



# Functional Inventory of The Ministry of Trade and Industry

**PREPARED BY**

Dr. Ahmed Ali  
Dr. Ahmed Mustafa  
Dr. Mahmoud Ibrahim

**SUBMITTED TO**

USAID

**SUBMITTED BY**

Nathan Associates Inc

**UNDER CONTRACT NO.**

PCE-I-00-98-00016-00  
Task Order 827

September 2006

# Table of Contents

<b>S</b>	<b>Topic</b>	<b>Page</b>
<b>1</b>	<b>Introduction</b>	
<b>2</b>	<b>Methodology Adopted in Diagnosing the Current Status</b>	
<b>3</b>	<b>Existed System</b>	
<b>4</b>	<b>Analyzing Organizational Existing Statuses</b>	
	<b>4-1 Sectors and Central Departments</b>	
	<b>4-2 Examining the organizations and entities affiliated with MOTI</b>	
<b>5</b>	<b>Findings</b>	
<b>6</b>	<b>Recommendations</b>	
<b>7</b>	<b>Future Work</b>	
<b>8</b>	<b>Appendix: Field Visits &amp; Contacts</b>	<b>7</b>

# **Functional Inventory of Ministry of Trade and Industry**

## **1- Introduction**

### **Strategic Vision & Philosophy of Proposed Structure**

The assignment of restructuring the Ministry of Trade And Industry is a challenging one. The team conducted several interrelated tasks that generated the following report.

The survey team aimed at reaching organizational alternatives taking into consideration the following:

1. Provide an organizational structure capable of achieving the message of Ministry of Trade and Industry (MOTI) and its strategic goals as well as help dealing with the environment of anticipated works and rely on proper organizational relations both horizontally and vertically.
2. Create integration between Foreign Trade and Industry Sectors where the Industry Sector gives a renewable vision on circumstances and prospects of the targeted foreign markets via exporting to the Industry Sector.
3. Remove duplication and repetition among several organizational units in MOTI sectors.
4. Implement scientific and practical principles objectively with a minimum amount of behavioral effects on the existing staff.
5. Do away with any flaccid organizational structure for merely keeping legal positions and financial advantages of current staff in MOTI with the attempt of reducing the negative human effects for the purpose of reconstruction as much as possible.

### **MOTI Strategic Vision**

The strategic vision of the Ministry is summed up in the following points:

- 1- Prepare an effective Egyptian industrial environment and improve its competitive capacity.
- 2- Achieve integration between Ministry sectors where the Foreign Trade Sector is the renewable source of information addressing the foreign

markets needs and provide the necessary information for the Industry Sector for exportation. The latter shall pave the way for a good environment with the aim of producing what the local market needs regarding competitive prices, costs, and specifications on imported products.

## **MOTI Goals**

Throughout the intensive interviews with chief leaderships in MOTI, studying the ministerial decisions regarding the goals of MOTI and the vision of the survey team, it is possible to specify the strategic goals as follows:

- 1- Determine the national services that have a relative advantage and represent a major item to the Egyptian exports.
- 2- Explore and develop foreign markets to which service and commodity exports can be developed.
- 3- Determine targeted annual quantitative exporting goals in all activity sectors which their products are targeted for exportation.
- 4- Prepare the best considerations in favor of the Egyptian economy upon negotiation for agreements within the framework of WTO and bi-lateral trade agreements.
- 5- Control local market and follow up the implementation of consumer protection legislation.
- 6- Activate and follow up legislation of monopoly prevention.
- 7- Deal with dumping issues in the local market against local products in the foreign markets.

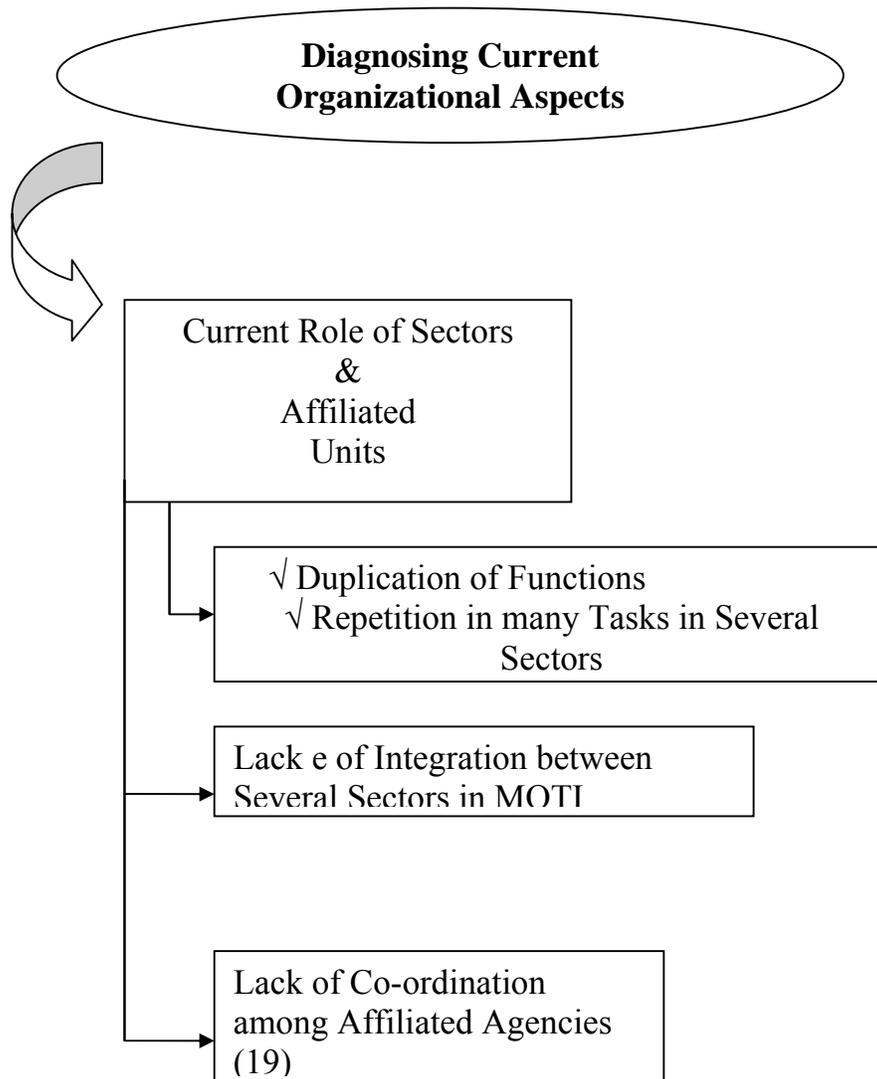
The survey team has taken these goals into account in designing the two alternatives of MOTI organizational structure.

## **2- Methodology Adopted in Diagnosing the Current Status:**

- 1- Analyze the current status through organizational work as well as analyze the current role played by the main sectors and the organizational units.
- 2- Analyze the current status of MOTI activities.
- 3- Specify the strategic vision of MOTI as well as its strategic goals.
- 4- Analyze the personnel status in sectors and Public Administration.

According to the aforementioned, it is possible to determine the Considerations upon which the organizational structure of MOTI has to rely on.

## The Methodology:



## **Data Resources**

In order to achieve MOTI goals, data have been collected from several sources and they are as follows:

1. Hold intensive interviews with many leaderships in the Ministry
2. Hold interviews with representatives of the Private Sector in Trade and Industry.
3. Study many legislation and decisions that regulate Ministry sectors.
4. Study the current organizational structures and Job functions of Ministry sectors.

### **3- The Existing System**

The organizational chart of Trade and Industry, according to the Presidential Decree 420/2005 is depicted in the following figure. The Ministry is divided into three main entities, namely, Foreign Trade, Industry and Home Trade. Each sector includes sectors and affiliated organizations.

#### **1- Foreign Trade**

There are seven sectors and six organizations:

The seven sectors:

- 1- Egyptian Commercial Service (ECS)
- 2- Foreign Trade Sector (FTS)
- 3- Trade Agreement Sector (TAS)
- 4- Export Development of small and Medium Projects
- 5- International Trade Point (ITP)
- 6- Research, Commodity Studies and Information
- 7- Central Services

There are six organizations:

- 1- Egyptian Commercial Services (ECS)
- 2- General Organization for Exhibitions and International Fairs (GOEIF)
- 3- General Organization for Export Promotion Center (EEPC)
- 4- International Trade Point Sector (ITP)
- 5- Sector of Export Development of Small & Medium Projects
- 6- Egyptian Corporation for Export Guarantee (ECEG)
- 7- Export Development Bank of Egypt (EDBE)–
- 8- Export Development Fund (EDP)
- 9- CD, Businessmen organizations, Foreign Trade sector (FTS)

#### **2- Industry**

There are five sectors and nine organizations as follows:

The five sectors:

- 10- Industrial Research and Information
- 11- Industrial & Technological Development
- 12- International Relations
- 13- El-Dewan and HRD
- 14- Financial and Economical Affairs

The nine organizations:

- 1- General Organization of Standardization and Quality
- 2- Chemistry Administration

- 3- Industrial Control Authority (ICA)
- 4- Industrial development Authority (IDA)
- 5- Governmental Press at El-Amiriya
- 6- Productivity and Vocational Training Department (PVTD)
- 7- El Tibin Institute for Metallurgical Studies
- 8- Egyptian Accreditation Council (EGAC)
- 9- Executive Authority for Industrial Projects

### **3- Home Trade**

There are four sectors and four organizations:

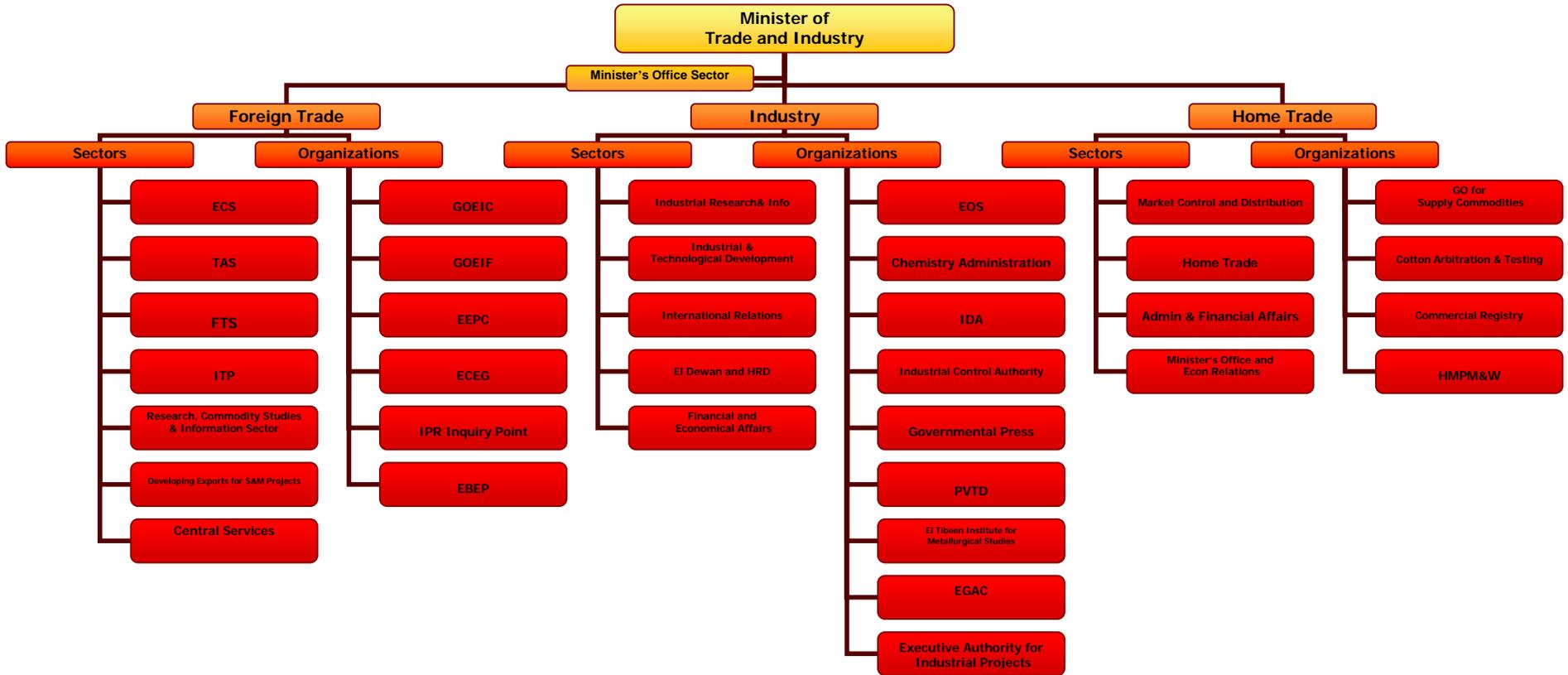
The four sectors are:

- 1- Market Control and Distribution
- 2- Home Trade sector
- 3- Administrative & Financial Affairs
- 4- Minister's Office & economical relations

There are four organizations:

- 1- Commercial Registry
- 2- Hall Marking of Precious Metals and Weights (HMPM&W)
- 3- General organization of Cotton Arbitration & Testing
- 4- General Organization of Supply Commodities

# The current Organizational Chart



## **4- Analyzing Organizational Existing Statuses**

In the following part, functional analysis of the sectors, central departments and affiliated organizations will be presented together with point of views

### **4-1 Sectors and Central Departments:**

Based on the study of the goals and functions of the sectors affiliated with the Ministry of Foreign Trade and Industry as well as relevant foreign trade affairs central departments to be tabulated as follows:

- Minister's Bureau Sector
- Central Services Sector
- Small and Medium Enterprises' Export Promotion Policies Sector
- Marketing Research, Commodity Study and Information Sector
- Foreign Trade Sector
- Trade Agreements Sector
- International Trade Point Sector
- Commercial Representation

And by analyzing functions of the central and general departments making up the above mentioned sectors, it transpired that functions entrusted to the latter involved more or less overlapping and duplicity, especially in connection with the elaboration of studies, researches, civil service, financial and administrative affairs, training policies, security, and financial and administrative check-ups.

Therefore, upon the study and analysis of this kind of duplicity in terms of function, it is essentially required to rearrange functions for either one sector or central department to exclusively undertake defined tasks with a view to substantiating principles of specialization, specific realm of competence, accountability, uniformity of orientation and other regulations governing the formation of structures and the distribution of functions to prevent discrepancies and duplicities in work performance.

Shared competence shall be identified, and sectors and central departments assuming analogous functions reviewed;

### **Common Competencies of Relevant Sectors and Central Departments (Table – 1)**

#### **I. In the area of preparing studies and researches intended to serve exportation and businessmen**

- Small and Medium Enterprises' Export Promotion Policies Sector / Projects' Competitive Capacity-Enhancing Central Department

**Competence:** Prepare specialized studies and researches on competitive capacity with the aim of increasing exports.

- Marketing research, Commodity Studies and Information Sector / Marketing research and Commodity Studies Central Department

**Competence:** Prepare researches and studies on trade and export services as well as studies designed to export activation and promotion.

- Central Department for Information

**Competence:** Prepare national and international statistics and necessary commodity studies on export promotion.

- Foreign Trade Sector / Export Affairs Central Department / Foreign Trade Policies and Businessmen Regulations Central Department

**Competence:** Prepare export-related studies and analyses and implement export policies and studies on the development of export legislation.

Prepare reports, studies and plans undertaken by commodity councils to ensure increased exports.

- International Trade Point Sector / Promotion and Facilities Central Department

**Competence:** Prepare economic, commodity and marketing studies to assist businessmen.

**Preparation of marketing researches and studies in the service of export transactions shall be undertaken by the Marketing Research, Commodity Studies and Information Sector / Researches Central Department / Information Central Department.**

## **2. In the area of preparing and providing data base for export services**

- Small and Medium Enterprises' Export-Promotion Policies Sector / Export Capacity- Enhancing Policies Central Department

**Competence:** Prepare projects' data bases and information for the purpose of increasing exports.

- Marketing research, Commodity Studies and Information Sector / Information Central Department

**Competence:** Use of computers and research-based information systems for foreign trade data-processing.

- Foreign Trade Sector / Foreign Trade Policies and Businessmen Regulations.

**Competence:** Prepare data base and information aimed at serving dealers in the field of commodity councils.

- International Trade Point Sector / Promotion and Facilities Central Department/ E-Commerce Central Department

**Competence:** Provide data and information for businessmen community to increase export efficiency.

Analyze, design and implement e-commerce systems and different data bases and design relevant information network.

- Commercial Representation Sector/ Department for International and Regional Economic Organizations

**Competence:** Collecting, classifying and analyzing available information provided by different sources while extending this information to offices.

### **3- In the area of forwarding development-oriented proposals and recommendations to foster export activity**

- Marketing Research, Commodity Studies and Information Sector/ Marketing Researches and Studies Central Department

**Competence:** Conduct applied researches and necessary economic studies to develop marketing systems and to set out proposals required to provide for export climate.

- Foreign Trade Sector/ Export Affairs Central Department

**Competence:** Draw up proposals on the development of legislation regulating foreign trade and propose bills and decisions on export activity.

#### 4- Concerning civil service and staff affairs

- Foreign Trade Affairs Minister's Office Sector/ Foreign Minister Affairs Central Department

**Competence:** Review statutes, laws and periodicals with respect to staff and administrative affairs

- Central Services Sector/ Foreign Trade Affairs Central Department

**Competence:** Implement, follow up and elaborate laws, statutes and systems relating to civil service business.

- Foreign Trade Sector / Foreign Trade Policies and Businessmen Regulations Central Department

**Competence:** Implement civil service provisions, laws, statutes and instructions concerning promotions, function budgets, insurance, pensions, accruals, secondments, and staff care.

- International Trade Point Sector / Staff Affairs

**Competence:** Oversight of and follow up on the implementation of provisions cited in laws, regulations, decrees, and periodicals governing staff affairs.

- Public Diwan and Human Resource Development Sector / Public Diwan Affairs Central Department / Resource Development Central Department

**Competence:** Apply laws, decrees, and regulations on civil service.

Follow up on the study addressing staff-related issues in relevant entities for its presentation to competent authorities.

- Commercial Representation Sector / Corps Affairs Department

**Competence:** Implement laws, regulations, rules and instructions regarding financial, administrative and staff affairs while implementing rules related to staff affairs in accordance with Corps Law.

- Civil service and staff - related functions must observe uniformity without distributing such functions to sectors but it is rather the Central Service Sector that assumes this type of functions.

## 5- Regarding finance-related provisions, regulations and laws

- Foreign Trade Affairs Minister's Office Sector / Foreign Trade Affairs Central Department

**Competence:** Financial and economic analysis of the organization's balances and general balance-sheets.

Check-up of financial aspects and control over the implementation of relevant regulations and laws.

- Central Services Sector / Administrative Development Central Department / General Secretariat Central Department

**Competence:** Review accruals as well as insurance and pension procedures

Follow up on the implementation of laws and regulations on financial affairs, prepare and review estimated and monetary balances.

- Foreign Trade Sector / Foreign Trade Policies and Businessmen Regulations Central Department

**Competence:** Implementation of laws, regulations, and instructions related to financial affairs and the adoption of balance-preparing procedures.

- International Trade Point Sector

**Competence:** Perform financial and administrative tasks by virtue of laws, regulations, decrees and instructions issued to this effect.

- Review planning budgets
  - Apply laws, regulations and decrees in the area of financial and administrative affairs as well as oversee and follow up exchange and pre-exchange transactions.
  - Give answers to the Central Auditing Organ's questions and bid-tendering inquiries (Why)
- Public Diwan and Human Resource Development Sector / Public Diwan Affairs Central Department / Human Resource Development Central Department

**Competence:** Review the Public Diwan balance and oversee its implementation

Keep accounting registers and reimburse the Diwan's financial dues

Keep requisite records and prepare staff due payment lists and settle pensions.

**Why does the International Trade Point undertake to reply to inquiries put by the Central Auditing Organ?**

**A Central Department must assume the financial responsibilities of the sectors affiliated to the Ministry.**

#### **6- Concerning the financial and administrative inspection activity**

- Foreign Trade Affairs Minister's Office Sector / Foreign Trade Affairs Central Department / Financial and Administrative Check-up

**Competence:** Pursue check-up on the Ministry's units from the financially and administratively and oversee the application of laws, regulations, decrees, and periodicals issued in terms of finance and administration.

- Commercial Representation / Inspection Department

**Competence:** Undertake technical and managerial check-up performances regarding the sector's departments to reassure the sound effectuation of laws, regulations, and decrees governing work systems in place.

## 7- Concerning Administrative Action

- Central Services Sector / General Secretariat Central Department

**Competence:** Oversee all actions pertinent to administrative and engineering affairs and verifying their compliance with applicable regulations and laws.

- Foreign Trade Sector / Foreign Trade Policies and Businessmen Regulations Central Department

**Competence:** Apply laws, regulations and instructions in the field of administrative affairs.

- International Trade Point Sector

**Competence:** Oversight and follow up of the application of laws, regulations, decrees, and periodicals related to finance and administration.

## 8- Regarding training activities and policies

- Central Services Sector / Administrative Development Central Department / Regulation and Management

**Competence:** Draw up in-house and off-shore training policy, develop human resources and provide training opportunities at home and abroad.

- Trade Agreements Sector / General Department for Trade Remedies and Trade Exchange Data

**Competence:** Hold training courses to train researchers in hardware and software

- International Trade Point Sector / Central Department for Information and Follow-up on General Department Sub-Points

**Competence:** Prepare training plans and hold different training courses for general department employees in addition to assembling training plans laid down by other departments in the sector to upgrade their technical skills.

- Public Diwan and Human Resource Development Sector / Human Resource Development Central Department

**Competence:** Oversee the preparation of the annual training plan and follow up the implementation of training programs cited therein and designed to upgrading capacities and skills of Ministry staff.

- Oversee the review of nominations of administrative units of the Ministry to fill higher management level vacancies and to verify their soundness and conformity with established recruitment laws and rules.

***View:** The Diwan and Human Resource Development Sector is authorized to prepare the annual training plan designated for affiliated sectors and to exclusively oversee its implementation in order to prevent duplicity and discrepancy in drawing up the training policy of the Ministry and envisaging a comprehensive plan to cover all sectors, and provided that recruitment – be it for internal or external programs or for lead position recruitment- be made though the Diwan Sector in accordance with Law no 5 / 1991 and its Executive Regulations.*

## **9- Regarding World Trade Organization Agreements;**

A two-pronged engagement in this competence is pinned on the following:

- Marketing Research, Commodity Study and Information Sector / Marketing Research and Commodity Study Central Department

**Competence:** Study negative and positive aspects and impact of the WTO Agreement while working on the regulation of its positive implications and the subduing of its negative ones alongside pursuing the implementation of these agreements in respect of Egypt's rights and obligations.

- Trade Agreements Sector:

**Competence:** Study negative and positive aspects involved in WTO agreements and their impact on all goods while working on the regulation of their positive implications and the subduing of their negative ones alongside pursuing the implementation of these agreements in respect of Egypt's rights and obligations.

## **10- Concerning replies to inquiries and complaints and the study of export problems;**

- Foreign Trade Affairs Minister's Office Sector

**Competence:** Study incoming complaints in connection with foreign trade organizations, authorities and sectors and track their settlement.

- Marketing Research, Commodity Study and Information Sector

**Competence:** Study and analyze export problems and impediments with regard to different goods and attempt to resolve them.

- Foreign Trade Sector

**Competence:** Reply to inquiries about trade exchange with GATT Agreement member countries and examine complaints and problems likely to be raised in this concern and seek their resolution.

- Trade Agreements Sector

**Competence:** Reply to inquiries by local entities interested in foreign trade regarding trade agreements with WTO member countries.

***View:** Marketing Research, Commodity Study and Information Sector undertakes to examine and analyze complaints and export impediments and to reply to relevant inquiries.*

## **11- Regarding Security**

- Foreign Trade Affairs Minister's Office Sector / Foreign Trade Affairs Central Department

**Competence:** Oversee the development of a security plan to safeguard individuals, facilities, and information in the Ministry and monitor civil defense activity.

- Commercial Registration / Security and Protocol

**Competence:** Assume all missions related to securing the headquarters and documents as well as issue instructions and directives of relevance.

Coordinate with the different security authorities in Egypt.

Table - 1 MOTI Affiliated Sectors

Function	The Minister's Office	The Central Services	Sector of Export Development of SMEs	Research, Commodity Studies and Information	Foreign Trade Sector (FTS)	Trade Agreements Sector (TAS)	International Trade Point (ITP)	Egyptian Commercial Services (ECS)	EI-Dewan and HR development
Prepare studies and researches to serve exports and businessmen		X	X	X	X		X		
Develop and provide a database on exports			X	X	X		X	X	
provide proposals and recommendations on exports development and promotion				X	X				
Civil service and personnel affairs	X	X			X		X	X	X
Rules, regulations and laws on financial affairs	X	X			X		X		X
Financial and administrative inspection	X							X	
Administrative Affairs		X			X		X		
Training activities and strategies		X				X	X		X
WTO Agreements				X		X			
Responding inquiries and complaints, and investigate export-related constraints	X			X	X				
Security activities	X							X	

## **5 – 2 Examining the organizations and entities affiliated with MOTI**

### **Introduction:**

On reviewing objectives and functions of the following organizations and entities affiliated with MOTI, Table – 2 shows the functions of the 19 affiliated organizations and where repeated functions are highlighted:

- 1- General Organization for Exhibitions and International Fairs (GOEIF).
- 2- General Organization for Export and Import Control (GOEIC).
- 3- The Egyptian Exports Promotion Center (EEPC)
- 4- The Egyptian Corporation for Exports Guarantee (ECEG).
- 5- IPR Inquiry Point.
- 6- General Industrial Development Authority (GIDA)
- 7- Egyptian Organization for Standardization (EOS)
- 8- Industrial Projects Executive Agency
- 9- Chemistry Administration
- 10- Industrial Control Authority
- 11- Productivity and Vocational Training Department
- 12- Egyptian Accreditation Council (EGAC)
- 13- Commercial Registry Administration
- 14- General Authority for Supply Commodities
- 15- General Organization for Official Printing Press
- 16- Cotton Arbitration and Testing General Organization (CATGO)
- 17- Export Promotion Bank of Egypt
- 18- Tebbin Institute for Metallurgical Studies
- 19- Hall-marking of Precious Metals & Weights Administration

Analyzing functions of the Central and General Departments forming the above mentioned organizations; we found some sort of overlapping and duplication of those functions and specializations entrusted to them particularly as regard to exports, investment attraction activities and multiplication of testing labs in many organizations in addition to the existence of many agencies specialized in preparing researches for improving industrial productivity.

After studying and analyzing such duplication of functions, it is necessary to reorganize them under specialized agency solely in order to achieve principles of specialization, determining authority and responsibility and any other organizational principles governing structuring and functioning process to avoid any overlapping and duplication of activities.

The common functions shall be determined then conglomerate entities of the same functions (if possible).

## **1- In field of exports promotion and opening new markets:**

- **The Egyptian Exports Promotion Center (EEPC):**  
Functions: The objective of this center is to promote and activate the Egyptian exports of goods and services through various functions.
- **The Egyptian Corporation for Exports Guarantee (ECEG):**  
Functions: Encourage and promote the Egyptian exports and support enhancing export sector, as well as agricultural, industrial, commercial and services sectors.
- **General Organization for Exhibitions and International Fairs (GOEIF):**  
Functions: Participate in the international and foreign exhibitions and markets so as to activate and promote exports and seek new markets.
- **General Industrial Development Authority (GIDA):**  
Functions: Increase competitiveness capacity of the industrial goods exports and upgrade their competitiveness against the similar imported goods.
- **Industrial Control Authority:**  
Functions: Enhance participation of the national industry in exports besides increasing the competitiveness of the Egyptian products in the local and international markets.

## **2- In field of enhancing innovative and creative spirit of the producers and exporters**

- **The Egyptian Exports Promotion Center (EEPC):**  
Functions: Upgrade and improve skills and performance of the Egyptian exports.
- **General Organization for Exhibitions and International Fairs (GOEIF):**  
Functions: Enhance innovative and creative spirits of the producers and exporters, as well as marketing and promoting their products.
- **Industrial Control Authority:**

Functions: Will be interested in upgrading industry to attain highest quality levels of international standards so as to increase the competitiveness of the Egyptian products.

### **3- In field of attracting foreign and Arab investments:**

- **General Organization for Exhibitions and International Fairs (GOEIF):**

Functions: Organize and participate in the international and foreign exhibitions to attract investments besides identification and outreach of tourism activity and highlight the government achievements in various fields in Egypt.

- **The Egyptian Exports Promotion Center (EEPC):**

Functions: Develop studies, researches and analyze potential exports of the targeted products within the exporting plan.

### **4- Concerning Quality Testing labs.:**

- **General Organization for Export and Import Control (GOEIC)/ Central Department for Industrial Goods Quality Testing Labs.:**

Functions: Conduct scientific and laboratory researches and testing and perform quality control on the exported and imported industrial goods.

- **General Organization for Export and Import Control (GOEIC)/ Central Department for Foodstuffs Quality Testing Labs.:**

Functions: Conduct scientific and laboratory researches and testing and perform quality control on the exported and imported foodstuffs.

- **The Egyptian Organization for Standardization and Quality (EOS):**

Functions: Conduct laboratory testing and inspection in accordance with the standard specifications in EOS labs. (engineering- Chemical- Foodstuffs- Weaving and Textile).

- **Chemistry Administration/ Central Department for Cairo and Regional Labs./ Central Department for Alex. and Ports Labs.**

Functions: The official agency authorized to perform testing and analysis for various industrial raw materials, substances and products.

## **5- Concerning Financial and Administrative rules, regulations and laws:**

- **General Organization for Export and Import Control (GOEIC)/ Central Department for Financial and Administrative Affairs:**  
Functions: Follow-up implementation of financial and administrative activities in accordance with the regulatory laws, decrees and rules. Inspect financial issues and oversee application of the related regulations and laws issued in this regard.
- **General Industrial Development Authority (GIDA)/ Central Department for Financial and Administrative Affairs:**  
Functions: Oversee financial dues settlements, insurance and pension procedures. Oversee application of the related financial regulations and laws, as well as following-up the monetary and estimated budgetary.
- **The Egyptian Organization for Standardization and Quality (EOS)/ General Department for Financial and Administrative Affairs:**  
Functions: Implement rule, laws and regulations pertaining to financial affairs and take necessary action towards developing budgets.

## **6- Concerning activities of compiling, analyzing and disseminating trade information:**

- **The Egyptian Exports Promotion Center (EEPC):**  
Functions: Compiling, analyzing and disseminating trade information with a view to serve the Egyptian exports sector and support it in making decisions, as well as helping the foreign importer and facilitate communication with Egyptian exporter.
- **General Industrial Development Authority (GIDA):**  
Functions: Collect verified information on industry and issue periodic bulletins and guidebooks on the actual industry production, raw material sources and exportable industrial products.
- **IPR Inquiry Point:**  
Functions: Exchange information with other inquiry points and cooperate with other agencies concerned with information dissemination, as well as IPR identification and outreach.

## **7- Concerning developing studies, researches and analysis on potential products and exports:**

- **The Egyptian Exports Promotion Center (EEPC):**  
Functions: Prepare studies, researches and analysis on potential products and exports and their related problems, and initiate recommendations for proper solutions through conducting survey with industry and marketing community.
- **General Industrial Development Authority (GIDA):**  
Functions: Maximize the role of Egyptian industry participating in GDP along with the constant development and improvement of the Egyptian industry.

## **8- Concerning training activities and strategies:**

- **General Organization for Export and Import Control (GOEIC)/ General Department for Information, Documentation and Decision-Make Center:**  
Functions: Develop plans and programs in the field of information, documentation, translation and publication.
- **The Egyptian Accreditation Council (EGAC)/ General Department for Training:**  
Functions: Conduct training courses for the staff on how to use conformity assessment equipment and accreditation.
- **The Egyptian Exports Promotion Center (EEPC):**  
Functions: Prepare training plans and organize various inland and off-shore training courses for the Egyptian exporters.
- **IPR Inquiry Point:**  
Functions: IPR identification and outreach through conferences, seminars, training and local and international workshops.

In Table -3, functions of both sectors and affiliated organizations are depicted together with highlighted repeated functions



Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Colton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration
Prepare exports and imports statistics		X																	
Participate in IPR committees		X																	
Participate in Duty Draw-back and Temporary Admission committees		X																	
issuance of certificates of origin and participate in committees of technical guidance, researches and exports standards		X																	
Issue approvals of conditions and standards related to exports		X																	
Issue approvals of exported commodities and varieties intended for sale		X																	
Follow-up inspection of agricultural and foodstuff imports		X																	
Follow-up inspection of imported engineering and industrial goods		X																	

Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration
The commercial Registry		X																	
Test and inspect the imported engineering and industrial goods		X																	
Foodstuffs quality testing labs.		X																	
Industrial goods quality testing labs.		X					X		X										
Develop quality assurance strategy for the engineering goods		X																	
Conduct scientific and laboratory researches for the industrial goods standard specifications		X																	
Sorting and arbitration		X																	
Laboratory equipment		X																	
Compiling, analyzing and disseminating trade information			X		X	X													
Develop annual export plan			X																

Table – 2 Agencies Reporting to Minister of Trade and Industry (Cont.)

Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration
Conduct cooperation protocols with the foreign trade related organizations			X																
Participate in promoting export awareness			X																
Develop studies, researches and analyze potential exports			X			X													
Guarantee goods and services exports				X															
Assistance for supporting products and services export sector				X															
Exchange information with IPR inquiry points in member countries					X														
IPR anti-infringement measures					X														
Licensing establishment and Registry of industrial enterprises						X													
Issue periodic bulletins on the actual industrial production						X													

Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration
Increase competitiveness of the industrial goods exports						X													
Establish and develop industrial mapping and industrial parks						X													
Develop informational infrastructure and provide industry-related information						X													
Measure and analyze industrial indicators of the Egyptian industry						X	X												
Develop and improve small industries						X													
Issue the Egyptian standards specifications							X												
Testing the Conformity of raw materials, commodities and products with the standard specifications							X												
Licensing quality marks and conformity certificates							X												
Verify and calibrate measuring and testing equipment							X												

Table - 2 Agencies Reporting to Minister of Trade and Industry (Cont.)																				
Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration	
Consumer protection						X				X										
Planning and technical control of the industrial enterprises							X													
Technical control and laboratories							X													
Civil and metal structure designs							X													
Architecture designs							X													
Mechanical designs							X													
Electrical designs							X													
Land survey works							X													
Test and analyze samples of imported materials								X												
Perform environmental testing and inspect the industrial wastes								X												
Quality control of the industrial product									X											
Temporary admission and draw-back studies									X											
Studies on reasons behind factories closure									X											

Table – 2 Agencies Reporting to Minister of Trade and Industry (Cont.)																				
Function	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration	
Service and maintenance centers rehabilitation										X										
Licensing warehouses of toxic and non-toxic chemical materials										X										
Vocational training centers											X									
Participation in improving industry productivity						X	X			X	X									
Improve technical skills and efficiency of staff in various production fields											X									
Assessment and accreditation of various laboratories												X								
Assessment and accreditation of products, systems and personnel certification agencies												X								
Assessment and accreditation of inspection agencies												X								
Procure strategic commodities whether through domestic production or imports														X						



**Table – 3 Agencies and Sectors That Reporting to Minister of Trade and Industry (Cont.)**

Function	Affiliated Agencies													Affiliated Sectors							Unique Organizations								
	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EEPC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	The Minister's Office	The Central Services	Policies of promoting enterprises exports	Marketing Studies and Researches	Foreign Trade	Trade Agreements	Egyptian International Trade Point	Egyptian Commercial Services	EL-Dewan and HR development	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration	
Quality control on agricultural and industrial exports and issue origin certificates						X															X								
Agricultural crops sorting and arbitration						X										X						X							
Issue commercial registers						X	X																						
Prepare exports and imports statistics							X			X																			
Participate in IPR committees						X	X			X	X																		
Participate in Duty Draw-back and Temporary Admission committees			X												X	X	X	X			X								
issuance of certificates of origin and participate in committees of technical guidance, researches and exports standards	X															X	X	X			X	X							
Issue approvals of conditions and standards related to exports			X														X	X											

**Table – 3 Agencies and Sectors That Reporting to Minister of Trade and Industry (Cont.)**

Function	Affiliated Agencies												Affiliated Sectors							Unique Organizations									
	General Organization for Exhibitions and International Fairs (GOEIF)	General Organization for Export and Import Control (GOEIC)	The Egyptian Exports Promotion Center (EPEC)	The Egyptian Corporation for Exports Guarantee (ECEG)	IPR Inquiry Point	Industrial Development Authority (IDA)	Egyptian Organization for Standardization (EOS)	Industrial Projects Executive Agency	Chemistry Administration	Industrial Control Authority	Productivity and Vocational Training Department	Egyptian Accreditation Council (EGAC)	Commercial Registry Administration	General Authority for Supply Commodities	The Minister's Office	The Central Services	Policies of promoting enterprises exports	Marketing Studies and Researches	Foreign Trade Sector	Trade Agreements Sector	Egyptian International Trade Point	Egyptian Commercial Services	EL-Dewan and HR development	General Organization for Official Printing Press	Cotton Arbitration and Testing General Organization (CATGO)	Export Promotion Bank of Egypt	Tebbin Institute for Metallurgical Studies	Hall-marking of Precious Metals & Weights Administration	
Issue approvals of exported commodities and varieties intended for sale														X	X			X		X	X	X							
Follow-up inspection of agricultural and foodstuff imports														X	X			X		X		X							
Follow-up inspection of imported engineering and industrial goods														X								X							
The commercial Registry		X						X							X			X		X									
Test and inspect the imported engineering and industrial goods															X				X	X			X						
Foodstuffs quality testing labs.																	X		X										
Industrial goods quality testing labs.														X			X	X											
Develop quality assurance strategy for the engineering goods														X								X							

## **5- Findings**

### **1. There are three main sectors for El-Dewan**

- Foreign Trade Sector
- Industry Sector
- Home Trade

Each of these three entities has separate organizational charts and separate budget.

Under these sectors, there are several CDs and GDs for Admin & Finance that perform under same rules and regulation, i.e. Unified Accounting System, but with different accounting approach for the same subject

### **2. There are, in every sector, some organizational units that report directly to the Minister;**

- Legal Affairs
- Planning and Follow up
- Information

This leads to different point of views for the same subject under-study by these units

### **3. Policy Making, Plans and Programs**

There is no cross-sectoral coordination, what so ever, and cooperation among policy making entities (i.e. FTS, EOS, GOID, etc.)

Coordination between Trade and Industry activities is necessary and very important to realize the planned development rates

### **4. Information and Data Processing**

There is no cross-sectoral coordination, cooperation, exchange and cross check among concerned Information and data processing entities (e.g. GOEIC; Trade Information Center; ITP; Research, Commodity Studies & Information, etc.)

These entities use different systems (Hard-ware, soft-ware and human ware). It is a Data-rich-information-poor Ministry with islands of information leads to confusion, delayed/inaccurate decisions. In additions, using different systems make maintenance and systems update very expensive and time consuming

### **5. Span of Control**

The span of control of the Minister of Trade and Industry includes: 19 organizations, and 17 sectors, in addition to the established technical units, e.g. QIZ, HRD, TVET, etc., and Other entities that are under his supervision like Industrial Modernization Council (IMC)

It is impossible for the Minister to supervise, follow-up more than 40 entities with different nature, I/O, resources and plans. This suicidal situation could lead to delay in decision, lack of supervision, lack of coordination, creation of Super-Power and Word-of-mouth management.

## **6. Duplication and Repetition of The Activities and Specializations**

The team classifies sectors and organizations into:

- Seven functional groups - Sectors and organizations have been function-based categorized
- Cross- functional services (staff)
- Organizations with unique functions
- Minister's Office

Seven functional groups, which are congruent with the mission and vision of the Ministry:

- Policy-Making
- Promoting and developing Exports
- Controlling
- Testing
- Informing
- Accrediting
- Protecting Consumers

In the following part, each of these functional groups are presented in some details.

### **1. Policy-Making**

- Trade Agreement Sector (TAS)
- Foreign Trade Sectors (FTS)
- Industrial Development Authority (IDA)
- General Egyptian Organization for Standardization and Quality (EOS)
- Home Trade Sector (HTS)
- Sector of Export Development of Small & Medium Projects

### **2. Promoting and Developing Exports**

- Egyptian Commercial Services (ECS)- Pre-promotion
- General Organization for Exhibitions and International Fairs (GOEIF)- Pre-promotion
- General Organization for Export Promotion Center (EEPC)- Pre-promotion
- International Trade Point Sector (ITP)- Pre-promotion
- Sector of Export Promotion of Small & Medium Projects- Pre-promotion

- Egyptian Corporation for Export Guarantee (ECEG)- Pre & Post
- Export Development Bank of Egypt (EDBE)– Pre & Post
- Export Development Fund (EDP)- Pre-promotion
- CD, Businessmen organizations, Foreign Trade sector (FTS)- Pre-promotion

### **3. Controlling**

- General Organization for Export and Import Control (GOEIC) – Border Control
- Industrial Control Authority (ICA) – Manufacturing stage/Internal Control
- Market Control Sector – Distribution Stage/Internal Control
- Hall-Marking of Precious Metals & Weights- Distribution Stage/Internal Control

### **4. Testing**

- EOS - Laboratories
- Chemistry Administration (CA)
- GOEIC - Laboratories
- Administration of Hall- Marking of Precious Metals and Weights (HMPM&W)

### **5. Informing**

- GOEIC- Data warehouse
- Original mission acc. to Presidential Decree 1770 / 71
- Sector of Research, Commodity Studies and Information
- International Trade Point (ITP)
- Trade Information Center (TIC)
- Home Trade Minister's Office Sector (Information, Documentation and Decision Support Center)
- Commercial Registry Administration (CRA)
- IPR Inquiry Point

### **6. Accrediting**

- Egyptian Accreditation Council (EGAC) as an autonomous entity- Presidential Decree 248/2006
- The National Office for Laboratories' Accreditation (N-Lab) according to the presidential Decree 420/2005. So far, there is difficulty to implement what is in Decree 420/2005-merge/unify both under one umbrella

## **7. Protecting Consumers**

- Industrial Control Authority (ICA)
- EOS – Consumer Protection unit
- Minister’s Office Sector, GD, Consumption Extension and Consumer Protection
- Consumer Protection Authority

## **8. Cross- functional services (staff)**

- There are three main sectors for El-Dewan
  1. Foreign Trade
  2. Industry
  3. Home Trade
- These sectors have the following Characteristics:
  1. Separate Organizational Charts
  2. Financially Autonomous (Separate Budget)
  3. Under these sectors, there are several CDs and GDs for Admin & Finance

## **7. Cross- cutting Issues**

There are some serious problems across the Ministry like communications, human resources and discrepancies between what the entities are doing and what supposed to do.

### **1. Communication**

There is no formal or informal communication among the members of one functional group- except in the formal meetings, e.g. Export Promotion, Information (Islands of Information) and Policy Making. In additions Sharing information is not recognized because seniors consider information as source of power

### **2. Human Resources**

There is shortage in the qualified/specialized staff despite the fact that some sectors/organizations are over-staffed, e.g.

- There are more than 300 employees in the Research, Commodity Studies and Information
- Quote “Only 2-3 of them are into informatics (data processing specialists)” Dr. Hussien Omran, Sector Head
- Only 20% of the Industrial Control Authority (ICA) staff are technical (140 out of total of 700)
- Redistribution of HR resources: There are more qualified personnel in TAS and less in FTS

Right-Sizing concept could not be employed because there is no job analysis and performance management system Ministry-wide

### **3. Grey Area Between What They (Sectors & organizations) Do and What is Written (They have to Do)**

There a big difference in some sectors between what is written as specialization and the actual doings, for example:

- Sector of Development of Exports of Small & Medium Projects has not clear role, especially after moving the Canadian fund to the Ministry of Finance! Or they have a role but it is not operationalised. Even the active guy who was managing the sector had been seconded to the Minister's office (Mr. Farag El Sakit)
- Industrial Control Authority: Tax-Repeat technical studies consume almost 75% of the staff effort and time – it is not their primary function, rather it's a newly-assigned secondary function
- IPR inquiry Point: it is found that there is no specific function that is known to the staff. Also, there are no visible relationships between the inquiry point and sister sectors and organizations within the Ministry of Trade and Industry.

### **8. Demand-side: how the customers (Exporters) view MTI organizations**

The team met with Mr. Basem Sultan had been interviewed.

Mr. Basem is the delegated member of Dytex Company, and board member of EEPC. Dytex has : 4 factories, 3000 workers, The company has the nature of produce - for -export Ready-Made-Garments. The output of the interview as per mr. Basem words- Quote “

- The two wings of export are ECS and GOEIF outside and EEPC inside
- No future for Egyptian exports if EEPC role is not operationalized
- ECS should be judged on an objective basis (e.g. volume of exports classified according to the sectoral specialization
- Exporting encounter hurdles by customs, taxes, Governorates, labor directorates
- IDA is very slow in availing industrial lands
- No hear about ITP. Unquote

*We may conclude that the members of the promotion group/cluster are not in harmony with themselves and with the export community-*

## 6. Recommendations

Conceptual Design-Redesign is to redesign an organization that is Lean, Responsive, Learning, and Empowered

This is will implemented for the 7 main Business Processes/functions in the Ministry (within/among)

### Recommendation #1: Testing & Calibrating

Establishing an entity (Say General Organization) to perform industrial testing and calibrating, it will include:

- Laboratories of EOS
- Chemistry Administration (CA)
- Laboratories of GOEIC

Six years ago, EOS labs were merged into the Chemistry Administration.

They tagged as: Chemistry Administration Amiriya Branch )

(

Delaying the merge of laboratories of HMPM&W is recommended as HMPM&W laboratories have very special nature of work

### Recommendation #2: Promoting

Establish Export Development Body (EDBody) by Merging- when it's convenient- the followings:

- GOEIF- *Pre-Promotion*
- ITP- *Pre-promotion*
- EEPC- *Pre-promotion*
- Export Development Fund (EDF)- *Post Promotion*
- Sector of Export Promotion of Small & Medium Projects- *Pre-promotion*

The EDBody will work either with ECS like a Hand-and-Glove (Memorandum of Understanding) or under ECS- May be (New Entity topped by a Diplomat). The first is called the *Spender organization*, the drawback of such arrangement is that Loose ends at the interfaces leads to loosing exports opportunities. The second arrangement is called the *owner organization*, where More Accountability is recognized. The latter entails strengthening ECS institutionally to be a customer-driven organization

### **Recommendation #3: Controlling**

Establish an entity to control trade (Less control on Border, More inside). It could include:

- GOEIC (Core)
- Industrial Control Authority

Internal control is more like “Command and Control” business. It is Conceptually different from trade facilitation practices at the border, therefore, it is recommended to defer merging the internal control (Market Control Sector and HMPM&W (Core)) until:

1. Operationalizing the Consumer Protection Agency
2. Strengthening institutionally Home Trade Sector
3. Raising public awareness
4. Studying the impact of the trade facilitation practices and the deregulations on the home trade market and its controllability

### **Impact of Trade Facilitation Practices on the Local Market**

*Excerpt:* Preempt release contributes to increase the phenomenon of trade marks imitation/forging

Quote “The phenomenon of forging trade marks increasingly spread in all commercial sectors and it threatens closing/ending business of a lot of the local and international factories. The cost of the imitated commodities is almost 20-25% of the cost of the original commodity.....”- *El Sayed Azman, Head of the Fire Distinguishers group in Cairo commercial Chamber*

**Al-Alam Al-Youm Newspaper, August 2006**

**( 2006 )**

### **Recommendation #4: Informing**

Establish an entity under the name, “Trade Information Center”. It could include part/all of:

- GOEIC: Data Warehouse - foreign trade
- Sector of Research, Commodity Studies and Information: Information Department- foreign trade
- TIC: Internal trade data base
- Home Trade Minister’s Office Sector (Information, Documentation and Decision Support Center)- Home trade

Move the IPR Inquiry Point to the Trade Marks Department, *or* may be moved to the Patent Department, Ministry of High Education and Scientific Research

#### **Recommendation #5: Accrediting**

Take serious and speedy steps towards the realization of Law 420/2005.  
*Excerpt:* “Article (3): The following entities shall be affiliated with the Minister of Trade and Industry

- 15- National Council for Accreditation and National Office for Accrediting Laboratories”

The National Office for Accrediting Laboratories (N-lab) is still under the National Institute for Standardization and Calibration (NIC)

NIC is affiliated to the Ministry of High Education

#### **Recommendation #6: Protecting Consumer**

It is found that the General Department, Consumption Extension and Consumer Protection has numerous executive directorates and get connected to many consumer protection NGOs, therefore it is highly recommended to Merge all Consumer protection governmental agencies under GD, Consumption Extension and Consumer Protection including EOS- Consumer Protection Unit

This entails strengthening the Consumer Extension and Consumer Protection institutionally

Consumer Protection Authority has the role of the internal market regulator, where both ICA and EOS are the internal market consultants (Standards, Technical Specs and Studies)

#### **Recommendation #7: Lean Organization**

- Move El-Tibin Institute to the Ministry of High Education
- Move General Organization of Cotton Arbitration & Testing to the holding company of Cotton
- Move EPBE to Central Bank. This will open competition among commercial banks at the assertion that to avail borrowing with 6% from the National investment bank for the reason of financing exports to all commercial banks

- Move ECEG to the Insurance Holding Company. This will open competition among insurance companies providing that to allow “Factoring” to all insurance companies

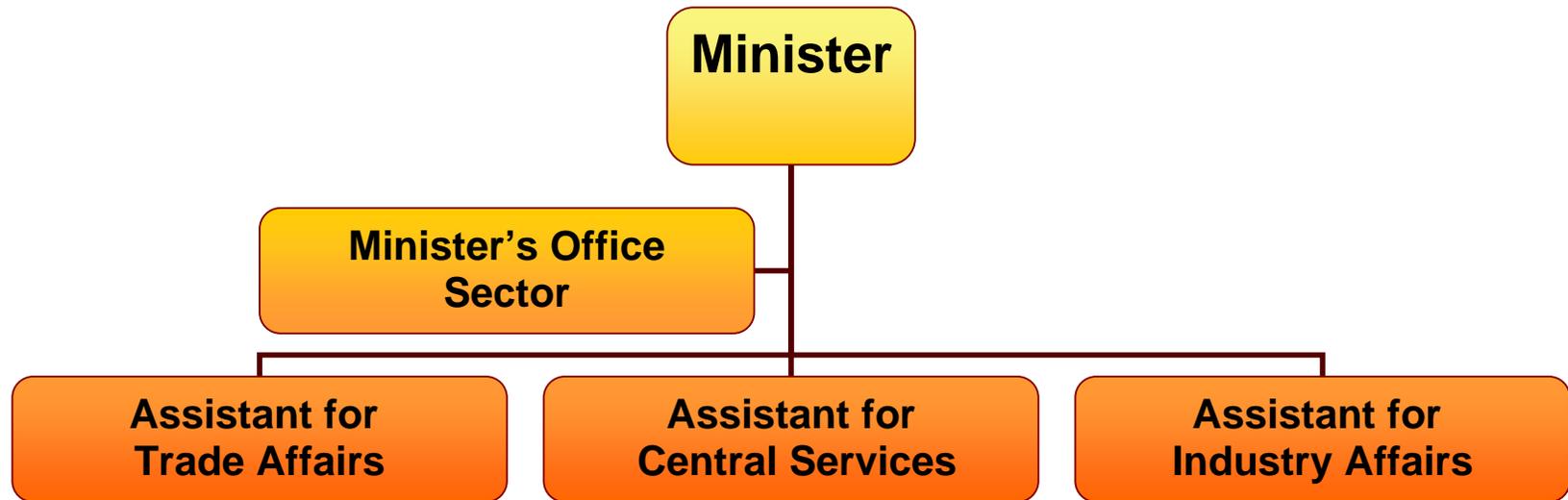
**Recommendation #8: Span of Control**

The Minister’s span of control should be 2-3 at most. The Minister supervises and follows up three assistants:

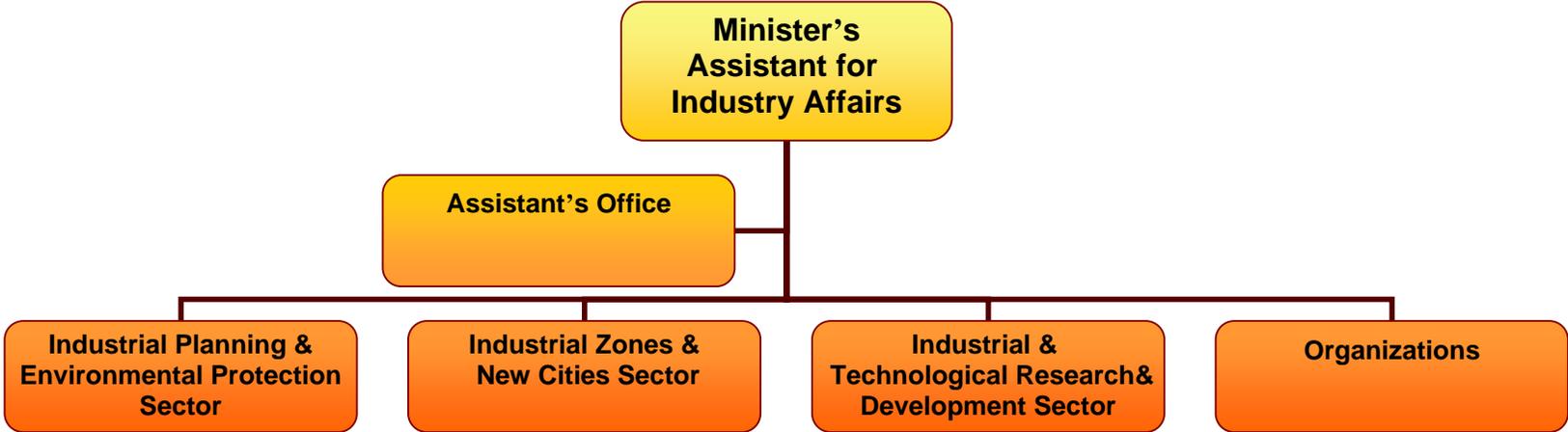
1. Assistant for Trade Affairs
2. Assistant for Industry Affairs
3. Assistant for Central Services Affairs

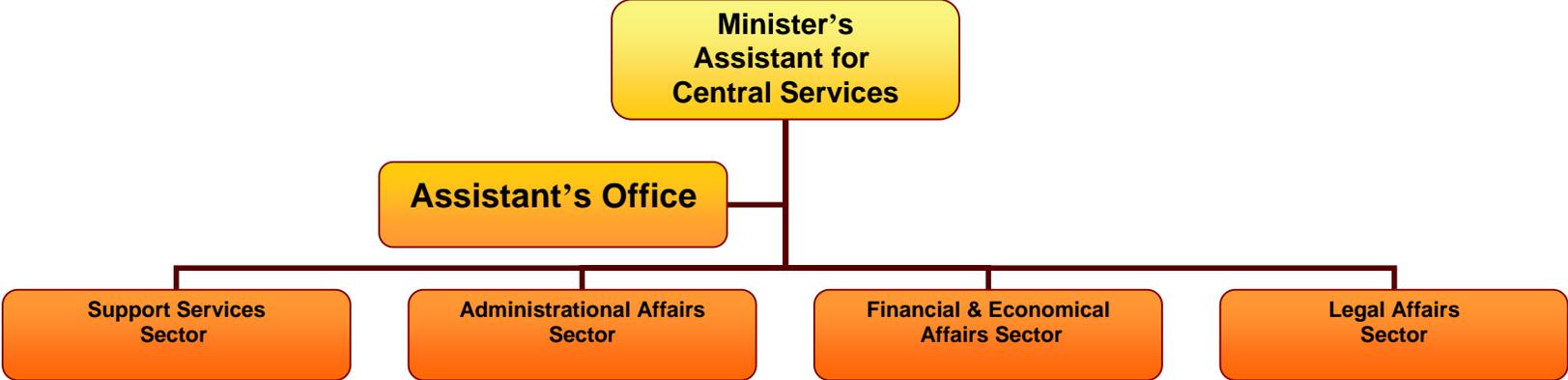
There are some Reorganization Scenarios that are depicted in the following Figures.

## First Scenario

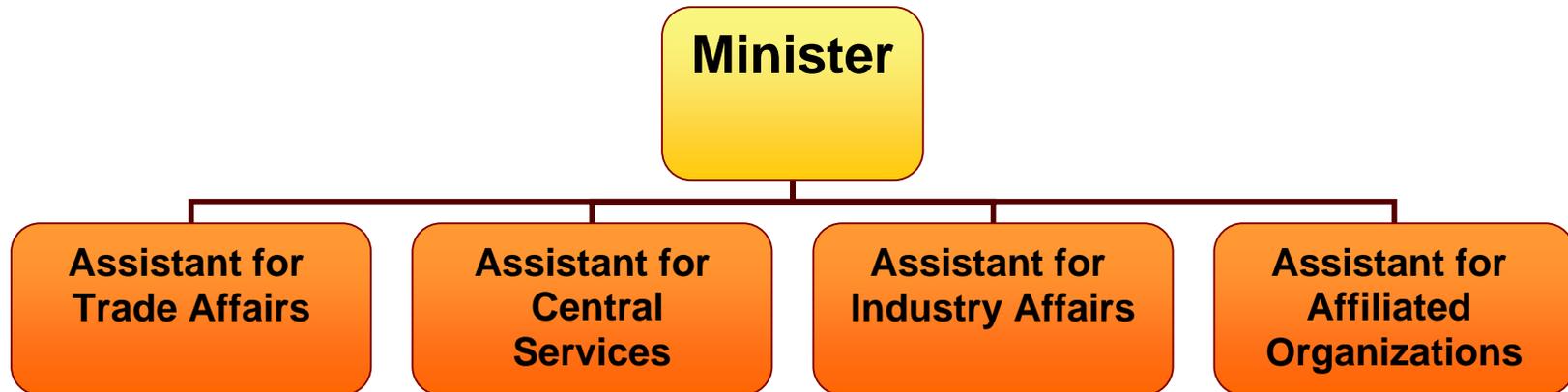








## Second Scenario



## **7- Future Work**

Future work includes:

- 1- Survey the Human resources (employees) Ministry-wide
  - a. Number
  - b. Demographic pattern
  - c. Specializations
  - d. Qualifications
- 2- Legal and financial status of employees as well as their qualifications could be one of the greatest change culprits
- 3- Drive the analysis towards less managerial levels (GD and Departments)
- 4- Survey the demand side thoroughly to come with confident conclusion
  - a. Larger represented sample
- 5- Draw the Change road map
  - a. Phases
  - b. Scenarios
- 6- Implement- if accepted- the reengineering principles and concepts in reorganizing the Ministry

**Appendix-1**  
**Field Visits & Contacts**

## Visits Schedule

<b>S</b>	<b>Contact</b>	<b>Day/Date</b>	<b>Organization / Sector</b>	<b>Position</b>	<b>Tel/Mail</b>
<b>1</b>	Mrs. Manal El samadony	Tuesday, 27/6/6	USAID	CTO, ATR Project	0103400229
<b>2</b>	Mrs. Nadia Shalabi	Thursday, 29/6/6	Minister's Office Sector	Head/ Under secretary	0123480983
<b>3</b>	Mr. Sayed Abou El Komsan	Wed, 5/7/6	Foreign Trade Policies Sector	Head/First Under secretary	3420498
<b>4</b>	Counselor Hesham Ragab	Sunday, 9/7/6	Home Trade	Minister Assistant	0106673141 7953133
<b>5</b>	Dr. Mostafa Abou El Anin	Sunday, 9/7/6	Trade Registration Authority	Head	0123646193
<b>6</b>	Dr. Mokhlis El Kourdy	Wed, 12/7/6	Chemistry Authority	GM, R&D	
<b>7</b>	Mr. Said Hefni	Wed, 12/7/6	General Organization for Supply commodities	Head	01271-4752
<b>8</b>	- Mr. Abdel Rahman Fawzi - Mr. Tarek Attia - Mr. Serag El Din - Mr. Mohamed Abdel Samad	Thrusday, 13/7/6	- TAS  - Admin & Fin (Ft& I)  - Admin & Fin (FT)  - Admin & Fin (I)	- TAS Head/ First Undersecretary  - Head/First Undersecretary Admin & Fin.  - Undersecretary Admin & Fin (FT)  - Manager Admin & Fin	3421950  0106950049 7921182 2038671
<b>9</b>	Dr. Said Abdel Khalek	Thursday, 13/7/6	International Trade Point, ITP	Head/Under Secretary	
<b>10</b>	Mr. Tarek Saleh	Sunday, 16/7/6	Trade Information Center	Head/ GM	0103863525

<b>S</b>	<b>Contact</b>	<b>Day/Date</b>	<b>Organization / Sector</b>	<b>Position</b>	<b>Tel/Mail</b>
<b>11</b>	General Ahmed El Sengary	Sunday, 16/7/6	Jewelry and Weights Stamping	Head	0107104752
<b>12</b>	Dr. Hussien Omran	Tuesday, 18/7/6	Research, Commodity studies and Information	Head/Undersecretary	
<b>13</b>	Mr. Haytham Saleh Diab Eng. Ashraf Nasr	Tuesday, 18/7/6	Egyptian Export Promotion Center	- Executive Director/ First Under Secretary - Director Export Services	0123986454 4020822 4033984
<b>14</b>	Mr. Farag El Sakit	Tuesday, 15/8/6	CD, Minister's Office for Trade	Under Secretary	7922623
<b>15</b>	Mr. Mousadak Ahmed Hassan	Tuesday, 15/8/6	CD, Minister's Office for Industry	Under Secretary	7947645 0124305425
<b>16</b>	Mr. Khaled Attia	Tuesday, 15/8/6	Deputy Chairman, Competition Authority		7617888
<b>17</b>	Dr. Hany Brakat	Wednesday, 16/8/6	CD, Technological Development	First Undersecretary	0122138035 7921205, Off.
<b>18</b>	Mrs Ola gadallah	Monday, 28/8/6	- Egyptian Corporation for Export Guarantee ECEG - Export Development bank of Egypt EDBE	- Chairman - Vice Chairman	- 5748320 - 7619002
<b>19</b>	- Dr. Maher Khalifa - Eng. Mohamed Nabil	Wednesday, 29/8/6 Thursday, 30/8/6	Organization of Industrial Control	- Under Secretary - GM; Technical Affairs	3420293
<b>20</b>	Dr. Moh. Kamel El Ehuh	Thursday, 30/8/6	Industrial Engineering Department, El Tebeen Institute of Metallurgy	Head of Department	5010170
<b>21</b>	Mr. Basem Sultan	Wednesday, 6/9/6	International Apparels Co. (Dytex)	Delegated Member	0101770701

<b>S</b>	<b>Contact</b>	<b>Day/Date</b>	<b>Organization / Sector</b>	<b>Position</b>	<b>Tel/Mail</b>
<b>22</b>	Mr. Amr Talaat	Sunday, 10/9/6	Industrial Development Authority	Deputy Chairman	7944640
<b>23</b>	General Asaad Mazen	Sunday, 10/9/6	Home Trade Sector	Head, First undersecretary	7957968
<b>24</b>	Eng. Hasan Shaarawi	Monday, 11/9/6	Egyptian National Accreditation Council (EGAC)	Secretary General	5275220
<b>25</b>	Mr. Amr Assal	Tuesday, 19/9/6	Industrial Development Authority	Chairman	7944640