conflicts with WTO obligations, monitor foreign trade trends and remedy policies, evaluate status and evolution of foreign governments' foreign trade policies and market developments that might contribute to unfair trade practices

3. The **Central Department of World Trade Organization** which contains three General Departments:

General Department of Rules whose responsibilities include: develop and implement a public awareness plan for the general department in the areas of WTO rules, dispute settlement, trade facilitation, transparency in government procurement, competition policy, investment, environment, and intellectual property rights; coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments to WTO in collaboration with the General Department for Agreement Implementation.

General Department of Trade in Services whose responsibilities include: develop and implement a public awareness plan in all areas related to trade in services; coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments in these areas in collaboration with the General Department for Agreement Implementation.

General Department of Trade in Goods and Customs Matters whose responsibilities include: develop and implement a public awareness plan for the general department in the areas of trade in agriculture, non-agriculture market access, and import issues (including all issues related to customs and standards); coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments in these areas in collaboration with the General Department for Agreement Implementation.

(b) Staff Departments

TAS Management/Administration Department will be responsible for ensuring that TAS is well managed and can fully achieve its mission and objectives. The management functions could include Strategic Planning, Performance Criteria and Standards, Annual Work Plans, development of Human Resource capabilities and training, and public liaison services. The Administrative services could include: correspondence systems, transport and travel, personnel administration, office supplies and equipment, communication, and library and reference.

Information Technology & Translation Department will be responsible for planning, developing, and managing information technologies within TAS and will cover functions pertaining to data generation, analysis, storage, data processing, programming, computer and software installation and maintenance, development and deployment of technical personnel as well as management of these technical services. It will also provide support to internet and intranet. Translators will be responsible for technical trade documents, international agreements and legal texts, formal letters and such other texts which require precise and standardized business vocabulary.

Legal Services Department will be responsible for providing advice on trade areas and international trade agreement obligations, analyzing and interpreting proposals submitted by other governments, analyzing legal implications arising out of negotiations or any legal matter arising out of the management of TAS, administering a data base of all trade agreements, advising on interpretation of any trade agreement involving Egypt and acting in legal disputes brought under WTO dispute procedures.

Technical Office will provide follow-up on technical matters submitted to it by the Central Departments of TAS.

3.2 Merits and Demerits of the Proposed Structure

- The structure adheres to and refines the functions proposed in Ministerial Decree #411 and amended in Ministerial Decree # 193.
- The structure clearly reflects the proposed mission and objectives of TAS.
- The functions are logically grouped reflecting the key operational activities of TAS. The span of control of the structure with three central departments is trim and compact for effective coordination.
- It provides for a middle management cadre, heads of general departments, who will supervise the day to day operations.
- The operational areas of administering trade policies and laws, research and revision of trade policies, harmonization of trade policies and trade agreements, compliance with WTO rules and regulations, and protection from unfair trade practices receive direct attention. The structure supports a one-stop-shop approach to meeting MoFT objectives.
- The proposed structure provides support departments for TAS: an Executive Office, Management Department, Information Technology and Translation Department, Legal Services, and a Technical Office are designed to provide the administrative and institutional development services needed for operational efficiency.

Demerits:

- This is a new structure and will have to be tried out before its benefits are realized. It will need to be managed by top management as well as a full understanding and commitment by the staff.
- The functional model chosen does not easily support horizontal coordination and communication. This will have to be fostered by Heads of Departments as well as the General Managers.
- Linkages with other sectors within MoFT and with other ministerial and external agencies are not structurally specified but must be part of the overall coordination effort.
- As in all structural decisions, the implementation phase will probably result in some fine tuning and therefore a certain amount of change may take place.

4. Recommended Organizational and Management System for TAS

On the basis of the detailed analysis of the Trade Agreements Sector, it is recommended that the Mission, Objectives, Functions, and Organization Structure be given Ministerial approval and thereafter immediately implemented.

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1. GUIDING PRINCIPLES

In designing proposals for developing institutional capabilities within the Trade Agreements Sector, the following guiding principles have been observed.

- (a) **Prime Focus:** The primary objective of the management system and organizational structure will be to enable TAS have an institutional framework which will allow it to effectively manage itself and carry out the various functions assigned to it, and thus be able to achieve its mission, goals and objectives, efficiently and effectively.
- (b) **Mission, Objectives and Functions:** The long term mission and objectives of Trade Agreements Sector have been defined to reflect the current policies, strategies and priorities of the Ministry of Foreign Trade. The grouping of functions and the manner in which they are distributed and coordinated will enable TAS to play its role as a facilitator for trade development and expansion. The mission statement, structure, and functions are currently under review by the Head of TAS.
- (c) **Management Concepts and Socio-cultural Tenets:** The organizational structure and management system proposals are based in accordance with sound management and organizational principles, as well as recognition of appropriate Egyptian socio-cultural tenets and precepts.
- (f) **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 TAS to fully meet this objective.

2. VITAL CONSIDERATIONS

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

(a) Statutory Responsibilities of the Ministry of Foreign Trade

Full recognition has been accorded to the responsibilities placed on the Ministry of Foreign Trade by the relevant statutes, decrees and regulations and a variety of international conventions and agreements in which GoE participates. TAS has to operate within the norms and standards of these international agreements and protocols.

(b) Role of Management

The overall responsibility for managing TAS, in terms of achieving its mission and objectives through optimal use of resources allocated to it, vests on the First Under-secretary and his top management team. It is the responsibility of **top management** to translate TAS functions into tangible results; to set performance targets and standards and mobilize human and other resources to achieve its mission and objectives.

Heads of Central and General Departments provide a critical link between the top management and operational activities. They serve as primary implementation centers, responsible for all professional, technical and operational activities of TAS at ground level. They are accountable for the final results.

In the proposed arrangement, adequate decision making authority **must** be delegated to the Heads of Central and General Departments to enable them to make most of the operational

level decisions. They must have the flexibility needed to make professional, technical and administrative decisions relating to the areas of their responsibilities. Only critical aspects and major issues will be referred to the First Under Secretary.

(c) Performance Monitoring and Evaluation

In order to assure organizational accountability, mechanisms including annual workplans, performance criteria and monitoring processes are to be established within TAS for regular and systematic monitoring and evaluation of its performance in the achievement of goals and objectives.

(g) TAS Management Capabilities

The proposals pay particular attention to the need for strengthening management capabilities within TAS. The proposed management system places management accountability directly under the First Under Secretary. Management will be responsible for strategic, organizational and management planning, devising optimal placement and uses of human resources, developing annual work plans, allocation of resources, establishing performance standards and targets, and ensuring that high performance standards are achieved and maintained

3. PROPOSED MISSION for the TRADE AGREEMENTS SECTOR (TAS)

3.1 LEGAL FRAMEWORK

The TRADE AGREEMENTS SECTOR is a newly created sector in the MoFT. Its legal basis resides in the following decrees:

1. Ministerial Decree # 411 issued on July 4, 2002 established the Sector. It contained two Central Departments: Bilateral and Multilateral Trade Agreements and World Trade Organization.
2. Ministerial Decree # 193 issued on April 24, 2003 modified TAS. A third Central Department: CD/ International Trade Policies was moved from the Foreign Trade Policies Sector (FTP) and is now included in the Trade Agreements Sector (TAS).
3. Ministerial Decree # 226 issued on May 19, 2003 named key staff.
4. Ministerial Decree # 194 issued on April 24, 2003 formally appointed the Head of the Sector.

3.2 BACKGROUND: ESTABLISHMENT OF TAS

The decision to create the Trade Agreements Sector (TAS) as a distinct entity in the Ministry of Foreign Trade was based on a series of events concerning Egypt's participation in the World Trade Organization.

Egypt was a contracting party to the GATT since 1970 and has been a member of the World Trade Organization since June 30, 1995. During the Uruguay Round negotiations (1986-1994), which concluded with the establishment of the World Trade Organization, a Permanent National Committee for WTO Negotiations existed that coordinated the country position. Though different sectors within different ministries were involved, no individual department or sector was tasked with systematically and pro-actively making sure that Egypt exercised its rights and complied with its obligations in the WTO, that Egypt was well prepared for and actively participating in the WTO negotiations, and that regional agreements that Egypt enters into are consistent with its multilateral obligations.

The Uruguay Round experience showed that a complete and highly specialized organization, in collaboration with a national committee on negotiations, should coordinate these highly complex negotiations, follow-up on existing commitments, communicate with public and private sectors to involve them in the negotiations process, and overall make sure that Egypt's interests are promoted in the WTO. A WTO Unit, reporting to the Minister of Economy and Foreign Trade, was created in 1999-2000 to play this role. It consisted of a handful of young but energetic staff that formed the nucleus of what later became the CD/WTO.

The Doha Ministerial Conference in November 2001 launched a new round of negotiations, known as the Doha Development Agenda, which, among other things, set deadlines for the "built-in agenda" negotiations (agriculture and services), and launched negotiations in non-agriculture market access, geographical indicators (to extend higher level protection currently provided wine and spirits to other products), aspects of trade and environment, WTO Rules, trade and investment, trade and competition policy, transparency in government procurement, and trade facilitation.

With such a heavy negotiations agenda the Minister of Foreign Trade issued Ministerial Decree No. 411 issued on July 4, 2002 officially creating the Trade Agreements Sector (TAS). It consisted of two Central Departments. The first one was the Central Department of the World Trade Organization (WTO) which acts as the main coordinating body for all issues related to the WTO. Among its main functions was to serve as the Secretariat to the High National Committee on the Doha Negotiations (HNC), which formulates the Egyptian position in all WTO negotiations.

The other department, the Central Department for Bilateral and Multilateral Agreements was established in order to improve coordination between bilateral, regional, and multilateral negotiations. This linkage, it was decided, would help to ensure that bilateral and regional agreements are fully consistent with Egypt's WTO commitments, that critical information is shared during bilateral, regional, or multilateral negotiations, and that specialized technical expertise is integrated to handle trade negotiations.

The final organization modification to the Trade Agreement Sector (TAS) was done through Ministerial Decree No.193 issued on April 24, 2003 when the Central Department of International Trade Policies (ITP) was moved from the Foreign Trade Policies Sector and included in (TAS). Its role focused on trade protection and trade remedies, and defense of Egypt's interests against unfair trade practices which is a major right afforded by the WTO. Therefore it was necessary – both for better coordination and to ensure compliance – to group these three Central Departments together and create a strong sector whose main goals are: to ensure full participation in the WTO, to expand foreign trade, and to safeguard Egypt's international trading interests.

3.3 DEVELOPMENT APPROACH

TAS is being developed through a "bottom up" approach with each Central Department being created or enhanced according to its own unique needs. The **Central Department for International Trade Policies** is the most established of all the departments in TAS. It has been operating effectively as part of the Foreign Trade Policies Sector and moved intact into TAS. In terms of its personnel, it has an active Head and four experienced General Managers. It also has some existing documentation from which the team obtained important information. Nevertheless, a step-by-step process was used to develop and review appropriate functions, structure, and detailed job descriptions. The Department was very cooperative and interested in creating basic organizational documents which would support their efforts to achieve the goals of TAS.

The **Central Department of World Trade Organization CD/WTO** was established over a 22 month period. The creation of its mission, function and structure was meticulously crafted in a joint effort by Mr. Abd El Rahman Fawzy, the First Undersecretary for the Trade Agreements Sector, Mr. Waleed El Nozahy, the Head of CD/WTO, and the ATR team consisting of Mr. Rasik Joshi and Mr. Abdel Wahab Heikal, institutional development and trade specialists, and Mr. Rashid Benjelloun, WTO expert. The development of CD/WTO is detailed in a **separate report**.

The **Central Department for Bilateral and Multilateral Agreements** is the “youngest” of all the departments. It required some basic data gathering about its current operational capability. This was done in a separate study which ascertained its capabilities in concerning staffing and current work assignments. Then statements of functions, structure, and detailed job descriptions were developed. The Head of the CD/BMA was very helpful, even though during this time two of the three of the General Managers’ positions were vacant and the majority of the staff were newly hired and still in the throes of their initial indoctrination.

When individual development for each Central Department was complete, it was then aligned and integrated into the **Trade Agreements Sector**.

3.4 MISSION STATEMENT

PROPOSED DRAFT

*JANUARY 16, 2004
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3.4A Contextual Relevance

In developing a statement of mission and objectives of the Trade Agreements Sector (TAS) within the Ministry of Foreign Trade, the following context has been taken into consideration:

- (a) The need to expand and liberalize Egypt’s foreign trade initiatives has become more critical in the wake of the globalization. In order to increase competitiveness, minimize or eliminate trade barriers and increase market access, there must be a sector whose role is to ensure that Egypt effectively participates in all aspects of the WTO, that all opportunities are pursued to meet trade agreement objectives, that all trade policies are consistent with Egypt’s multilateral obligations, and that Egypt is protected from unfair trade practices. The Trade Agreements Sector (TAS) will fulfill these roles for MoFT.
- (b) The responsibilities assigned to the TAS for participating effectively as a member of the WTO, formulating and coordinating negotiating strategies and positions in trade agreements, and implementing contingency measures related to dumping, subsidies, will determine the functions as well as organizational arrangements, operations and human and other resource needs of TAS.
- (c) In order to achieve its objectives of expanding foreign trade and playing a key role in the World Trade Organization, the GoE/MoFT has gone through a major phase of adjustment/fine tuning of its policies and priorities and adaptation of its organizational arrangements. The result was finalized in Ministerial Decree # 226 of 2003 which created a new sector, the Trade Agreements Sector (TAS) with three central departments. The functions of the sector were articulated in Ministerial Decree # 193 of 2003. The sector was activated through Ministerial Decree #194 of 2003 which formally appointed the head of TAS.

3.4B Ministerial Decree #226 /2003 promulgated on May, 19, 2003 has the following provisions regarding role and responsibilities of the Trade Agreements Sector:

- (a) The Trade Agreements Sector (TAS) will coordinate and provide expert advice on all matters pertaining to participation in the WTO, propose strategies to enhance trade with bilateral, regional and multilateral signatories, review constraints to the trade and propose solutions and will protect Egypt from unfair foreign trade practices.
- (b) The Central Department for International Trade Policies (CD/ITP) dealing with trade remedies was moved from the Foreign Trade Policies Sector (FTPS) to TAS.
- (c) **TAS** will have **three** central departments:
 - Central Department of **World Trade Organization (CD/WTO)** with **three** general departments responsible for **Rules, Trade in Services and Trade in Goods and Customs Matters**.
 - Central Department for **International Trade Policies (CD/ITP)** with four general departments responsible for **Safeguards and Injury Calculations, Subsidy and Countervailing Duties, Anti-dumping, and Trade Remedies Information**.
 - Central Department for **Bilateral and Multilateral Agreements (CD/BMA)** with three general departments responsible for **Bilateral Agreements, Regional and Multilateral Agreements, and Rules of Origin**.

3.5 THE MISSION OF TRADE AGREEMENTS SECTOR (TAS)

The long term mission of the Trade Agreements Sector (TAS) is to implement the trade policies of the Ministry of Foreign Trade in order promote trade expansion and sustainable economic growth through the negotiation of, administration of, and coordination and compliance with bilateral, regional and WTO trade agreements, including the enforcement of Egypt’s rights under all trade agreements.

3.6 THE KEY OBJECTIVES OF THE TRADE AGREEMENTS SECTOR

In pursuance of the above stated Mission, the **Trade Agreements Sector** will strive to achieve the following major objectives.

(a) Coordinate Egypt’s full and effective participation in the WTO

Serve as the Technical Secretariat for the High National Committee of Doha Negotiations. Coordinate WTO-related activities with all relevant bodies. Provide recommendations on Egypt’s strategies in all WTO negotiations, position papers and conferences. Establish data bases of all agreements and rules, statistics, and current events relating to the WTO. Be the focal point for the dissemination of all critical WTO- related information. Coordinate compliance with obligations under WTO agreements.

(b) Protect the national economy of Egypt from unfair trade practices and other injurious activities.

Initiate a systematic process for the investigation of complaints in the areas of dumping, subsidies, and safeguards. Coordinate all trade remedies decisions with relevant agencies. Maintain trade remedies data bases. Monitor Egypt's trading partners' potential unfair practices in sectors of interest to Egypt and provide information to relevant departments and agencies.

(c) Negotiate and administer bilateral, regional and multilateral agreements as consistent with the trade policies of MoFT.

Implement strategies for entering into and administering trade agreements. In this regard, coordinate with all ministries/agencies that participate in various trade agreements, ensuring that they administer such agreements in a manner that will accomplish MoFT's objectives. Establish trade information data bases, develop research and analytic capabilities, prepare extensive country studies, and compile reports on of Rules of Origin options.

(d) Promote Public Awareness concerning Egypt's rights and obligations in WTO agreements and bilateral, regional and multilateral Trade Agreements

Establish public awareness programs through which exporters and importers, the business community, and the general public can learn about Egypt's rights and obligations under the WTO and other agreements. Introduce and maintain mechanisms with various stakeholders which can facilitate the collection and exchange of information pertinent to various trade agreements. To achieve these goals, establish appropriate coordination machinery to liaise with business entities, establish and maintain an interactive website, hold workshops, and disseminate information to interested parties in a timely manner.

(e) Develop Institutional Capabilities within the TAS

Develop organizational capabilities, management practices and operational systems so as to ensure that overall management and operational performance of TAS remains efficient at all times. Such systems should also ensure that mission and objectives are fully achieved. In this regard give special priority to the establishment of work plans, development/codification and documentation of operating systems and work processes, and technical and management training.

3.7 NEAR TERM ACHIEVEMENT TARGETS OF TRADE AGREEMENTS SECTOR (TAS)

In addition to carrying out all regular functions assigned to it, the **TAS** will strive to achieve the following near term targets:

- (a) **Develop technical work processes** such as work plans, follow-up processes on agreements, and operating manuals to improve TAS productivity. Create a TAS task force to examine the current situation and propose specific recommendations for improvements.
- (b) **Develop administrative work processes such** as correspondence, meeting procedures, project tracking, and travel logistics to improve TAS operating efficiency. Create a TAS task force to examine the current situation and propose specific recommendations for improvements.

- (c) **Establish management development processes** such as job descriptions, performance criteria, and a performance appraisal system to strengthen management capabilities within TAS. Create a TAS task force to examine the current situation and propose specific recommendations for improvements.
- (d) **Develop research and analytic capabilities within TAS** for carrying out, on a continuous basis, research and analysis on various aspects influencing the formulation and administration of trade agreements. In this regard introduce appropriate information technologies such as data bases, software applications and related facilities.
- (e) As a matter of priority, TAS will develop and implement, with ATR support, a **training plan** to expend its human resource capabilities in three broad areas: technical and analytic skills for staff working in ITP, WTO and BMA, supervisory and managerial skills for heads of Departments and General Departments, and leadership skills for Heads of Central Departments.
- (f) Develop and implement a comprehensive **human resource management strategy** through which key positions are matched with the most capable staff, the existing human resources are put to optimal use and their capabilities are developed.
- (g) Strengthen various processes and programs for **creating greater awareness among the business community and relevant government and non-government organizations regarding rights and obligations under the WTO.**
- (h) **Establish technical and executive offices** within TAS for technical and administrative support services.
- (i) **Implement an automated work flow system** for ITP. Establish a website for the WTO. Finalize technical justifications for software and hardware needs for TAS in order to improve operational efficiency.

4. FUNCTIONS for the TRADE AGREEMENTS SECTOR (TAS)

4.1 Methodology

When mission and objectives were developed and agreed upon, then a clear set of functions was created to operationalize the objectives. Detailed technical and institutional development functions were established for the Trade Agreements Sector (TAS). They were developed in close consultation with senior staff who were vital in contributing their views and experience which ensured that the functions reflected the reality of the current operations as well as encompassed future needs. They also were designed to reflect critical MoFT objectives concerning trade liberalization, full WTO participation, and protection from harmful trade practices.

The functions formed the basis for developing an appropriate organizational structure for the sector and helping to determine its human and other resource needs. Then Distribution of Functions tables were developed as tools to be used for defining accountability and coordination links. Within each Central Department each function will be assigned to a General Department identifying clear accountability or shared accountability with other departments. The matrix will also identify coordination and communication with departments within each Central Department,

within TAS, and with other ministries and agencies outside the sector. (Refer to Annex E for ITP, Annex F for BMA. WTO has already been completed and is in a separate report.)

In the development of the functions of TAS the following criteria were utilized:

- A function should directly contribute towards achieving objectives of the organization.
- Functions should adequately answer the question “how to achieve objectives?”
- Functions should be broad based – they should be key/major in nature.
- Functions should be stated in the form of “active verbs” i.e. actions to be taken, such as do, undertake, review, operate, manage, organize, carry out, etc.
- Functions consume resources e.g. to carry out each function there will be need for resources such as human, financial, material, facilities, etc. Irrelevant functions waste resources.
- Functions also reveal nature and scope of the organization.
- Functions show frequency, priorities, urgency of activities.
- Functions should be pragmatic (doable), tenable, durable; not just for one time or temporary.
- Each function should be distinct, precise, clear and concise; not abstract, long worded and confusing!

And finally, functional clarity should assist the organization in moving from goals to results.

4.2 SUMMARY o f FUNCTIONS for the TRADE AGREEMENTS SECTOR (TAS)

- 1. Coordination of all WTO related Matters for Egypt (WTO)**
- 2. Integrate Egypt Fully into WTO to Derive Maximum Benefits and Safeguard National Economic, Security and Social Interests (WTO)**
- 3. Facilitate Compliance with WTO Membership Related Obligations. (WTO)**
- 4. Protection of economy o f Egypt from Unfair Trade Practices (ITP)**
- 5. Provide Trade Remedies Information (ITP)**
- 6. Negotiate and Administer bilateral, regional, and multilateral agreements (BMA)**
- 7. Facilitate Rules of Origin Implementation (BMA)**
- 8. Develop Institutional Capabilities within TAS**

(Complete Statement of Functions refer to Annex D)

5. RATIONALE FOR PROPOSED STRUCTURE of TAS

The structure of an organization is the system of working relationships arrived at to divide and coordinate the tasks of people and groups working toward a common purpose. Most people visualize an organization's structure in terms of the familiar organization chart. A caveat for organizational chart building is that charts must be evolutionary rather than revolutionary. The most ideal chart can be created, but if no one will accept it, it is only a model chart that remains unimplemented. A chart should reflect current needs and be modified when those needs change.

However, structure is far more: it involves the division of labor including roles, responsibility, and authority, as well the coordination of labor into units and inter- and intra-unit groupings. Structure must be assessed to see if it facilitates or hinders movement towards the mission and goals. The "ideal" structure is the one that best fits the situation. At issue is whether or not the organizational structure supports or inhibits the capacity of the organization to perform its work.

Questions typically asked in assessing organizational structure include:

- Are the organization's mission and goals supported by its structure?
- Are roles within the organization clearly defined, yet flexible enough to adapt to changing needs?
- Are departmental lines or divisions between groups crossed easily, particularly in cases when collaboration would mean an improved result? Or are departmental lines jealously guarded, serving as an impediment to collaboration?
- Are there coordinating mechanisms which facilitate access to other units within the organization?
- Are efficient means for coordinating staff and units fostered and encouraged?
- Are there clear lines of accountability (individual, group, and organizational)?
- Are there efficiently functioning work groups?
- How centralized (vs. de-centralized) is decision-making?
- Does this structure make organizational sense and facilitate the work?

TAS has been organized according to a functional model. World research shows that this format follows the model chosen by a majority of trade agreements agencies. In this model the organization forms departments based on separate functions and the work performed reflects the functional specialization of that area. Other criteria such as nature of work, the complexity of work and the work load involved also are critical to making structural decisions.

Additional criteria also are used to assess the effectiveness of departments and sub- units include:

- a) Appropriate management hierarchy
- b) Clear, appropriate and sensible reporting lines
- c) Minimal overlap
- d) A fairly balanced work load for various departments
- e) There is managerial balance ...i.e. not one manager is overloaded with an inappropriate volume or complexity of work
- f) Decision making held by many levels in the organization - empowerment
- g) The structure connects clear groupings of related functions
- h) Coordinating mechanisms which facilitate needed linkages

The Organization Chart proposed in this document takes into account all of the above criteria. Each central department is divided into different specialized departments. It is a hierarchical, vertically-integrated organizational structure. The advantage of this structure is that the organization develops experts in their areas. Individuals are very efficient in that they have a clear understanding of their roles and responsibilities and a clear chain of command reporting structure.

The key disadvantage of this structure centers on the lack of coordination. Coordination is the process of linking specialized activities of individuals or groups so that they can and will work toward common ends. The coordination process helps people to work in harmony by providing systems and mechanisms for understanding and communicating one another's activities. Due to the nature of the function that TAS plays in trade liberalization initiatives, the need to coordinate effectively both within the organization and as well as with other ministries and agencies is critical to its success. Establishing an appropriate management system as well as managerial accountability to coordinate the departments is essential. Clearly delineated workplans, relevant job descriptions, formalized operating procedures and performance accountability are necessary in order to ensure that the structure works effectively

Running parallel to the physical structure of any organization is the strategic structure which is usually delineated in roles that different levels of management must have. The chart below illustrates the key strategic roles that should be emphasized at various organizational levels of TAS. (Refer to Job Descriptions for Heads of Central Departments and General Managers of ITP and BMA; Annexes G,H,I,J,K,L,M,N,O) WTO is in a separate report)

HEAD OF TAS	VISION LEADERSHIP INTER-INSTITUTIONAL OVERSIGHT/LINKAGES
HEAD OF CENTRAL DEPARTMENTS	STRATEGY COORDINATION COMMUNICATION OPERATIONAL OVERSIGHT
GENERAL MANAGERS	OPERATIONAL IMPLEMENTATION
DEPARTMENT STAFF <ul style="list-style-type: none"> • WTO • BMA • ITP 	ACTIONS RESULTS

It is these strategic roles that invigorate an organizational chart.

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5.1 PROPOSED DEPARTMENT STRUCTURE

Central Departments

The structure TAS was modified in Ministerial Decree #193, April 24, 2003 establishing the key functions of TAS in three Central Departments with specific General Departments reporting to each Central Department as follows:

A. The **Central Department of Bilateral and Multilateral Agreements** contains three General Departments: (Annex C- Organizational Structure)

General Department of Bilateral Agreements whose responsibilities include: research, analysis and preparation of studies, briefs, and presentations concerning policy positions, and trade initiatives, development of strategies and tactics used in negotiations, achievement of successful trade negotiations in coordination with ECS which ensures the competitiveness of Egypt's exports in bilateral trade agreements.

General Department of Regional/Multilateral Agreements whose responsibilities include: research, analysis and preparation of studies, briefs, and presentations concerning policy positions, and trade initiatives, development of strategies and tactics used in negotiations, achievement of successful trade negotiations in coordination with ECS which ensures the competitiveness of Egypt's exports in regional and multilateral trade agreements. It also assures proper implementation of EU agreements.

(The proposal does deviate here from the original decree by including Multilateral Agreements in this General Department in order for it to provide a logical grouping of both regional and multilateral departments under its control).

General Department of Rules of Origin whose responsibilities include: research, analysis and presentations concerning Rules of Origin provisions to be included as provisions of bilateral, regional and multilateral agreements ensuring that exchanged goods meet requirements of the agreements.

B. The **Central Department of International Trade Policies** contains four General Departments: (Annex B – Organizational Structure)

General Department of Anti-Dumping whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to anti-dumping practices, investigate anti-dumping applications, determine whether dumped imports cause material injury, or material retardation of the establishment of an industry, and impose anti-dumping duties.

General Department of Safeguards & Injury Calculations whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to safeguard measures and requirements, investigate safeguard applications, determine whether safeguard measures should be applied, and impose measures.

General Department of Subsidy & Countervailing Duties whose responsibilities include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to subsidy practices, investigate subsidy applications, determine whether subsidized imports cause

material injury, or material retardation of the establishment of an industry, and impose countervailing duties.

General Department of Trade Remedies Information whose responsibilities include: develop key information sources and databases to study imports, identify conflicts with WTO obligations, monitor foreign trade trends and remedy policies, evaluate status and evolution of foreign governments' foreign trade policies and market developments that might contribute to unfair trade practices

C. The Central Department of World Trade Organization which contains three General Departments:

General Department of Rules whose responsibilities include: develop and implement a public awareness plan for the general department in the areas of WTO rules, dispute settlement, trade facilitation, transparency in government procurement, competition policy, investment, environment, and intellectual property rights; coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments to WTO in collaboration with the General Department for Agreement Implementation.

General Department of Trade in Services whose responsibilities include: develop and implement a public awareness plan in all areas related to trade in services; coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments in these areas in collaboration with the General Department for Agreement Implementation.

General Department of Trade in Goods and Customs Matters whose responsibilities include: develop and implement a public awareness plan for the general department in the areas of trade in agriculture, non-agriculture market access, and import issues (including all issues related to customs and standards); coordinate Egypt's negotiating position in these areas; coordinate and ensure Egypt's compliance with its commitments in these areas in collaboration with the General Department for Agreement Implementation.

Staff Departments

TAS Management/Administration Department will be responsible for ensuring that TAS is well managed and can fully achieve its mission and objectives. The management functions could include Strategic Planning, Performance Criteria and Standards, Annual Work Plans, development of Human Resource capabilities and training, and public liaison services. The Administrative services could include: correspondence systems, transport and travel, personnel administration, office supplies and equipment, communication, and library and reference.

Information Technology & Translation Department will be responsible for planning, developing, and managing information technologies within TAS and will cover functions pertaining to data generation, analysis, storage, data processing, programming, computer and software installation and maintenance, development and deployment of technical personnel as well as management of these technical services. It will also provide support to internet and intranet. Translators will be responsible for technical trade documents, international agreements and legal texts, formal letters and such other texts which require precise and standardized business vocabulary.

Legal Services Department will be responsible for providing advice on trade areas and international trade agreement obligations, analyzing and interpreting proposals submitted by other governments, analyzing legal implications arising out of negotiations or any legal matter arising out of the management of TAS, administering a data base of all trade agreements, advising on interpretation of any trade agreement involving Egypt and acting in legal disputes brought under WTO dispute procedures.

Technical Office will provide follow-up on technical matters submitted to it by the Central Departments of TAS.

Executive Office will support the **needs of the Head of TAS**: It could be responsible for such services as : public relations and communication, coordination of meetings and conferences, correspondence and mail processing, coordination of internal of work schedules, managing appointments, travel and transport, administrative support..

5.2 PROPOSED GROUPING of FUNCTIONS

As a preliminary step to the development of an organizational structure for TAS it was helpful to group major functions into homogeneous clusters. This ensured that like there were no overlaps, and effective coordination was achieved. Logical grouping of functions also help determine departments at various levels and define the scope and level of work for which each will be accountable.

Grouping Functions according to the key objectives of TAS

Under this grouping the functions of TAS are grouped according to the key objectives of TAS and consist of the five major areas:

(a) Coordinate Egypt's full and effective participation in the WTO

(1) Coordination of all WTO related matters for Egypt:

Create wide awareness regarding mission, role and functions of CD/WTO (1.1); Introduce machinery for effective coordination and integration (1.2); Serve as Secretariat of National Committee on WTO (1.4); Introduce and carry out annual work plans for CD/WTO (1.5); Coordinate Egypt' participation in the WTO (1.6); Serve as focal point for Dissemination of WTO Information (1.7); Coordinate development of Egyptian positions and participation in WTO (1.8); Provide liaison with trade and economic research institutions (1.9); Coordinate WTO matters under specific groups (1.10)

(2) WTO Negotiations related matters:

Promote Egypt's full participation in WTO (2.1); Make national interest top priority of CD/WTO operational philosophy (2.2); Strengthen research capabilities within CD/WTO (2.3); Generate accurate statistical and documentary information (2.4); Provide economic sectoral and trade issue analysis (2.5); Secure inter-ministerial and external inputs for WTO participation (2.6); Assist MoFT in negotiating specialized areas (2.7); Provide advisory consultations on WTO to non-governmental sectors (2.8)

(3) Facilitate WTO Compliance:

Develop strategy for systematic compliance with WTO obligations (3.1); Provide WTO related briefings to Minister and Senior Officials (3.2); Secure cooperation and support of the agencies on National Committee (3.3); Secure inputs from private sector and non-

governmental interest groups (3.4); Develop strategies for removing trade barriers and promote exports (3.5)

(b) Protect the national economy of Egypt from unfair trade practices

(4) Facilitate protection:

Evaluation of complaints (4.1); Initiation of Investigation process (4.2); Hold public hearings (4.3); Recommendations to Minister (4.4); Negotiate Undertakings (4.5); Coordinate with Customs Authority (4.6); Monitor implementation of agreements (4.7); Periodic review of penalties (4.8), Reassessment process for adjustment of penalties (4.9); Collect latest developments to ensure improved applications of rules (4.10)

(5) Facilitate Trade Remedies Information

Develop and maintain database (5.1) Report on developments of unfair foreign trade laws (5.2); Monitor activities of trading partners (5.3); Provide key trade information to other departments (5.6)

(c) Facilitate the conduct and expansion of foreign trade through establishment of Bilateral, Regional and Multilateral Agreements.

(6) Develop and maintain data base (6.1); Preparation of country studies (6.2); Coordination with other Ministries, agencies, and departments (6.3); Develop proposals for agreements (6.5); Coordination with ROO department (6.6) Conduct of negotiations in coordination with ECS (6.7) Develop implementation system (6.8) Monitor agreements (6.9) Develop a validation process (6.10); Evaluate existing agreements for effectiveness (6.11); Collect latest trade agreement (6.12)

(7) Develop data base concerning Rules of Origin (7.1); Propose procedures and regulations (7.2); Disseminate information (7.3); Propose policies to ROO National Committee (7.4) Coordination of ROO information (7.5); Provide ROO advice in negotiations (7.6) Implement notification process with WTO (7.7); Liaison with CD/WTO on all ROO matters (7.8); Collect latest ROO information (7.9); Coordination with the Customs Authority and GOEIC (7.10); System on verification on ROO compliance (7.11); Provide solutions for ROO problems with trading partners (7.12); Provide interpretation of ROO protocols to various agencies (7.13)

(d) Promote Public Awareness in a variety of foreign trade issues

Liaison with all relevant agencies and CD/WTO/TAS website (1.3); Provide information on trade remedy issues to business and industry (5.4); Provide informal advice to businesses concerning appropriateness of pursuing trade remedies (5.5); Serve as an advisory channel to various stakeholders concerning trade agreements (6.4)

(e) Develop institutional capabilities within TAS

Undertake reorientation of staff to create awareness of TAS mission and role (8.1); Develop management capabilities within TAS for team work and operational efficiency (8.2); Introduce effective organizational and management practices (8.3); Introduce efficient administrative systems and procedures and information technology to improve TAS performance (8.4); Provide effective technical/logistical support services within TAS (8.5); Manage TAS resource budget (8.6) Organize and provide

effective legal services for TAS related activities (8.7); Introduce effective economic and trade research activities and expertise (8.8); Introduce effective public sector liaison on all TAS related matters (8.9)

5.3 MERITS and DEMERITS of PROPOSED TAS STRUCTURE

Merits:

- The structure adheres to and refines the functions proposed in Ministerial Decree #411 and amended in Ministerial Decree # 193.
- The structure clearly reflects the proposed mission and objectives of TAS.
- The functions are logically grouped reflecting the key operational activities of TAS. The span of control of the structure with three central departments is trim and compact for effective coordination.
- It provides for a middle management cadre, heads of general departments, who will supervise the day to day operations.
- The operational areas of administering trade policies and laws, research and revision of trade policies, harmonization of trade policies and trade agreements, compliance with WTO rules and regulations, and protection from unfair trade practices receive direct attention The structure supports a one-stop-shop approach to meeting MoFT objectives.
- The proposed structure provides support departments for TAS: an Executive Office, Management Department, Information Technology and Translation Department, Legal Services, and a Technical Office are designed to provide the needed administrative and institutional development services needed for operational efficiency.

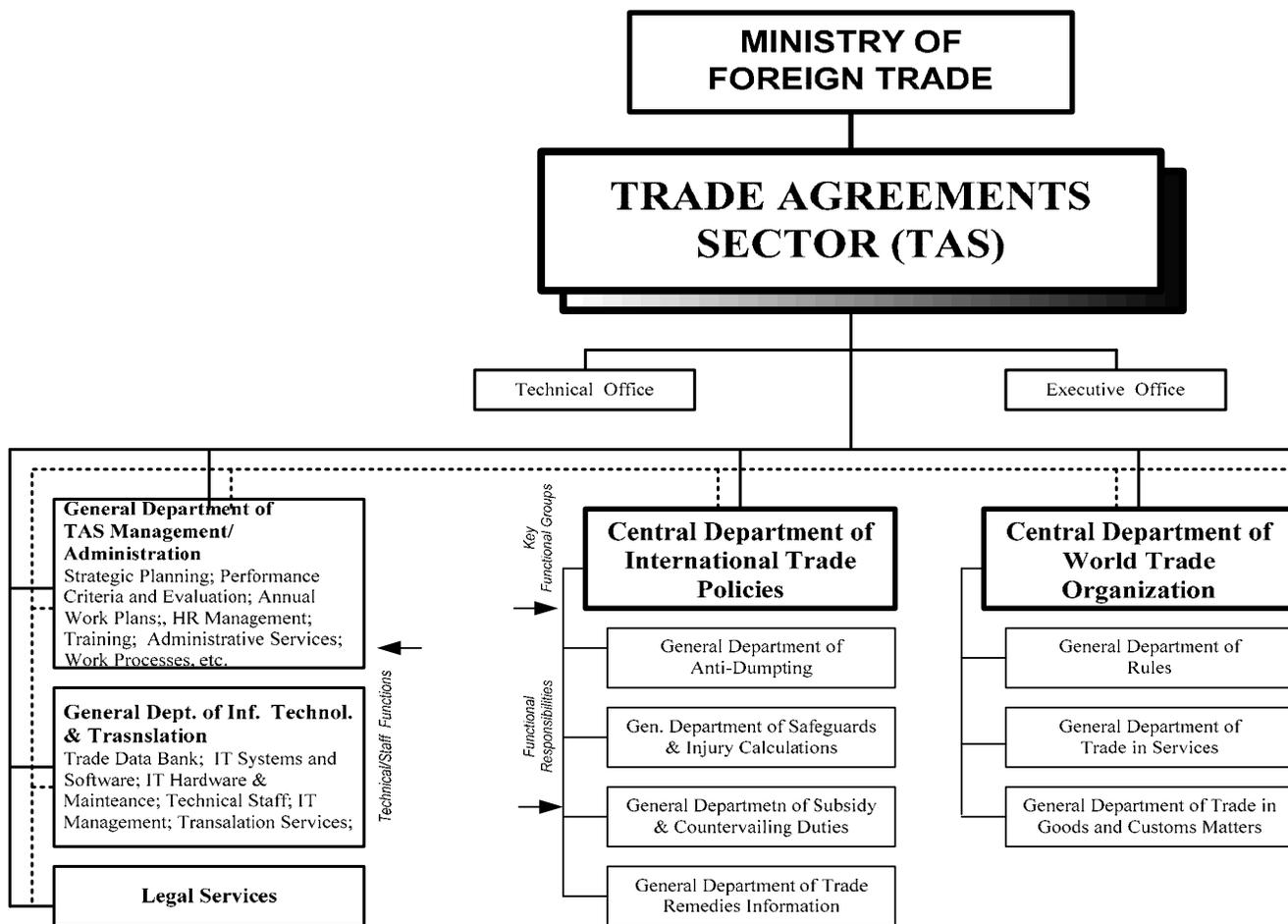
Demerits:

- This is a new structure and will have to be tried out before its benefits are realized. It will need to be managed by top management as well as a full understanding and commitment by the staff.
- The functional model chosen does not easily support horizontal coordination and communication. This will have to be fostered by Heads of Departments as well as the General Managers.
- Linkages with other sectors within MoFT and with other ministerial and external agencies are not structurally specified but must be part of the overall coordination effort.
- As in all structural decisions, the implementation phase will probably result in some fine tuning and therefore a certain amount of change may take place.

5.4
(Refer to Annex A)

PROPOSED ORGANIZATIONAL STRUCTURE FOR TRADE AGREEMENTS SECTOR (TAS) MINISTRY OF FOREIGN TRADE

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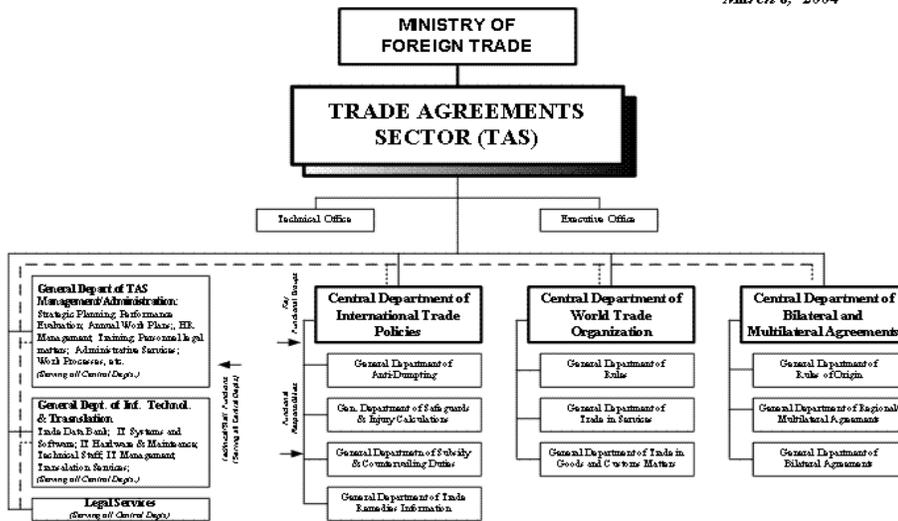
Ref: Proposed Draft Structure of Trade Agreements Sector (TAS) - RPJ/York/ - ii.19,2004-
ATR - Cairo
26

Source: Based on Ministerial and internal discussion within

ANNEXES
TRADE AGREEMENTS SECTOR (TAS)

PROPOSED ORGANIZATIONAL STRUCTURE FOR
TRADE AGREEMENTS SECTOR (TAS)
 MINISTRY OF FOREIGN TRADE

*INITIAL WORKING DRAFT
 ONLY FOR INTERNAL USE
 March 8, 2004*



Ref: Proposed Draft Structure of Trade Agreements Sector (TAS) - L.P./1621/ - 11.9.2004 - A.T. - Cain

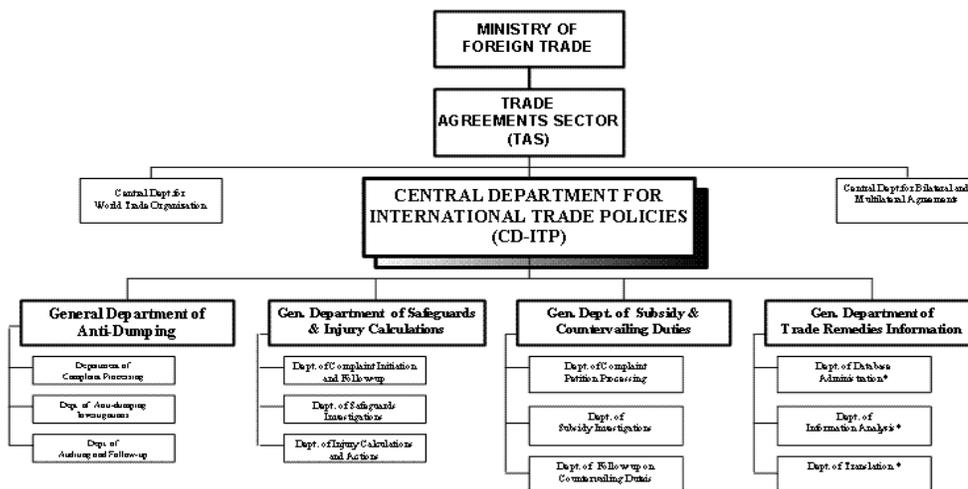
Source: Draft Structure of Trade Agreements Sector (TAS) - L.P./1621/ - 11.9.2004, after relevant changes and external consultation, version: A.T. and TAS - Jan. 18, 2004

ANNEX B

ORG. CHART ITP...SEPARATE VISIO FILE

PROPOSED ORGANIZATIONAL STRUCTURE FOR
**CENTRAL DEPARTMENT FOR
 INTERNATIONAL TRADE POLICIES**
 TRADE AGREEMENTS SECTOR - MINISTRY OF FOREIGN TRADE

ANNEX - B
 INITIAL WORKING DRAFT
 ONLY FOR INTERNAL USE
 March 10, 2004



Ref: Proposed Structure of CD-ITP (16/10/2003) - 11/10/2003 - ATB - 100

Source: Draft on Structural Decree # 11 of 2003, and internal communication on ATB and TAS - Jan. 8, 2004

Org chart for BMA

PROPOSED ORGANIZATIONAL STRUCTURE FOR
**CENTRAL DEPARTMENT FOR
 BILATERAL AND MULTILATERAL AGREEMENTS**
 TRADE AGREEMENTS SECTOR - MINISTRY OF FOREIGN TRADE

ANNEX - C

INITIAL WORKING DRAFT
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 March 10, 2004

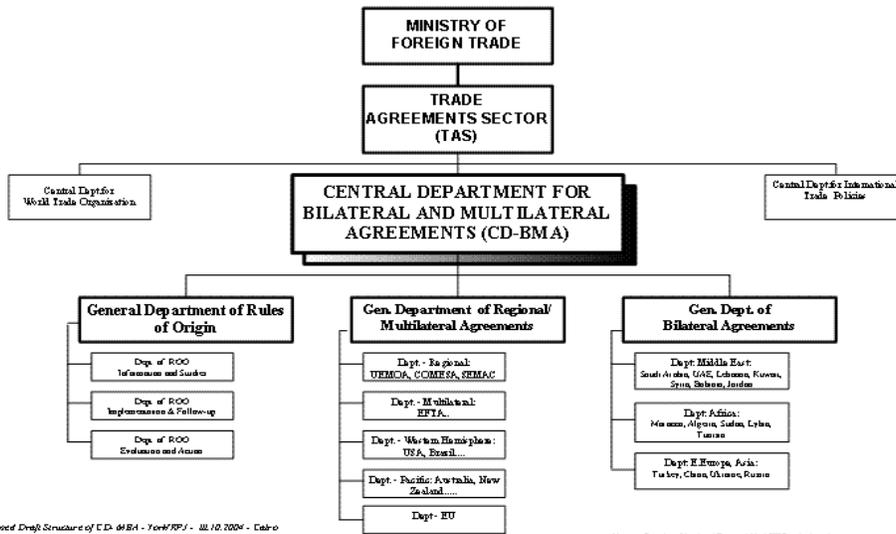


Fig 8 Proposed Draft Structure of C.D. d/B4 - York/PPJ - 10/10/2004 - Update

Source: Based on Memorandum 4/11 of 2002 and internal discussion with APR and FAS - Dec. 01, 2002

Proposed Draft

*REVISED JANUARY 22, 2003
FOR INTERNAL USE ONLY*

STATEMENT OF FUNCTIONS OF THE TRADE AGREEMENTS SECTOR (TAS)

In order to fulfill its mission and achieve its objectives and goals, the Trade Agreements Sector (TAS) will carry out the following functions.

- 1. Coordination of all WTO related Matters for Egypt (WTO)**
 - 1.1 Define clearly the coordination and integration role and functions** of CD/WTO and bring this to the notice of all staff working within the CD/WTO; create wide awareness regarding mission, role and functions of CD/WTO among all the organizations with which it interacts as well as with general public.
 - 1.2 Provide organizational leadership** (planning, direction, coordination, etc.), develop institutional capabilities, and introduce machinery for effective coordination and integration of WTO related matters.
 - 1.3 Develop and maintain a machinery through which CD/WTO effectively liaises** with all internal and external agencies dealing with WTO; in this regard develop an appropriate website through which external organizations can communicate with the CD and share their needs, views and concerns.
 - 1.4 Serve as Secretariat for National Committee on WTO** and its sub-committees; in this regard establish an appropriate WTO National Secretariat and provide leadership and logistical support for its effective functioning.
 - 1.5 Prepare annual work plans of CD/WTO** in close consultation with all MoFT Sectors and other government and non-governmental agencies connected with WTO; in this regard ensure that MoFT policies and priorities are reflected in the work plan and that it is based on WTO schedule of meetings and conferences; develop performance criteria for evaluating outcome of work plans and ensure that work plans are systematically and timely implemented.
 - 1.6 Coordinate Egypt's participation in the WTO**, in close liaison with all relevant agencies; in this regard ensure that all relevant documents are timely circulated and views of the agencies concerned are analyzed, discussed and integrated.
 - 1.7 Be the focal point for dissemination of information** regarding:
 - (a) Records of Egyptian and foreign government positions (in electronic and hard copy form).
 - (b) Notifications due and compliance status.
 - (c) Developments in the WTO, including in the dispute settlement body and in various negotiations, etc.
 - (d) Developments in other countries' trade policies.

1.8 **Coordinate development of Egyptian positions and participation in WTO meetings** including who will attend what meetings (both from Egypt and Geneva) and ensure that positions are communicated. In this regard prepare briefing material and decision memoranda for the Minister and other senior officials that include viable options and all relevant supporting information.

1.9 **Provide liaison with private sector and outside research institutions.** The current tradition of using independent research institutions to develop information and options should be continued and strengthened. In this regard establish a good decision support system for National Committee and sub-committees and institutionalize the system for ensuring Egypt's continued effective participation in the WTO.

1.10 **Coordinate WTO matters by grouping them under the following broad areas:**

- (a) **Agriculture** and sanitary and phytosanitary measures SPS: agriculture tariffs, subsidies, standards and technical regulations, etc.; Ministry of Agriculture.
- (b) **Industrial market access:** tariff and non-tariff goods, standards, custom valuation, rules of origin, import licensing and government procurement issues, technical barriers to trade (TBT), import licensing, state trading enterprises, pre-shipment inspections, transparency in government procurement, civil aircraft and information technology, etc. Ministry of Industry, customs department.
- (c) **WTO affairs:** general coordination, coordination of preparation and positions for Ministerial Conferences and meetings of General Council, Council on Trade in Goods and Trade Policy Review Body, Committee on Trade and Development, Regional Trade Arrangements, Balance of Payments Restrictions and Budget, Finance and Admin, multi-sectoral negotiations, etc.
- (d) **Services and Electronic Commerce:** services trade, General Agreement on Trade and Services (GATS), GATS Council, Committees on Trade in Financial Services and Specifications Commitments, movement of natural persons, professional, maritime and telecommunications services, new issues and electronic commerce, etc.
- (e) **Trade Remedies:** agreements on anti-dumping, subsidies and countervailing, safeguards, etc.
- (f) **TRIPS:** agreement on trade related intellectual property rights (TRIPS) and intellectual property rights (IPR) and TRIPS Council, etc.
- (g) **Textiles:** clothing trade in the WTO, agreement on textiles and clothing (ACT) and meetings of the Textile Monitoring Body.
- (h) **Investment:** all investment matters of WTO, Working Group on Trade and Investment and Committee on Trade-related Investment Measures (TRIMs), compliance with TRIMs agreement, etc.
- (i) **New Issues:** environment, competition policy, labor standards, etc.

2. **Integrate Egypt Fully into WTO to Derive Maximum Benefits and Safeguard National Economic, Security and Social Interests (WTO)**

2.1 **Promote Egypt's full participation in WTO** by providing active leadership on all matters pertaining to WTO meetings and conferences, including encouragement of active involvement of all relevant agencies in preparation of position papers and providing effective coordination and integration on all aspects of trade related policies, priorities and positions as well as sharing of all information regarding WTO agreements and rules.

2.2 **Make national interest the top priority of CD/WTO operational philosophy;** in this regard ensure that maximum benefits are derived from WTO agreements and rules and Egypt's economic; security and social interest are fully safeguarded.

2.3 **Strengthen research capabilities within CD/WTO** through introduction of an appropriate data ware house facility, data processing technology as well as research and analytic skills; in

This regard also introduce and maintain effective liaison with the private sector, NGOs and Outside research institutions

- 2.4 Generate **accurate statistical data and documentary information** required to inform those involved as to the concerns, positions, viewpoints, negotiating goals and strategy for addressing issues that arise in many venues of the WTO.
- 2.5 Develop and provide cogent, persuasive, economic, sectoral and **trade issue analysis**.
- 2.6 Coordinate **with the various other ministries and agencies of GoE** having authorities and responsibilities in areas of WTO and secure their input into WTO's participation on various matters
- 2.7 **Assist MoFT in negotiating** in substantive areas of specialized competency and expertise such as IPR, financial services, investment, etc.
- 2.8 Serve as a **channel for advisory consultation** with Egyptian private sector associations and business groups with regard to issues addressed in WTO affecting domestic productive and exporting sectors.

3. Facilitate Compliance with WTO Membership Related Obligations. (WTO)

- 3.1 **Follow up implementation of FTSP strategy for systematic compliance with WTO related obligations and notification to WTO.** In this regard ensure that MoFT policies and priorities are fully observed and maintain close coordination with FTSP and liaison with all agencies responsible for compliance at operational level.
- 3.2 Ensure that the **Minister and other senior officials are well briefed** and can make sound decisions based on a viable range of options and complete information.
- 3.3 **Secure cooperation and support** from each of the agencies on National Committee.
- 3.4 Provide for **input from the private sector and other non-governmental interest groups**.
- 3.5 Coordinate, in consultation with FTSP, strategies for using WTO mechanism to **remove foreign trade barriers and promote Egyptian exports**.

4. Facilitate the Protection of Unfair Trade Practices (ITP)

- 4.1 Receive complaints referred by the Minister, domestic industry, or other appropriate parties concerning unfair trade practices which contravene various trade protection laws which provide the legal basis for investigating dumping and subsidization and safeguards measures and advise the applicant whether requirements justify the initiation of an Investigation process.
- 4.2 Initiate an investigation process, both inside and outside of Egypt, which includes gathering and analyzing evidence in order to ascertain whether there is material injury, threat of material injury or material retardation of the establishment of an industry due to dumping or specified subsidized imports, and/or increased volume of imports which could require safeguard measures.
- 4.3 Hold public hearings on complaints so that all concerned parties can present formal evidence justifying their complaints and defending their interests'. The concerned parties should indicate their desire to participate in these hearings within 21 days from the announced date to start the investigation.

- 4.4 Present findings of investigations, both preliminary and final for Ministerial approval with recommendations for anti-dumping or countervailing duties or safeguards measures to be imposed. These could include temporary fees, final fees, or retrospective fees. Publish detailed report available to all concerned parties.
- 4.5 Negotiate and accept Undertakings, with Ministerial approval, by the government of the country of export or by exporters of goods, in which it is, agreed that future trade to Egypt would be conducted so as to eliminate or suspend bases for safeguard measures and reform material injury in the cases of subsidy and dumping.
- 4.6 Notify, monitor, and coordinate all decisions concerning Undertakings with the Customs Authority
- 4.7 Monitor the implementation of all subsidy, anti-dumping and safeguards agreements and hold talks with member countries to provide technical opinions on issues or clarification of agreement provisions. Ensure that discussions focus on articles and stipulations of the agreements, and discussions result in more effective coordination between developing countries.
- 4.8 Review current duties to determine whether the injury would likely to recur if the duty were removed or varied.
- 4.9 Initiate a reassessment process which permits the adjustment of duties in order to ensure that they did not exceed legal provisions set forth in anti-dumping, subsidy and safeguards agreements.
- 4.10 Research latest developments in Trade Remedies area and collect "best practices" with a view to ensuring appropriate and transparent application of anti-dumping, anti-subsidy, and safeguards rules.

5. Facilitate Trade Remedies Information (ITP)

- 5.1 Develop and maintain a data base of all materials and statistics pertaining to initiatives, cases and all information that relates to WTO concerning dumping, subsidies, and safeguard agreements which will serve as the legal framework for the imposition of any trade remedies measures.
- 5.2 Report on developments of unfair foreign trade laws and how they will impact on Egypt's interests.
- 5.3 Monitor Egypt's trading partners' potential dumping activities and subsidy practices which could cause potential difficulties for Egypt's industries and/or conflicts with WTO obligations.
- 5.4 Act as an information provider concerning trade remedies issues and administration of laws to other trade involved government departments, agencies, business and industry and individual exporters.
- 5.5 Provide informal advice and assistance to enable eligible businesses to determine appropriateness of pursuing remedies under trade laws.
- 5.6 Advise and coordinate with Anti-dumping, Subsidies and Countervailing Duties, and Safeguards and Injury Calculations Departments and assist them by providing needed

information to support investigations and justifications for trade remedy actions.

6. Facilitate the Conduct and Expansion of Foreign Trade (BMA)

- 6.1 Establish and maintain a data base of trade information which would include laws, decrees, and regulations in Egypt concerning trade, world trade activities, business and economic data, import and export statistics, various agreements signed by proposed trading partners which are operating between that partner and other countries, country studies, and previous trade decisions which will form the basis for preliminary documents needed for trade discussions.
- 6.2 Research, analyze and prepare extensive country studies which provide information needed for addressing trade issues in the discussions on Bilateral, Regional and Multilateral Agreement and ensure that the analysis is accurate, relevant and persuasive
- 6.3 Coordinate activities assumed by various Ministries, and agencies of GOE which could include: all sectors of the Ministry of Foreign Trade (with special coordination with the Foreign Trade Policy Sector), Ministry of Foreign Affairs, Ministry of Industry, Ministry of Agriculture, Egyptian Commercial Services, plus business sector groups such as Chambers of Industry, Chambers of Commerce, the Central Bank and others, relating to their participation in matters concerning particular bilateral, regional and multilateral agreements.
- 6.4 Communicate with exporters inside and outside of Egypt and commercial representatives of various countries, and other non-governmental interest groups obtaining and sharing information and viewpoints in order to facilitate productive inter-country trade discussions, and serve as an advisory channel for matters concerning the agreements.
- 6.5 Propose provisions for trade agreements ensuring that these provisions are designed to enhance sustainable trade relations and the competitiveness of Egypt's exports. Communicate provisions to appropriate parties by preparing briefing materials which include viable options and all relevant supporting data which reflect Egypt's trade policies and priorities.
- 6.6 Coordinate with Rules of Origin Department and obtain advice on ROO provisions which will be part of various bilateral, regional or multilateral agreements.
- 6.7 Conduct trade agreements negotiations in coordination with ECS ensuring the protocols which are chosen are transparent, maximize mutual benefits with member countries, and ensure that Egypt's exports are increased and that domestic industries are protected.
- 6.8 Propose implementation system and procedures that will operationalize the Agreements.
- 6.9 Monitor the implementation of all bilateral, regional and multilateral agreements ensuring that the provisions are understood and followed. Maintain close coordination with all agencies responsible for implementation.
- 6.10 Develop a process of validation to ensure that trading partners fully comply with the terms of the agreements. Analyze the reasons for non-compliance and provide interpretation of protocols and propose various modifications when appropriate.
- 6.11 Periodically evaluate existing agreements to assess their relevance, effectiveness and impact. When appropriate, propose enhancements in accordance with current trade developments with the objective of improving existing trade agreements.
- 6.12 Identify the constraints and problems that impede the trade exchange cycle. Discuss them

with trading partners and other appropriate parties and propose appropriate solutions.

6.13 Participate and contribute to workshops, seminars and conferences in the areas of foreign trade and international cooperation.

7. Facilitate Rules of Origin Implementation (BMA):

7.1 Develop and maintain a data base of all laws and decrees concerning Rules of Origin in Egypt which will serve as the legal framework for establishing ROO provisions of all Bilateral, Regional and Multilateral Agreements.

7.2 Perform ongoing research and analyze all relevant documents concerning ROO and propose objective and detailed procedures and regulations which could become the basis for protocols of the ROO provisions in all Bi lateral, Regional and Multilateral agreements.

7.3 Develop and maintain a system of information and communication in order to develop a close liaison with all interested parties with a view to creating a greater awareness regarding current laws, regulations and procedures relevant to ROO, and serve as an advisory channel for all matters concerning ROO.

7.4 Propose ROO policies and procedures to present to the National Committee of ROO regarding the development and/or modification of rules governing the origin of exchanged goods with Bilateral and Regional and Multilateral agreements signatories ensuring that these policies and procedures are transparent, do not restrict, distort or disrupt trade, and that ROO is based on a positive standard.

7.5 Advise and coordinate with Bilateral Regional and Multilateral departments and assist them by developing detailed ROO provisions and rules for goods traded that could be included various Bilateral Regional and Multilateral agreements in order to maximize mutual benefit with member countries and to ensure that Egypt's domestic industries are protected.

7.6 Participate in negotiations of various Bilateral, Regional and Multilateral Agreements providing advice and counsel on ROO provisions within these agreements so as to ensure that Egypt's economic interests are fully safeguarded.

7.7 Implement and maintain a notification process with WTO concerning Egypt's application of preferential rules which are incorporated in ratified Bilateral and Regional and Multilateral agreements.

7.8 Liaise with appropriate parties in the Industrial Market Access group of CD/WTO on all matters concerning ROO.

7.9 Research latest developments in ROO worldwide and collect "best practices" concerning preferential and non-preferential rules' determination, harmonization issues, and information on trading partners to ensure that protocols in Egypt contain the most effective methods of application.

7.10 Propose a design for implementation policies that will guide the Customs Authority and GOEIC's application of the Rules of Origin.

7.11 Develop and operate an effective system of verification and validation to ensure that ROO criteria being used by trading partners are understood and agreed upon in order that appropriate decisions are made concerning the requirements for goods meriting preferential treatment.

7.12 Follow up on the ROO implementation phase of the Agreements and ensure exchanged goods

are meeting ROO requirements under the various agreements. Examine and analyze problems that arise during trade exchange, discuss them with Trading partners and work out viable solutions.

- 7.13 When problems arise concerning preferential determination of goods arriving in Egypt, provide advice to the Customs Authority by giving expert interpretation of ROO protocols established in specific agreements Between Egypt and its trading partners.

8. **Develop Institutional Capabilities within TAS**

- 8.1 Undertake a **reorientation program** through which staff working in TAS is made aware of the mission, objectives, goals and functions of the Sector, and the critical role staff has to play to achieve the objectives. In this regard, spell out the management style that will be practiced, the international professional standards to be applied in regular work and importance placed on initiative, and concept of “complete-task” responsibility and reward.
- 8.2 Develop and maintain high level **management capabilities within TAS** and ensure that management practices and operational systems foster team work, operational efficiency and optimal utilization of all resources allocated to the Sector.
- 8.3 Introduce sound **organizational arrangement and management practices** within the TAS to ensure that activities of the CD are properly planned, directed and coordinated, that there is a sound team work approach and objectives are fully and timely achieved.
- 8.4 Introduce effective **operational systems and procedures** using appropriate information technology to ensure that all activities of the TAS (research, negotiations, position analysis, presentations, etc.) are efficiency performed.
- 8.5 **Technical and Administrative Support:** Provide support to TAS in areas such as: information management, communications, interpretation/ translation, reference library, trade policy intra-net system, computer and communications equipment, document filing system, etc.
- 8.6 On the basis of annual work plan, develop **resource budget** (for personnel, material, transport, facilities, supplies, etc.) and ensure that the resources are optimally utilized and fully accounted for as required by regulations.
- 8.7 **Legal Services:** Coordinate with MoFT for legal services needed to meet requirements for trade related matters.

The following institutional capabilities are particularly needed for CD/WTO.

- 8.8 **Economic Analysis:** Generate economic analyses on developments in Egyptian and international economy and their implications for Egyptian trade policies, maintain and update international economic databases, interface with other economic research institutes and economists in other agencies.
- 8.9 **Public Sector Liaison:** Establish and maintain private sector/NGO advisory committee system and ensure two way communication, brief media on developments in Egypt’s trade policies, etc.
- 8.10 **Legal Services:** Coordinate with FTSP requirements for legal services for CD/WTO, National Committee and other WTO related legal matters.

**ORGANIZATIONAL RESTRUCTURING OF TAS
DISTRIBUTION OF FUNCTIONS OF
Central Department for International Trade Policies (ITP)
February 24, 2004**

Key Functions	General Departments				NOTES
	Anti-dumping	Subsidies	Safe Guards	Trade Remedy	
<p>Facilitate the Protection of Unfair Trade Practices</p> <p>1. Receive complaints from the Minister, domestic industry, or other appropriate parties concerning unfair trade practices which contravene various trade protection laws which provide the legal basis for investigating dumping and subsidization and safeguards measures and advise the applicant whether requirements justify the initiation of an investigation process.</p>					
<p>2. Initiate an investigation process, both inside and outside of Egypt, which includes gathering and analyzing evidence in order to ascertain whether there is material injury, threat of material injury or material retardation of the establishment of an industry due to dumping or specified subsidized imports, and/or increased volume of imports which could require safeguard measures.</p>					
<p>3. Hold public hearings on complaints so that all concerned parties can present formal evidence justifying their complaints and defending their interests. The concerned parties should indicate their desire to participate in these hearings within 21 days from the announced date to start the investigation.</p>					
<p>4. Present findings of investigations, both preliminary and final for Ministerial approval with recommendations for anti-dumping or countervailing duties or safeguards measures to be imposed. These could include temporary fees, final fees, or retrospective fees. Publish detailed report available to all concerned parties.</p>					
<p>5. Negotiate and accept Undertakings, with Ministerial approval, by the government of the country of export or by exporters of goods, in which it is agreed that future trade to Egypt would be conducted so as to eliminate bases for safeguard measures and reform material injury in the cases of subsidy and dumping.</p>					
<p>6. Notify, monitor, and coordinate all decisions concerning Undertakings with the Customs Authority.</p>					

7. Monitor the implementation of all subsidy, anti-dumping and safeguards agreements and hold talks with member countries to provide technical opinions on issues or clarification of agreement provisions .Ensure that discussions focus on articles and stipulations of the agreements, and discussions result in more effective coordination between developing countries.					
8. Review current duties to determine whether the injury would likely to recur if the duty were removed or varied.					
9 Initiate a reassessment process which permits the adjustment of duties in order to ensure that they did not exceed legal provisions set forth in anti-dumping, subsidy and safeguards agreements.					
10. Research latest developments in Trade Remedies area and collect "best practices" with a view to ensuring appropriate and transparent application of anti-dumping, anti-subsidy, and safeguards rules.					
Facilitate Trade Remedies Information					
11. Develop and maintain a data base of all materials and statistics pertaining to initiatives, cases and all information that relates to WTO concerning dumping, subsidies, and safeguards agreements which will serve as the legal framework for the imposition of any trade remedy measures.					
12. Report on developments of unfair foreign trade laws and how they will impact on Egypt's interests.					
13. Monitor Egypt's trading partners' potential dumping activities and subsidy practices which could cause potential difficulties for Egypt's industries and/or conflicts with WTO obligations.					
14 Act as an information provider concerning trade remedies issues and administration of laws to other trade involved government departments, agencies, business and industry and individual exporters.					
15. Provide informal advice and assistance to enable eligible businesses to determine the appropriateness of pursuing remedies under trade laws.					
16. Advise and coordinate with Anti-dumping, Subsidies and Countervailing Duties, and Safeguards and Injury Calculations Departments and assist them by providing needed information to support investigations and justifications for trade remedy actions.					

ATR- Beryl York Institutional Development Specialist

**ORGANIZATIONAL RESTRUCTURING OF TAS
DISTRIBUTION OF FUNCTIONS OF**

Central Department for Bilateral and Multilateral Agreements (BMA)

February 24, 2004

Key Functions	General Departments			NOTES
	BILATE RAL	REG/ /MULTI	ROO	
<p>Facilitate the Conduct and Expansion of Foreign Trade</p> <p>1. Establish and maintain a data base of trade information which would include all laws, decrees, and regulations in Egypt concerning trade, world trade activities, business and economic data, import and export statistics, various agreements signed by proposed trading partners which are operating between that partner and other countries, country studies ,and previous trade decisions which will form the basis for preliminary documents needed for trade discussions.</p>				
<p>2. Research, analyze and prepare extensive country studies which provide information needed for addressing trade issues in the discussions on Bilateral, Regional and Multilateral Agreements and ensure that the analysis is accurate, relevant and persuasive.</p>				
<p>3. Coordinate activities assumed by various Ministries, and agencies of GOE which could include: all sectors of the Ministry of Foreign Trade (with special coordination with the Foreign Trade Policy Sector), Ministry of Foreign Affairs, Ministry of Industry, Ministry of Agriculture, Egyptian Commercial Services, plus business sector groups such as Chambers of Industry , Chambers of Commerce, the Central Bank and others, relating to their participation in matters concerning particular bilateral, regional and multilateral Agreements</p>				
<p>4. Communicate with exporters inside and outside of Egypt and commercial representatives of various countries, and other non-governmental interest groups obtaining and sharing information and viewpoints in order to facilitate productive inter-country trade discussions and serve as an advisory channel for matters concerning the agreements.</p>				
<p>5. Propose provisions for trade agreements ensuring that these provisions are designed to enhance sustainable trade relations and the competitiveness of Egypt's exports. Communicate provisions to appropriate parties by preparing briefing materials which include viable options and all relevant supporting data which reflect Egypt's trade policies and priorities</p>				
<p>6. Coordinate with Rules of Origin Department and obtain advice on ROO provisions which will be part of various bilateral, regional or multilateral agreements.</p>				

7. Conduct trade agreements negotiations in coordination with ECS ensuring the protocols which are chosen are transparent, maximize mutual benefits with member countries, and ensure that Egypt's exports are increased and that domestic industries are protected.				
8. Propose implementation system and procedures that will operationalize the Agreements.				
9. Monitor the implementation of all bilateral, regional and multilateral agreements ensuring that the provisions are understood and followed. . Maintain close coordination with all agencies responsible for implementation.				
10. Develop a process of validation to ensure that trading partners fully comply with the terms of the agreements. Analyze the reasons for non - compliance and provide interpretation of protocols and propose various modifications when appropriate.				
11. Periodically evaluate existing agreements to assess their relevance, effectiveness and impact. When appropriate, propose enhancements in accordance with current trade developments with the objective of improving existing trade agreements.				
12 Identify the constraints and problems that impede the trade exchange cycle .Discuss them with trading partners and other appropriate parties and propose appropriate solutions.				
13. Participate and contribute to workshops, seminars and conferences in the areas of foreign trade and international cooperation.				
14 Develop and maintain a data base of all laws and decrees concerning Rules of Origin in Egypt which will serve as the legal framework for establishing ROO provisions of all Bilateral, Regional and Multilateral Agreements.				
15. Perform ongoing research and analyze all relevant documents concerning ROO and propose objective and detailed procedures and regulations which could become the basis for protocols of the ROO provisions in all Bilateral, Regional and Multilateral Agreements.				
16. Develop and maintain a system of information and communication in order to develop a close liaison with all interested parties with a view to creating a greater awareness regarding current laws, regulations and procedures relevant to ROO and serve as an advisory channel for all matters concerning ROO				
17. Propose policies and procedures to present to the National Committee of ROO regarding the development and/or modification of rules governing the origin of exchanged goods with Bilateral and Regional and Multilateral agreements signatories ensuring that these policies and procedures are transparent, do not restrict, distort or disrupt trade, and that ROO is based on a positive standard.				

18. Advise and coordinate with Bilateral Regional and Multilateral departments and assist them by developing detailed ROO provisions and rules for goods traded that could be included in various Bilateral Regional and Multilateral agreements to maximize mutual benefit with member countries and to ensure that Egypt's domestic industries are protected				
19. Participate in negotiations of various Bilateral, Regional and Multilateral Agreements providing advice and counsel on ROO provisions within these agreements so as to ensure that Egypt's economic interests are fully safeguarded				
20. Implement and maintain a notification process with WTO concerning Egypt's application of preferential rules which are incorporated in ratified Bilateral and Regional and Multilateral agreements				
21. Liase with appropriate parties in the Industrial Market Access group of CD/WTO on all matters concerning ROO.				
22. Research latest developments in ROO worldwide and collect "best practices" concerning preferential and non-preferential rules' determination, harmonization issues, and information on trading partners to ensure that protocols in Egypt contain the most effective methods of application.				
23. Propose a design for implementation policies that will guide the Customs Authority and GOEIC's application of the Rules of Origin.			-	
24. Develop and operate an effective system of verification and validation to ensure that ROO criteria being used by trading partners are understood and agreed upon in order that appropriate decisions are made concerning the requirements for goods meriting preferential treatment				
25. Follow up on the ROO implementation phase of the Agreements and ensure exchanged goods are meeting ROO requirements under the various agreements. Examine and analyze problems that arise during trade exchange, discuss them with Trading partners and work out viable solutions.				
26. When problems arise concerning preferential determination of goods arriving in Egypt, provide advice to the Customs Authority by giving expert interpretation of ROO protocols established in specific agreements Between Egypt and its trading partners				

Revised February 8, 2004 Draft

The Central Department for International Trade Policies

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of CD/ITP)

1. Job Title: Head, Central Department of International Trade Policies

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of CD/ITP, the Head of Central Department of International Trade Policies will be responsible for ensuring that the functions assigned to the Central Department : Investigations concerning dumping, subsidy and safeguard issues , present recommendations for trade remedies when required , institute a review process which will end or reassess current remedy rulings, provide trade remedies information concerning unfair trade practices, and develop Institutional Capabilities within CD/ITP which are effectively and efficiently carried out and the staff and other resources allocated are optimally utilized. In this regard will develop work plans and performance targets and standards and will be accountable for overall effective management and performance of the Central Department.

3. Duties and Responsibilities:

- (a) Plan and direct regular activities of CD/ITP, and provide leadership, direction and coordination to implement the work plans.
- (b) Ensure that systems and procedures related to various functions of CD/ITP remain efficient and are effectively applied.
- (c) Develop and maintain close liaison with all sectors within the MoFT and with other ministries and governmental agencies dealing with ITP and provide expert advice on any matter concerning dumping, subsidies, safeguards and the trade remedies which could be appropriate.
- (d) Provide technical opinions and guide officials when receiving complaints presented by domestic industry or referred by Minister:
 - identify solutions and remedies in the context of legal trade protection tools and instruments
 - ensure the complaint is well supplemented by evidence which will assist in decisions made concerning acceptance of complaint
- (e) Oversee all investigations in order to ascertain whether results are harmful due to dumping, specified subsidized imports, or increased imports which could require safeguards:
 - supervise data collection processes within and outside of Egypt
 - direct the process of public hearings
 - present findings with recommendations for protection measures to Minister for approval
 - publish reports on findings
 - ensure that any measures imposed are consistent with provisions of subsidy anti-dumping and safeguards agreements.

- defend departmental decrees before appropriate judicial authorities and/or WTO dispute settlement committees
- (f) Direct negotiations with exporters and governments of exports concerning Undertakings:
- with Ministerial approval enter into Undertakings which could eliminate bases for safeguard measures and material impacts in subsidy and anti – dumping
 - monitor Undertakings in coordination with Customs Authority and suspend or finalize temporary measures
 - monitor implementation of all subsidy, anti-dumping, and safeguards agreements
- (g) Provide technical opinions on applying duties for antidumping and subsidies or customs fees as per agreements on safeguards.
- coordinate with Customs Authority on fees and duties
 - oversee review process for ending or reassessing current duties and fees
- (h) Oversee the work of the Trade Remedies Information Department ensuring that all activities assist in detecting and addressing any developing unfair trade problems.
- (i) Undertake and supervise activities related to developing institutional capabilities within CD/ITP, such as:
- regular orientation of staff on mission, functions and operational strategy of the CD/ITP,
 - developing managerial capabilities among supervisory staff,
 - introducing modern management and operational practices to ensure efficient overall performance of the CD/ITP,
 - providing adequate professional legal services within the CD/ITP
 - maintaining close liaison with public and private sector organizations,
 - provision of efficient administrative support services within the CD/ITP
 - introducing and maintaining an efficient performance evaluation system, etc.
- (j) Undertake and supervise the following activities to achieve the short term goals of CD/ITP
- develop and implement a special training plan to develop its human resource capabilities in two key areas: technical and analytic skills for staff working in ITP, and supervisory and managerial skills for all managers.
 - Establish an internal task force to systematically implement organizational and management systems of CD/ITP.
- (k) Work closely with the other Heads of Central Departments of TAS:
- Share information concerning interdepartmental related activities
 - Ensure internal coordination within the Sector
 - Promote integrated approach to meet TAS goals

- (l) Ensure that resources (staff, finance, facilities, equipment, etc.) allocated to the CD/ITP are optimally utilized and proper records maintained as required by regulations.
- (m) Participate in national, regional and international seminars, meetings and conferences to follow updates in the latest developments in anti-dumping, subsidies' issues, and safeguards practices which would effect the administration of these measures in Egypt.
- (n) Submit periodic (quarterly) reports to the Head of Trade Agreements Sector highlighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/ITP.
- (o) Generally ensure that all functions of CD/ITP are efficiently carried out.

4. Reporting Relationship:

- (a) **Answerable to:** First Under Secretary, Head of Trade Agreements Sector
- (b) **Supervises following positions:**
 - (i) Head of General Department of Anti-Dumping
 - (ii) Head of General Department of Subsidy and Countervailing Duties
 - (iii) Head of General Department of Safeguards and Injury Calculations
 - (iv) Head of Department Trade Remedies Information

5. Job Requirements:

- (a) **Academic/Professional requirements:** Minimum of Master's degree and/or equivalent studies in international trade, commerce or economics.
- (b) **Experience requirements:** At least ten years of proven senior managerial experience in the field of international trade and managing a major public sector organization. Practical experience of operations of international/regional trade organizations highly desirable.
- (c) **Skills and attitudinal requirements:** Well developed capabilities in the field of high level trade negotiations, ability to deal with a cross section of international agencies and top executives, leadership and managerial skills to lead an agency operating at international level and practicing highly sophisticated norms and systems.

Beryl York: with revisions
 Institutional Development Specialist
 ATR Project
 January 27, 2004

Ref: Job Description for Head of CD in FTFS – RPJ – viii.4.2004

ANNEX H

FOR INTERNAL USE ONLY REVISED February 10, 2004

DRAFT

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department of Subsidy and Countervailing Duties

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager of Subsidy and Countervailing Duties will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to subsidy practices, investigate subsidy applications, determine whether subsidized imports cause material injury, or material retardation of the establishment of an industry, and impose countervailing duties. Accountable for managing the General Department of Subsidy and Countervailing Duties according to laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-to-day activities of the General Department of Subsidy and Countervailing Duties which include managing human resources for optimal use, ensuring systems and procedures related to GOE and TAS policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Supervise the investigation of all written complaints referred by the Minister or those submitted by domestic industry representatives concerning harmful results of specific subsidized imports, ensuring that evidence proves that the subsidy causes current material injury, threat of material injury or material retardation of the establishment of an industry.

(c) Notify the government of the exporting country and its representatives in Egypt, who is also a WTO member, acknowledging the receipt of the complaint and manage consultations with the WTO member country.

(d) Supervise investigations on subsidy practices including gathering and analyzing evidence of industry and trade data such as: volume of subsidized goods, price effects resulting from subsidized imports, and consequent economic impact resulting from volume/price of subsidized goods on the domestic market to establish a basis in fact for countervailing measures.

- (e) Supervise, according to the stipulations of subsidy agreements, the investigation and data collection inside and outside of Egypt to validate complaint information through questionnaires to exporters, importers and domestic industry, on-site visits and provide verification reports to all concerned parties.**
- (f) Hold public hearings so that concerned parties, notably importers, exporters and producers, can present their views and written documents and respond to the views of others with respect to matters being investigated.**
- (g) Hold talks with exporters and countries of export and provide technical opinions and guidance on the acceptance of Undertakings- “subject to the Minister’s approval”- on behalf of a WTO member country or exporters, to eliminate causes or effects of material injury, and follow up the results of this Undertaking in collaboration with the Customs Authority.**
- (h) Hold talks with interested countries offering subsidies who are party to subsidy agreements to determine types of subsidies which are applicable for countervailing measures. Identify whether the subsidy practices are non-actionable, giving particular attention to the Agreement on Agriculture; whether the practice is actionable, whether the subsidy is prohibited, and whether there are other recommendations that can be put in place.**
- (i) Publish and maintain objective investigation procedures which are consistent and transparent, ensure confidentiality and provide a detailed analysis of the investigation explaining findings on all pertinent issues.**
- (j) When investigations are complete present recommendations to the Minister concerning positive and negative findings, with suggestions for countervailing duties that should be imposed when the subsidy injury is proven. Publish a detailed report available to all concerned parties.**
- (k) On the basis of a preliminary determination that there is clear evidence material injury exists; supervise the process of notifying the Customs Authority about imposing provisional countervailing duties.**
- (l) Supervise and provide guidance when notifying the Customs Authorities about imposing final countervailing duties to overcome the impact of subsidy practices, providing specific lists of businesses/countries against which these measures are taken.**
- (m) Defend the decisions of the Directorate in front of concerned judicial authorities, or the Committee on Subsidies at WTO.**
- (n) Monitor the implementation and operation of the subsidy agreement, make findings with respect to the procedural provisions of the subsidy agreement for the application of countervailing duties when requested by a WTO member.**
- (o) Review current countervailing duties upon the initiative of the General Directorate and/or other concerned parties and take action regarding when or whether duties are to end or if the conditions of imposition need to be reassessed.**
- (p) Coordinate with Trade Remedies Information Department to obtain information needed to support investigation and justification for trade remedy actions.**
- (q) Submit periodic reports to the Head of CD/ITP high lighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/ITP.**

(r) Coordinate appropriate activities with CD/WTO.

(s) Carry out and maintain frequent contacts inside and outside the Ministry, in order to facilitate the activities of the General Directorate in meeting its objectives.

(t) Attend committees, meetings and conferences that are related to the scope of work of the Directorate, so as to coordinate work with various authorities inside and outside the Ministry.

(u) Participate in seminars and workshops and international forums to collect and share current information, follow updates in the latest development in Subsidy practices which would effect the administration of countervailing duties in Egypt.

4. Reporting Relationship:

(a) Reports to: Head of Central Department of International Trade Policies

(b) Supervises following positions:

- (i) Investigator**
- (ii) Lawyer**
- (iii) Researcher**
- (iv) Accountant**

5. Job Requirements:

(a) Academic/Professional requirements: Relevant University Degree

(b) Experience requirements: Two year experience in a job whose level is directly below the current one in the area of International Trade Policies. Fulfilling the legal prerequisites for occupying leadership positions according to the Law

(c) Skills and managerial requirements: Make operational decisions within the range delegated by Head of CD/ITP, supervisory skills, English language proficiency, knowledge of computers

**Beryl York Institutional Development Specialist
ATR Project December 13, 2003**

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department of Safeguards and Injury Calculations

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager of Safeguards and Injury Calculations will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to safeguard measures and requirements , investigate safeguard applications, determine whether safeguard measures should be applied, and impose measures .

Accountable for managing the General Department of Safeguards and Injury Calculations according to laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-to-day activities of the General Department of Safeguards and Injury Calculations which include managing human resources for optimal use, ensuring systems and procedures related to GOE and TAS policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Develop surveys directed to Egyptian industry and Egyptian buyers as well as exporters and importers and analyze the process of imports into Egypt in order to identify unexpected increases in volume which could cause or threaten serious injuries to domestic producers of like or directly competitive products.

(c) Supervise the receipt of all written complaints referred the Minister and those submitted by domestic industry representatives concerning increased imports which could cause a significant overall impairment in the position of a domestic industry and oversee the complete investigation process.

(d) Supervise the collection of evidence to identify the type of injury to the domestic

industry verifying that there is a causal link between increased imports of the product concerned and the domestic industry. Ensure that all investigations evaluate all relevant factors having a bearing on the condition of the industry such as absolute and relative rate of increase, market share taken by increase, changes in level of production and sales which establishes a basis in fact for safeguard actions.

(e) Hold public hearings so that concerned parties, notably the importers, exporters and producers, can present their views and written documents and respond to the views of others with respect to matters being investigated. Assist in managing the process of the hearing sessions, assist in developing queries to be presented to the Head of the Central Department in order to use them in the hearing sessions, assist in analyzing evidence and arguments concerning the request for exclusion from any trade measure, and assist in furnishing the final results and recommendations in any investigation. Publish a detailed report available to all concerned parties.

(f) Publish and maintain objective investigation procedures which are consistent and transparent, ensure confidentiality of data and provide a detailed analysis of the investigation explaining findings on all pertinent issues. Responsible for submitting recommendations to the Head of the Central Department for International Trade Policies consistent with identified time frame regulated by WTO agreements, as well as Egyptian laws and regulations.

(g) Hold talks and negotiations with trading partners, and present recommendations concerning positive and negative findings, and safeguard measures which should be taken in the case of an existing injury as a result of a sudden increase in imports.

(h) On the basis of a preliminary determination that there is clear evidence that increased imports threaten to cause serious injury, supervise the process of notifying the Customs Authority concerning imposing provisional safeguard measures in the form of temporary duties.

(i) Supervise the process of notifying the Customs Authorities concerning safeguard measures that should be taken as a result of final investigation and positive findings of a serious injury to a domestic industry.

(j) Monitor the implementation and operation of the safeguards agreements and make findings with respect to the procedural provisions of the agreement for the application of safeguard measures when requested by a WTO member.

(k) Review imposed safeguard measures and take action regarding liberalizing, ending or reassessing the measure.

(l) Coordinate with Trade Remedies Information Department to obtain information needed to support investigation and justification for trade remedy actions.

(m) Submit periodic reports to the Head of CD/ITP highlighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/ITP.

(n) Coordinate appropriate activities with CD/WTO.

(o) Carry out and maintain frequent contacts inside and outside the Ministry, in order to facilitate the activities of the General Directorate in meeting its objectives.

(p) Attend committees, meetings and conferences that are related to the scope of work of the Directorate, so as to coordinate work with various authorities inside and outside the Ministry.

(q) Participate in seminars and workshops and international forums to collect and share current information, follow updates in the latest development in safeguard practices which would effect the administration of safeguard measures in Egypt.

4. Reporting Relationship:

(a) Reports to: Head of Central Department of International Trade Policies

(c) Supervises following positions:

(i) Investigator

(ii) Researcher

(iii) Accountant

6. Job Requirements:

(a) Academic/Professional requirements: Relevant University Degree

(b) Experience requirements: Two year experience in a job whose level is directly below current one in the area of International Trade Policies. Fulfilling the legal prerequisites for occupying leadership positions according to the Law

(c) Skills and managerial requirements: Make operational decisions within the delegated by Head of CD/ITP, supervisory skills, English language proficiency, knowledge of computers

**Beryl York Institutional Development Specialist
ATR Project December 15, 2003**

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department for Trade Remedies Information**2. Summary of Job Content:**

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager for Trade Remedies Information will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: develop key information sources and databases to study imports, identify conflicts with WTO obligations, monitor foreign trade trends and remedy policies, evaluate status and evolution of foreign governments' trade policies and market developments that might contribute to unfair trade practices.

Accountable for managing the General Department for Trade Remedies Information according to relevant laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-today activities of the General Department for Trade Remedies Information which include managing human resources for optimal use, ensuring systems and procedures related to GOE and TAS policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Supervise the collection of information and data on foreign trade activities and trade agreements, in the area of production, consumption, imports, exports, inventory, producers and their production capacity, monitoring the flow and increase in imports, and the prices of imported goods in the local market of the export country.

(c) Oversee the development of key sources and databases for all information and statistics related to foreign trade, including cases on subsidies, dumping and safeguards, as well as everything that relates to the WTO. Ensure all databases are well organized, updated and accessible to those who are involved in making decisions concerning trade remedies.

(d) Evaluate the status and evolution of foreign government trade policies that might contribute to unfair trade practices; analyze data in view of needs that serve policy development. Report on developments of foreign unfair trade laws as they affect Egypt's interests.

(e) Monitor Egypt's trading partners' potential dumping activities and subsidy practices which could cause difficulties for Egypt's industries and/or conflicts with WTO obligations.

(f) Act as an information provider concerning trade remedies issues and administration of laws to other trade involved government departments, agencies, business and industry and individual exporters.

(g) Provide informal advice and assistance to enable eligible businesses to determine the appropriateness of pursuing remedies under trade laws.

(h) Supervises translation of documents form Arabic to appropriate foreign languages.

(i) Advise and coordinate with Anti-dumping, Subsidies and Countervailing Duties, and Safeguards and Injury Calculations Departments and assist them by providing needed information to support investigations and justifications for trade remedy actions.

(j) Submit periodic reports to the Head of CD/ITP high lighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/ITP.

(k) Participate in seminars and workshops and international forums to collect and share current information, follow updates in the latest development in Trade Remedies practices which would effect the administration of trade remedies in Egypt.

4. Reporting Relationship:

(a) Reports to: Head of Central Department of International Trade Policies

(d) Supervises following positions:

(i) Trade Analyst

(ii) Researcher

(iii) Translator

(iv) Data Base Administrator

5 Job Requirements:

(d) Academic/Professional requirements: Relevant University Degree

(e) Experience requirements: Two year experience in a job whose level is directly below the current one in the area of International Trade Policies. Fulfilling the legal prerequisites for occupying leadership positions according to the Law

(f) Skills and managerial requirements: Make operational decisions within the ran delegated by Head of CD/ITP, supervisory and skills, English language proficiency, knowledge of computers

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department of Anti-dumping

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager of Anti-Dumping will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: ensure that trade policies and agreements are harmonized, implement policies and regulations related to anti-dumping practices, investigate anti-dumping applications, determine whether dumped imports cause material injury or material retardation of the establishment of an industry, and impose anti-dumping duties. Accountable for managing the General Department of Anti-Dumping according to laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-today activities of the General Department of Anti-dumping which include managing human resources for optimal use, ensuring systems and procedures related to GOE and TAS policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Supervise the investigation of all written complaints referred from the Minister and those submitted by domestic industry representatives concerning harmful results of dumping, ensuring that evidence proves a causal link between the export price of goods imported into Egypt being less than the normal value of the articles sold in the domestic market of the exporter and material injury, threat of injury, or material retardation of the establishment of an industry in Egypt.

(c) Notify the government of the exporting country and its representative in Egypt, who is a WTO member, acknowledging the receipt of the complaint and manage consultations with the WTO member country.

(d) Gather and analyze evidence of dumping including: dumping margins, establishment of export values and normal values, evaluation of any adjustments required to ensure a fair comparison between the two, as well as increase in volume, price effects, and economic impact of dumped goods in order to establish a basis in fact for anti-dumping measures. Coordinate with GOEIC, Customs Authority, and Egyptian Commercial Offices abroad.

- (e) Supervise, according to the stipulations of anti-dumping agreements, the investigation and data collection inside and outside of Egypt to validate complaint information through questionnaires to exporters, importers and domestic industry, on-site visits and provide verification reports to all concerned parties.**
- (f) Advise the Head of the Central Department when it is mandatory to implement the instructions of the Department to compel importers to submit evidence or documents or permit the investigator to access sites in Egypt to review and copy necessary documents.**
- (g) Hold public hearings so that concerned parties, notably the importers, exporters and producers, can present their views and written documents and respond to the views of others with respect to matters being investigated.**
- (h) Hold talks with exporters and countries of export and provide technical opinions and guidance on the acceptance of Undertakings – subject to Minister’s approval- on behalf of the WTO member country or exporters , to eliminate causes or effects of material injury and follow up the results of this Undertaking in collaboration with the Customs Authority.**
- (i) Publish and maintain objective investigation procedures which are consistent and transparent, ensure confidentiality of data and provide a detailed analysis of the investigation explaining findings on all pertinent issues.**
- (j) When investigations are complete send imitation report to Advisory Committee. Then send Advisory Committee report, tribunal committee report and Initiation report with final recommendation to the Minister concerning positive and negative findings, with suggestions for anti-dumping duties that should be imposed when the dumping injury is proven. Upon Ministerial approval of final recommendation publish a detailed report available to all concerned parties.**
- (k) On the basis of a preliminary determination that there is clear evidence that injury exists, supervise the process of notifying the Customs Authority concerning imposing provisional anti-dumping duties.**
- (l) Supervise and provide guidance when notifying the Customs Authorities about imposing final anti-dumping duties to overcome the impact of dumping practices providing specific lists of businesses/countries against which these measures are taken.**
- (m) Defend the decisions of the Directorate in front of concerned judicial authorities, or the Committee on Dumping practices and Retaliatory Measures at the WTO.**
- (n) Monitor the implementation and operation of the anti-dumping agreements and make findings with respect to the procedural provisions of the agreement for the application of anti-dumping duties when requested by a WTO member.**
- (o) Review current anti-dumping duties upon the initiative of the General Directorate and /other concerned parties and take action concerning when or whether duties are to end or if the conditions of imposition need to be reassessed.**
- (p) Coordinate with Trade Remedies Information Department to obtain information needed to support investigation and justification for trade remedy actions.**
- (q) Submit periodic reports to the Head of CD/ITP high lighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/ITP.**
- (r) Coordinate appropriate activities with CD/WTO.**

- (s) Carry out and maintain frequent contacts inside and outside the Ministry, in order to facilitate the activities of the General Directorate in meeting its objectives.**
- (t) Attend committees, meetings and conferences that are related to the scope of work of the Directorate, so as to coordinate work with various authorities inside and outside the Ministry.**
- (u) Participate in seminars and workshops and international forums to collect and share current information, follow updates in the latest development in dumping practices which would effect the administration of anti-dumping duties in Egypt.**

4. Reporting Relationship:

- (a) Reports to: Head of Central Department of International Trade Policies**
- (b)Supervises following positions:**
 - (i) Investigator**
 - (ii) Researcher**
 - (iii) Accountant**

5. Job Requirements:

- (a) Academic/Professional requirements: Relevant University Degree**
- (b) Experience requirements: Two year experience in a job whose level is directly below current one in the area of International Trade Policies. Fulfilling the legal prerequisites for occupying leadership positions according to the Law**
- (c) Skills and managerial requirements: Make operational decisions within the delegated by Head of CD/I TP, supervisory skills, English language proficiency, knowledge of computers**

Beryl York Institutional Development Specialist
ATR Project December 15, 2003

Revised February 8, 2004 **WORKING DRAFT**

The Central Department for Bilateral and Multilateral Agreements

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of CD/BMA)

1. Job Title: Head, Central Department for Bilateral and Multilateral Agreements

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of CD/BMA, the Head of Central Department for Bilateral and Multilateral Agreements will be responsible for ensuring that the functions assigned to the Central Department: Research analysis and preparation of country studies; briefs, and presentations concerning policy positions and trade initiatives, developing strategies and tactics used in trade negotiations, negotiate trade agreements in coordination with ECS which ensures the competitiveness of Egypt's exports in bilateral, regional and multilateral trade agreements, and develop Institutional Capabilities within CD/BMA, etc which are effectively and efficiently carried out and the staff and other resources allocated are optimally utilized. In this regard will develop work plans and performance targets and standards and will be accountable for overall effective management and performance of the Central Department.

3. Duties and Responsibilities:

- a. Plan and direct regular activities of CD/BMA, and provide leadership, direction and coordination to implement the work plans.
- b. Ensure that systems and procedures related to various functions of CD/BMA remain efficient and are effectively applied.
- c. Develop and maintain close liaison with all sectors within the MoFT and with other ministries and governmental agencies dealing with BMA.
- d. Build a stakeholder network with business sectors and associations, and industrial federations, and other non-governmental entities concerning BMA trade agreement matters
- e. Oversee and direct tasks and activities related to research pertaining to trade agreement initiatives such as:
 - i. develop complex multi-dimensional economic, financial, and socio-economic studies
 - ii. examine and interpret trade policies
 - iii. develop a framework for policy positions and strategies in trade agreement negotiations
- f. Formulate negotiating approaches by planning, developing, and managing the administration of agreement mechanisms in collaboration with all governmental agencies, departments, and Ministries involved in various bilateral, regional and

- multilateral agreements.
 - i. brief Minister and other senior officials on various BMA matters,
 - ii. secure cooperation and support from relevant agencies,
- solicit input from private and non-governmental interest groups, etc
- g. Oversee activities of Rules of Origin, ensuring that Rules of Origin provisions on all agreements do not disrupt trade and are based on a positive standard.
- h. Conduct negotiations of bilateral, regional and multilateral agreements in coordination with ECS. Oversee, direct and evaluate activities:
 - i. anticipate and manage strategic policies issues
 - ii. oversee implementation and ensure agreements are transparent and understood by all trading partners
 - iii. ensure results are favorable to the increase of Egypt's exports and the protection of domestic industries
- i. Oversee activities related to facilitation of compliance with various agreements:
 - develop a process of validation for compliance
 - analyze reasons for non-compliance
 - provide interpretation of protocols
 - propose modifications when appropriate
- j. Undertake and supervise activities related to developing institutional capabilities within CD/BMA, such as:
 - i. regular orientation of staff on mission, functions and operational strategy of the CD/BMA,
 - ii. developing managerial capabilities among supervisory staff,
 - iii. introducing modern management and operational practices to ensure efficient overall performance of the CD/BMA,
 - iv. providing adequate professional legal services within the CD/BMA,
 - v. maintaining close liaison with public and private sector organizations,
 - vi. provision of efficient administrative support services within the CD/BMA
 - vii. introducing and maintaining an efficient performance evaluation system, etc.
- k. Undertake and supervise the following activities to achieve the short term goals of CD/BMA:
 - i. develop and implement a special training plan to develop its human resource capabilities in two key areas: technical and analytic skills for staff working in BMA, and supervisory and managerial skills for all managers.
 - ii. Establish an internal task force to systematically implement organizational and management systems of CD/BMA.
- l. Work closely with the other Heads of Central Departments of TAS:
 - i. Share information concerning interdepartmental related activities
 - ii. Ensure internal coordination within the Sector
 - iii. Promote integrated approach to meet TAS goals

- m. Ensure that resources (staff, finance, facilities, equipment, etc.) allocated to the CD/BMA are optimally utilized and proper records maintained as required by regulations.
- n. Participate in national, regional and international seminars, meetings and conferences so as to formulate, present and advance policy positions and initiatives which represent Egypt's trade interests.
- o. Submit periodic (quarterly) reports to the Head of Trade Agreements Sector highlighting achievements of targets, possible constraints and proposals for further actions to achieve objectives and goals of the CD/BMA.
- p. Generally ensure that all functions of CD/BMA are efficiently carried out.

4. Reporting Relationship:

(a) Answerable to: First Under Secretary, Head of Trade Agreements Sector

(b) Supervises following positions:

- (j) Head of General Department of Rules of Origin
- (v) Head of General Department of Bilateral Agreements
- (vi) Head of General Department of Regional and Multilateral Agreements

5. Job Requirements:

- (a) Academic/Professional requirements:** Minimum of Masters' degree and/or equivalent studies in international trade, commerce or economics.
- (b) Experience requirements:** At least ten years of proven senior managerial experience in the field of international trade and managing a major public sector organization. Practical experience of operations of international/regional trade organizations highly desirable.
- (c) Skills and attitudinal requirements:** Well developed capabilities in the field of high level trade negotiations, ability to deal with a cross section of international agencies and top executives, leadership and managerial skills to lead an agency operating at international level and practicing highly sophisticated norms and systems.

Beryl York
 Institutional Development Specialist
 ATR Project
 January 27, 2004

Ref: Job Description for Head of CD in FTPS – RPJ – viii.4.2004

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department for Bilateral Agreements

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager for Bilateral Agreements will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: research, analysis and preparation of studies, briefs, and presentations concerning policy positions, and trade initiatives, development of strategies and tactics used in negotiations, participation in trade negotiations for bilateral trade agreements which ensures the competitiveness of Egypt's exports in such agreements. Accountable for managing the General Department for Bilateral Agreements according to relevant laws and regulations, and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-to-day activities of the General Department for Bilateral Agreements which include managing human resources for optimal use, ensuring systems and procedures related to TAS and GOE policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Prepare complex multi-dimensional economic, trade, and socio-economic research and studies and examine and interpret current trade agreements in order to develop frameworks for trade agreements and strategies for negotiating bilateral trade agreements.

(c) Act as information provider concerning bilateral issues to other trade involved ministries, agencies, business and industry, individual exporters and producers.

(d) Identify and analyze policy issues, formulate policy recommendations, strategies and initiatives needed for bilateral agreement discussions and provide advice through reports and presentations on matters affecting bilateral relations to Head of CD/MBA and other involved parties.

(e) Assist in formulating negotiating strategies and participate in the negotiation of bilateral trade agreements and ensure that Egypt's trade policies and priorities are reflected in such agreements.

- (f) Monitor the implementation of all bilateral agreements ensuring that the provisions are understood and followed. Maintain close coordination with all agencies responsible for implementation.**
- (g) Apply the process of validation to ensure that trading partners fully comply with the terms of the agreements. Analyze the reasons for non - compliance and provide interpretation of protocols and propose various modifications when appropriate.**
- (h) Identify the constraints and problems that impede the trade exchange cycle .Discuss them with trading partners and other appropriate parties and propose solutions.**
- (i) Participate in seminars and workshops to obtain and discuss information, and review the effects of policies on bilateral trade agreements.**

4. Reporting Relationship:

- (a) Reports to: Head of Central Department for Bilateral and Multilateral Agreements**
- (b) Supervises following positions:**
 - (v) Technical Researcher**
 - (vi) International Trade Policy Researcher**
 - (vii) Economic Analyst**
 - (viii) Trade Analyst**
 - (ix) International Relations Specialist**

5. Job Requirements:

- (a) Academic/Professional requirements: Relevant University Degree**
- (b) Experience requirements: Two year experience in a job whose level is directly below the current one in the area of Bilateral/Multilateral Agreements. Fulfilling the legal prerequisites for occupying leadership positions according to the Law**
- (c) Skills and managerial requirements: Make operational decisions within the range delegated by Head of CD/MBA, supervisory skills negotiating skills English language proficiency knowledge of computers**

Beryl York
Institutional Development Specialist
ATR Project
November 1, 2003

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department for Regional/Multilateral Agreements**2. Summary of Job Content:**

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager for Regional Agreements will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: research, analysis and preparation of studies, briefs, and presentations concerning trade policy positions, and trade initiatives, development of strategies and tactics used in negotiations, participation in trade negotiations for regional and multilateral trade agreements which ensures the competitiveness of Egypt's exports in such agreements. Accountable for managing the General Department for Regional Agreements according to relevant laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-to-day activities of the General Department for Regional Agreements which include managing human resources for optimal use, ensuring systems and procedures related to TAS and GOE policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Prepare complex multi-dimensional economic, trade, and socio-economic research and studies and examine and interpret current trade agreements in order to develop frameworks for trade agreements and strategies for negotiating bilateral trade agreements.

(c) Act as information provider concerning regional and multilateral issues to other trade involved government departments' agencies, business and industry, individual exporters and producers.

(d) Identify and analyze policy issues, formulate policy recommendations, strategies and initiatives needed for regional and multilateral agreement discussions and provide advice through reports and presentations on matters affecting regional and multilateral relations to Head of CD/MBA and other involved parties.

(e) Assist in formulating negotiating strategies and participate in the negotiation of regional and multilateral trade agreements and ensure that Egypt's trade policies and priorities are reflected in such agreements.

(f) Monitor the implementation of all regional and multilateral agreements ensuring that the provisions are understood and followed. Maintain close coordination with all agencies responsible for implementation.

(g) Apply the process of validation to ensure that trading partners fully comply with the terms of the agreements. Analyze the reasons for non - compliance and provide interpretation of protocols and propose various modifications when appropriate.

(h) Identify the constraints and problems that impede the trade exchange cycle .Discuss them with trading partners and other appropriate parties and propose solutions.

(i) Participate in seminars and workshops to obtain and discuss information, and review the effects of policies on regional and multilateral trade agreements.

4. Reporting Relationship:

(a) Reports to: Head of Central Department for Bilateral and Multilateral Agreements

(b) Supervises following positions:

- (i) Technical Researcher**
- (ii) International Trade Policy Researcher**
- (iii) Economic Analyst**
- (iv) Trade Analyst**
- (v) International Relations Specialist**

5. Job Requirements:

- a. Academic/Professional requirements: Relevant University Degree**
- b. Experience requirements: Two year experience in a job whose level is directly below the current one in the area of Bilateral/Multilateral Agreements. Fulfilling the legal prerequisites for occupying leadership positions according to the Law**
- c. Skills and managerial requirements: Make operational decisions within the range delegated by Head of CD/MBA, supervisory skills, negotiating skills, English language proficiency knowledge of computers**

Beryl York
Institutional Development Specialist
ATR Project
November 1, 2003

JOB DESCRIPTION

(Based on approved mission, functions and organizational and management systems of TAS)

1. Job Title: Manager General Department for Rules of Origin

2. Summary of Job Content:

Within the context of the approved objectives, functions and organizational arrangement of TAS, the General Manager for Rules of Origin will be responsible for ensuring that the following functions assigned to the Department are effectively carried out. They include: research, analysis and presentations concerning Rules of Origin provisions to be included as provisions of bilateral, regional and multilateral agreements and participation in trade negotiations, ensure that exchanged goods meet requirements of the agreements and if any problems arise during trade exchange they are identified and solved in a timely fashion.

Accountable for managing the General Department for Rules of Origin according to laws, decrees, regulations and meeting performance objectives.

3. Duties and Responsibilities:

(a) Plan and direct the day-today activities of the General Department for Rules of Origin which include managing human resources for optimal use, ensuring systems and procedures related to TAS and GOE policies are applied and followed. This includes:

Plan: develop annual departmental work plan

Organize: ensure availability of human resources, equipment, and technology.

Develop analytical tools and oversee the maintenance of data bases

Lead: delegate responsibility and authority. Develop teamwork. Make work assignments to staff according to skill levels and designated job responsibilities.

Control: monitor performance of the department through regular meetings and work reviews, ensure quality of work conforms to established performance standards, rules and regulations

Develop: encourage staff to achieve professional goals, through effective supervision, training and performance appraisal

(b) Direct the research and analyses in order to develop a framework for the protocols and procedures relative to ROO provisions in all bilateral, regional and multilateral agreements. Develop a data base of laws, decrees, and relevant trade data.

(c) Act as information provider concerning ROO laws, regulations and procedures to other trade involved government departments, agencies, business and industry, individual exporters and producers.

(d) Advise and propose ROO policies, and protocols to present to National Committee of ROO regarding the development and/or modification of rules governing the origin of exchanged goods with bilateral, regional, and multilateral signatories ensuring the ROO provisions decided upon do not disrupt or distort trade and are applied in an objective manner.

(e) Coordinate with Bilateral and Regional departments and assist them by developing detailed ROO provisions and rules for goods traded that could be included in various bilateral regional and multilateral agreements to enhance trade growth with member countries and to ensure that Egypt's domestic industries are protected.

- (f) Participate in the negotiation discussions of bilateral, regional and multilateral agreements providing expert advice on ROO provisions in order to ensure major benefits accrue from preferential provisions established in agreements.**
- (g) Prepare notification for WTO concerning Egypt's application of preferential rules which are incorporated in ratified bilateral and regional and multilateral agreements and liaise with the Industrial Market Access group of CD/WTO on all matters concerning ROO.**
- (h) Design a process for implementation that will guide the Customs Authority and GOEIC's application of the Rules of Origin.**
- (i) Develop and operate an effective system of verification and validation to ensure that ROO criteria being used by trading partners are understood and agreed upon in order that appropriate decisions are made concerning the requirements for goods meriting preferential treatment.**
- (j) Follow up on the ROO implementation phase of the agreements and ensure exchanged goods are meeting ROO requirements under the various agreements. Examine and analyze problems that arise during trade exchange, discuss them with trading partners and work out viable solutions.**
- (k) When problems arise concerning preferential determination of goods arriving in Egypt, provide advice to the Customs Authority by giving expert interpretation of ROO protocols established in specific agreements between Egypt and its trading partners.**
- (l) Participate in seminars and workshops to collect and share information, follow updates in the latest developments in Rules of Origin practices concerning preferential rules' determination and harmonization issues which would benefit future agreements.**

4. Reporting Relationship:

- (a) Reports to: Head of Central Department for Bilateral and Multilateral Agreements**
- (b) Supervises following positions:**
 - i. Technical Researcher**

5. Job Requirements:

- (a) Academic/Professional requirements: Relevant University Degree**
- (b) Experience requirements: Two year experience in a job whose level is directly below the current one in the area of Bilateral Multilateral Agreements. Fulfilling the legal prerequisites for occupying leadership positions according to the Law**
 - a. Skills and managerial requirements: Make operational decisions within the range delegated by Head of CD/MBA, supervisory skills, English language proficiency, knowledge of computers**