



International Trade Centre
UNCTAD / WTO



**European Commission (EC) Trade Related Technical
Assistance Programme (TRTA) for Pakistan**

Support to the WTO Cell of the Export Promotion Bureau

Mission report

12-16 June 2006

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ITC: Your Partner in Trade Development

The International Trade Centre is the technical cooperation agency of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO) for operational and enterprise-oriented aspects of international trade development. As the United Nations focal point for technical cooperation in trade promotion, ITC works with developing countries and economies in transition to set up effective trade promotion programmes to expand their exports and improve their import operations.

ITC works in six areas:

- ▶ Product and market development
- ▶ Development of trade support services
- ▶ Trade information
- ▶ Human resource development
- ▶ International purchasing and supply management
- ▶ Needs assessment, programme design for trade promotion

Contents

Introduction.....	1
Meetings with the Export Promotion Bureau (EPB).....	3
Other meetings.....	5
Karachi Chamber of Commerce and Industry (KCCI)	5
Ministry of Commerce (MOC)	5
Ministry of Industries, Production and Special Initiatives (MOIPSI)	5
Delegation of the European Commission to Pakistan.....	6
Comments	7
Annex 1 – End of Mission briefing note.....	9
Annex 2 – Mission programme.....	11
Annex 3 – Job description for national consultant	13
Annex 4 – Draft work programme for WTO Cell.....	17
Establishment programme objectives	17
Specific activities to achieve objectives.....	18
Inputs from International Expert.....	20

Introduction

An ITC team undertook a mission to Pakistan from 12-15 June 2006, as part of component E.1 of the European Commission (EC) Trade Related Technical Assistance (TRTA) programme for Pakistan.

Component E.1 of the TRTA programme involves ITC "... providing international advisory services, training and support to the EPB to become a channel for the capacity building of the business sector. With ITC's assistance, it is envisaged that EPB will provide support to various trade bodies in setting up WTO Cells and training their officers in WTO issues with particular reference to the specific issues affecting each sector. EPB will be also assisted to act as a link with the Government and as a coordinating focal point of the various initiatives of capacity building in the country."

A number of activities have already taken place under this component, including:

- An advisory mission to assess the current structure and provide strategic advice on future development of the WTO Cell, in July 2005.
- Production of a report, including a "blueprint" for establishment and continued operation of the WTO Cell, in August 2005.
- An international survey of the advice provided by national trade promotion organisations on the activities of the WTO, in November 2005.

The draft blueprint for the operation of the WTO Cell within the EPB contained the following features:

- The objectives of the WTO Cell,
- An outline of the Cell's major functions and services,
- Proposals for the structure and staffing of the Cell, and
- An indicative budget and proposals for sources of funding.

The blueprint was presented to the Ministry of Commerce (MOC) and EPB in August 2005. Its recommendations were also presented to the TRTA Project Steering Committee meeting in September 2005, at which MOC undertook to respond in writing by the end of October 2005.

The objective of this mission was to review ITC's support to the WTO Cell of the Export Promotion Bureau (EPB) in order to agree with the EPB on the proposed blueprint (submitted in August 2005) for the WTO Cell, and the details of further technical support to bring the WTO cell fully into operation.

Reform of the EPB has been under consideration for some time. In light of this, work on this activity to date has focused on ensuring the WTO Cell's effectiveness, efficiency and sustainability *regardless of developments within the EPB*. Given the January 2006 announcement to restructure the EPB as the Trade Development Authority of Pakistan (TDAP), the mission's objective was also to look at the restructuring of the EPB in the context of ensuring the sustainability of the WTO Cell throughout the restructuring process.

The mission team comprised:

- Mr. Peter Gallagher, a WTO/trade policy expert based in Australia,
- Mr. Carlos Arruda de Oliveira, an organisational development expert based in Brazil, and
- Mr. Philip Williams, ITC's Senior Adviser on Trade Support Institutions.

The mission team spent three days in Karachi and one day in Islamabad. During this period they had extensive discussions with the Chairman of the EPB and other members of the EPB/TDAP transition management team. The team also met with officials of the Karachi Chamber of Commerce and Industry, the EC Delegation to Pakistan, the Ministry of Commerce and the Ministry of Industries, Production and Special Initiatives. A copy of the mission programme is attached as Annex 2.

Meetings with the Export Promotion Bureau (EPB)

The team met with several EPB officials over the course of two days. Of particular importance was the time spent with the EPB Chairman and Minister of State, Mr. Tariq Ikram (who left on a mission to China with the President of Pakistan during the mission). Other officials involved in the discussions were:

- Mr. Ahmed Saquib, Executive Director (Finance, Accounts & Administration)
- Mr. Irfan Nadeem, Executive Director (Corporate Affairs)
- Mr. Anwar Chaudhary, Executive Director (Communications)
- Mr. Sajjad Haider Malick, Executive Director (Export Finance Services)
- Mr. Sayed Zahid Husain, Executive Director (Human Resources)
- Mr. Tariq Aziz, Executive Director (Information Technology)
- Mr. Riaz Khan, Executive Director (Marketing)
- Mr. Saifullah Khairi, Executive Director (Planning)
- Mr. Wamiq Rashid Khan, Executive Director (Research)
- Dr Yousaf Junaid, Director (WTO)
- Mr. Meer M. Parihar, Director General
- Ms. Rubina Ghanghro, Assistant Director (WTO)

In discussions with the Chairman and his management team, the following important agreements were reached:

- Following an in depth review of the ITC proposed “blueprint” for the WTO Cell, it was agreed by EPB management that this blueprint formed a good basis for the structure required by the EPB/TDAP, to meet the needs of its stakeholders in this area.
- EPB management promised, as a matter of urgency, to put forward a proposal to the Chairman/Minister, Vice-Chairman and the Ministry of Commerce (MOC) for the necessary staff/funding and other resources for the WTO Cell.
- The ITC team confirmed that project funds would be available to recruit a national consultant to work at the EPB, either part-time or full-time during a period of six months, to drive forward the process of bringing the new WTO Cell into full operation, with support from the ITC international consultant.
- Terms of reference for the national consultant were drafted and discussed (see Annex 2). Both teams agreed to use their best efforts to identify a suitable individual, able to assume duties at the EPB in the shortest possible time.

- Discussions were held and agreement reached on the broad outline of a work programme for the WTO Cell during the remainder of the project, i.e. to 31 December 2006 (see Annex 3). The programme includes training of EPB staff and a national road show aimed at showcasing the capacity of the WTO Cell to add value to the exporting community in Pakistan.
- Given the significance for the WTO Cell of the proposed institutional changes from the EPB to the Trade Development Authority of Pakistan (TDAP), it was agreed that the ITC team would provide an outline of the steps required for this transition process with an indication of the areas in which an immediate ITC intervention of technical assistance would be possible and useful, if the necessary new funding could be identified. The main areas of ITC support were envisaged in:
 - Further developing the concept of an international advisory board for the TDAP,
 - Reviewing the EPB/TDAP vision, mission and strategy,
 - Helping to develop terms of reference for the transition-process consultant and human resource management consultant,
 - Helping with the review of the consultants' outputs, and
 - Providing a medium-term plan of technical support for bringing into operation the new TDAP, using ITC's trade development tools, services and publications.

Other meetings

Karachi Chamber of Commerce and Industry (KCCI)

The ITC team met with Mr. Mohib K. Habib, Officiating Secretary; Mr. Muhammad Subhani, Director Research, and a couple of senior Board members of the KCCI. The Chamber members were brought up to date with developments concerning the WTO Cell. They reiterated their view that KCCI members needed additional information on WTO matters that the WTO Cell was very timely. Chamber officials said they had to rely on newspapers for their information about WTO matters, suggesting there was little dialogue between the EPB and the business community generally. They also expressed pleasure that the EPB restructuring was moving forward.

The KCCI offered to facilitate the establishment of the new WTO Cell by surveying their members to determine their needs, in relation to WTO information. They said they were already developing relevant information in the local language for their client enterprises.

Ministry of Commerce (MOC)

In Islamabad, the team met with Mr. Nasim Qureshi, Additional Secretary, and Mr. Qasim Niaz, Joint Secretary, MOC. A copy of the end of mission briefing note (see Annex 1) was presented and discussed.

The Additional Secretary wondered about the need for restructuring of the EPB, given the continued improvement in Pakistan's exports. He liked ITC's proposal for an international advisory board for the EPB, but questioned why such initiatives, and the restructuring package itself, had taken so long to eventuate. However, Mr. Qureshi agreed that the restructuring from EPB to TDAP would go ahead, although he was unable to give a precise timetable for the passing of the legislation. [The EPB Chairman had suggested mid-July.] Not everyone agreed on the need for change and some could try to delay the process.

Mr. Qasim Niaz, Joint Secretary, received very positively the proposal for the WTO Cell within the EPB. He thought it would complement the role of the WTO Cell within the Ministry, which was more concerned with inter-ministerial relations and negotiations at the WTO. He highlighted the need for greater dissemination of the WTO Agreements to the business community and mentioned the initiatives of some Chambers of Commerce, especially those of the Lahore and Karachi Chambers, which have organized several publications adapted to the business and legal environment of Pakistan.

Ministry of Industries, Production and Special Initiatives (MOIPSI)

The team met with Mr. Tariq Bajwa, Joint Secretary of MOIPSI, and discussed the nature of the mission and details of progress made to date. Mr. Bajwa did have much direct information about developments at the EPB and welcomed the visit. He was generally positive about developments. He advised that MOIPSI was itself establishing a WTO Cell, as the Ministry had a need for more information on these matters.

Delegation of the European Commission to Pakistan

The team met with Mr. Michael Dale, Counsellor and Operations Manager, and Ms. Roshan Ara, Programme Officer, of the EC Delegation. They were very interested in the briefing note and to be updated on developments with the WTO Cell component of the TRTA programme.

The Counsellor was interested to know if the Delegation could assist with positive developments at the EPB. The ITC team suggested that the Delegation consider visiting Karachi to meet with the EPB Chairman and his new management team to get a first-hand sense of the progress being made.

Comments

The long-term future of the WTO Cell remains contingent to a large extent on the proposed restructuring of EPB. Following the mission, there is now an agreed plan of action for progressing this matter over the next six months. ITC is committed to providing a national consultant and further international consulting support. The EPB Chairman and his new team are committed to providing the human and other resources needed to make the Cell operational.

Although the activities for the WTO Cell are timed to start immediately and have only six months for completion, none of the four staff positions proposed for the WTO cell has been filled. The EPB officer responsible for the Cell said that an effort would be made to fill the positions quickly, possibly on an 'interim' basis. He noted that the project funding from the Pakistan side had not yet been fully authorized and sought to have the proposed national consultant designated as Head of the WTO Cell.

The ITC team were concerned that the national consultant should not be seen as a replacement for the Head of the WTO Cell, who must take responsibility for the WTO Cell's outputs, with appropriate support provided by the national consultant and the international expert. As this is a 'capacity building' project, the prompt recruitment of a suitable national consultant and appropriate, long-term appointments to the WTO Cell positions were essential requirements for successful delivery. The most significant risk to the project is that the latter appointments, especially, which are in the hands of the EPB, could take months to complete.

Annex 1 – End of Mission briefing note

Background

The EC-TRTA project is to assist Pakistan in fostering its integration into the world economy and, ultimately, contributing to poverty alleviation through the achievement of trade-related conditions for sustained and stable economic growth. A key component of this assistance package is to strengthen the WTO cell at the Export Promotion Bureau (EPB).

ITC plans to provide international advisory services, training and support to EPB to become a channel for the capacity building of the business sector with respect to the trading system. With ITC's assistance, EPB will support various trade bodies in providing WTO information and training their offices in WTO issues with particular reference to the specific issues affecting each sector. EPB will be also assisted to act as a link with the Government and as an active facilitator for the public-private sector dialogue on WTO-related issues. In this respect, coordination between EPB Karachi, the WTO Cell of the Ministry of Commerce and the business community is key.

A number of activities have already taken place towards achievement of this objective, including:

- An advisory mission to assess the current structure and provide strategic advice on future development of the WTO Cell, in July 2005.
- An international survey of the advice provided by national trade promotion organisations on the activities of the WTO, in November 2005.
- A report including a “blueprint” for establishment and continued operation of the WTO cell, presented to the MON/EPB in August 2005.

The objective of the current mission has been to review the ITC's support to the WTO Cell of the EPB in order to agree with the EPB on the “blueprint” for the WTO cell and details of further technical support to bring the WTO cell fully into operation.

Mission to Pakistan, 12 – 16 June 2006

In pursuance of the above, the ITC team, comprising Mr Peter Gallagher, WTO/Trade Policy expert, based in Australia, Mr Carlos Arruda de Oliveira, Organisational Development expert, based in Brazil and the ITC Senior Adviser on Trade Support Institutions, spent three days in Karachi and a day in Islamabad. During this period they have had extensive discussions with the Minister/Chairman of the EPB and other members of the EPB/TDAP transition management team. The Team also met with officials of the Karachi Chamber of Commerce and Industry, the Delegation of the European Commission, Ministry of Commerce and the Ministry of Industries, Production and Special Initiatives. A copy of the mission programme is attached (see Annex 2).

Major Agreements

The Export Promotion Bureau

During meetings with the EPB Minister/ Chairman and his new management team, the following important agreements were reached:

- Following an in depth review of the ITC proposed “blueprint” for the WTO cell, it was agreed by the EPB management that this blueprint formed a good basis for the structure required by the EPB/TDAP, to meet the needs of its stakeholders in this area.
- The EPB management promised, as a matter of urgency, to put forward a proposal to the Minister/Chairman, Vice-Chairman and MOC for the necessary staff/ funding and other resources for the WTO cell.
- The ITC team confirmed that project funds would be available to recruit a national consultant to work at the EPB either part-time or full-time during a period of 6 months, to drive forward the process of bringing the new WTO cell into full operation, with support of the ITC international consultant.
- Terms of reference for this national consultant were drafted and discussed and both teams agreed to use their best efforts to identify a suitable individual, able to assume duties at the EPB in the shortest possible time. (See further Annex 3.)
- Discussions were held and agreement reached on the broad outline of a work programme for the WTO cell during the remaining life of the project i.e. to December 31, 2006. This programme includes training of EPB/TDAP staff and a national road show aimed at showcasing the capacity of the WTO cell to add value to the exporting community in Pakistan. (See further Annex 4.)
- Given the significance for the WTO cell of the proposed institutional changes from EPB to TDAP, it was agreed that the ITC team would provide an outline of the steps required for this process with an indication of the areas in which an immediate ITC intervention of technical assistance would be possible and useful, if the necessary new funding could be identified. The main areas of ITC support were envisaged in, further developing the concept of an international advisory board for TDAP, reviewing the EPB/TDAP vision, mission and strategy, helping to develop terms of reference for the transition process consultant and human resource management consultant, helping with the review of the consultants output and the provision of a medium-term plan of technical support for the bringing into operation of the new TDAP, using ITC’s trade development tools, services and publications.

Peter Gallagher
WTO/Trade Policy Expert

Carlos Arruda de Oliveira
Organisational Development Expert

Philip Williams
Senior Adviser on Trade Support Institutions, ITC

16 June 2006

Annex 2 – Mission programme

Monday 12 June 2006

- 10.30 am | **Export Promotion Bureau**
Vice Chairman, EPB [**NB. Meeting not confirmed**]

Conference room, 5th floor, Finance & Trade Centre
Shahrah-e-Faisal
Karachi
Contact: Mr. Tariq Khan
State office to Vice Chairman
- 12.00 noon | **Export Promotion Bureau**
Mr. Tariq Ikram, Chairman of EPB and Minister of State

Also present were all EPB Executive Directors, plus Dr Yousaf Junaid, Director and Mr. Meer M. Parihar, Director General

Tuesday 13 June

- 10.00 am | **Export Promotion Bureau**
Mr. Ahmed Saquib, Executive Director (Finance, Accounts & Administration)
Mr. Suri, Executive Director (Policy & Planning)
Mr. Irfan Nadeem, Executive Director (Corporate Affairs & Communications)

Also present were all other EPB Executive Directors, plus Dr Yousaf Junaid, Director and Mr. Meer M. Parihar, Director General

Meetings continued with other members of EPB as identified.

Wednesday 14 June

- 10.00 am | **Export Promotion Bureau**
Wrap up meeting at the EPB with staff members
- 2.00 pm | **Karachi Chamber of Commerce & Industry**
Members of Board and Executive Officers
- 7.15 pm | Fly to Islamabad

Thursday 15 June

9:00 am

EC Delegation to Pakistan

Mr. Michael Dale, Operations Manager
Ms. Roshan Ara, Programme Officer, Economics & Trade Cooperation

Ministry of Commerce

Mr. Humayan Akhtar, Minister of Commerce (also Chair, Export Development Fund)
[Not available]
Mr. Muhammad Ismail Qureshi, Secretary of Commerce
Mr. Qasim Niaz, Joint Secretary (WTO Wing)

11:00 am

Ministry of Industry, Production & Special Initiatives (MOIPSI)*

Mr. Tariq Bajwa, Joint Secretary (Policy & Implementation)

(*) Parent department of Small & Medium Enterprise Development Authority (SMEDA)

Visit ITC project office

Annex 3 – Job description for national consultant

Programme	EU Trade Related Technical Assistance in Pakistan
Project code	PAK 75/17C, BL 17.08
Post title	National consultant on WTO and trade promotion mechanisms
Duty station	Karachi, Pakistan, with national travel
Duration	ASAP to 31 December 2006 (with possibility of extension)
Starting date	ASAP

EC TRTA ITC is implementing, on behalf of the European Commission (EC), a Trade-related Technical Assistance (TRTA) programme in Pakistan, which aims to enhance awareness among government officials, the business sector and civil society about the implications of World Trade Organization (WTO) Agreements on the economy of the country, and to assist Pakistan in building the necessary capacity to address issues resulting from its participation in the WTO.

A key component of the programme is the provision of support to the WTO Cell of the Export Promotion Bureau (EPB). ITC will provide international advisory services, training and support to the EPB to enable it to become a channel for the capacity building of the business sector with respect to the multilateral trading system.

With ITC's assistance, the EPB will:

- Support various trade bodies in providing WTO information and training their officers in WTO issues, with particular reference to the specific issues affecting each sector.
- Act as a link with the Government and as an active facilitator for the public-private sector dialogue on WTO-related issues. In this respect, coordination between the EPB in Karachi, the WTO Cell of the Ministry of Commerce (MOC), and the business community is key.

EPB / TDAP At the end of January 2006 the Prime Minister of Pakistan announced the replacement of the EPB with a newly established Trade Development Authority of Pakistan (TDAP).

The new authority will be established by an Act of Parliament, with the objective of achieving growth in the volume and value of Pakistan's exports. It will be an autonomous body, reporting to a board constituted by the Government. A Chief Executive Officer, drawn from the private sector, will head the Authority, while its Chief Operating Officer will be a senior government official.

Staff from the EPB will initially transfer to the TDAP, following which will be a period of screening, retraining and attrition. The transition from the EPB to the TDAP is being lead by the Change Management Team of the EPB, headed by the Chairman of the EPB.

- Progress to date** A number of activities have already taken place towards achievement of this project objective, including:
- An advisory mission to assess the current structure and provide strategic advice on future development of the WTO Cell was undertaken in July 2005.
 - An international survey of the advice provided by national trade promotion organisations on the activities of the WTO was completed in November 2005.
 - A report, including a “blueprint” for establishment and continued operation of the WTO cell, was presented to the MOC and EPB in August 2005.
 - An ITC mission to agree on the blueprint for the WTO Cell and details of further technical support to bring the WTO Cell fully into operation was undertaken in June 2006. A draft work programme was developed and agreed for implementation.
- Supervision** The national consultant on WTO and trade promotion will work:
- Under the overall guidance of the OIC, Business Advisory Services (BAS),
 - Under the direct supervision of the Senior Adviser, Trade Support Institutions and ITC’s international consultant on WTO issues, and
 - In conjunction with the Head of the WTO Cell in the EPB.
- Specific duties** The national consultant will assist with the implementation of the agreed work programme for the WTO Cell, and specifically:
- Develop and assist with implementation of a programme of professional support for, and development of, personnel in the EPB WTO Cell.
 - Develop specific objectives and performance indicators for the WTO Cell in the areas of Information and Research, Advocacy and Advisory Services.
 - Develop an organizational structure, job descriptions and processes for the effective functioning of the WTO Cell across Pakistan, including institutional linkages within and outside Pakistan.
 - Research and help to develop documentation, training material, procedures and reference resources for the WTO Cell.
 - Participate in and supplement staff development and strategic analysis sessions conducted by the International consultant, including through local follow-up and response to requests for related information and support.
 - Develop and deliver supplemental training on a one-to-one or small-group basis on particular topics as necessary.
 - In conjunction with the Head of the WTO Cell and appropriate academic/training institutions, develop and deliver staff development training for Karachi and regional offices of EPB. Such training will be encapsulated in appropriate audiovisual material and teachers training manuals.

EPB management will provide the national and international consultants with all the necessary documentation and support to achieve the above.

Qualifications

The national expert should ideally offer the following:

- A good understanding of WTO agreements, negotiations and operating modalities, based on professional or academic experience.
- Demonstrated management skills, particularly with reference to organisational strategy and professional development.
- Good communication skills, particularly with reference to presentations and staff training.
- Good research and drafting skills.
- Strong analytical skills in economics, law or public administration.
- Broad contacts in Pakistan business community (import/export sectors) and/or trade associations.
- Knowledge of EPB or Government of Pakistan processes, objectives and responsibilities.
- University degree from a recognised university in a related discipline.

Languages

Fluency in English is essential, and in Urdu would be a distinct advantage.

Annex 4 – Draft work programme for WTO Cell

Establishment programme objectives

1 Develop specific initial goals and performance objectives for the WTO Cell in three key areas of activity, as proposed in the ITC Project Study (ITD/DTCC/05/2780):

- Information and research.
- Advocacy.
- Advisory services.

2. In each of the three areas described in Objective 1, design and implement an initial review of:

- Client needs and expectations, including a review of current client contacts.¹
- The relevance, volume and use of current information resources and collateral, including those available from sources identified in the ITC study documents.

3. For each of the three areas described in Objective 1, develop:

- A statement of unit-level objectives related to overall goals for the Cell, responding to identified client needs and taking account of current resource constraints.
- A set of procedures for achieving the objectives, including elements of a staff training manual.
- An organizational structure, including reporting relationships, for development of similar Cells in EPB's regional offices and smaller locations.
- A set of initial performance goals related to overall goals for the Cell and current resource levels.
- A resources-identification statement cataloguing current and future resource endowments and requirements related to key objectives and performance levels.
- An initial staff training needs assessment and elements of a staff training programme.

¹ An initial survey is being planned to benchmark customer satisfaction with the WTO services provided. The survey will be completed regularly (every 6-12 months) so that WTO services can be kept under review. The survey will also identify what services should be added, dropped or continued. WTO research can include queries in the overall questionnaire.

Specific activities to achieve objectives

Activities	Timeframe	Responsibility
1. Appoint a National Consultant to facilitate project delivery.	By end July 2006	International Expert In conjunction with: Head, WTO Cell Chief Executive Chairman
2. Develop initial goals as described in Objective 1, on the basis of defined overall objectives for EPB and any directives for the Cell that arise from these objectives, as supplied by the Head of the Cell. This work will be conducted by email and will form the subject of a meeting/seminar with senior EPB staff during the first country-visit of ITC's International Expert on WTO issues (planned for early September) leading to a decision by senior management, and final approval by the Chairman of EPB.	By early September 2006	International Expert In conjunction with: Head, WTO Cell Chief Executive Chairman
3. Devise a means of conducting the initial reviews described in Objective 2.	July 2006	Head, WTO Cell In conjunction with: Executive Director (Research) Assisted by: International Expert
3.1 Conduct the reviews during August.	August 2006	Head, WTO Cell Assisted by: National Consultant
3.2 Analyze the reviews jointly and these will be an input into the senior management meeting/seminar planned for early September.	early September 2006	Head, WTO Cell National Consultant International Expert
4. National "road show":		
4.1 On the basis of information on client needs and expectations, agreed objectives and performance goals approved following the senior management meeting/seminar, and resource assessment developed in step 2.3, visit [Lahore, Sialkot, Peshawar, Islamabad] to explain the role and capabilities of the Cell to the business community and to officials of key Ministries, and to urge business associations, in particular, to encourage their membership to make use of the Cell's facilities and expertise.	October–November 2006	Head, WTO Cell National Consultant International Expert

Activities	Timeframe	Responsibility
4.2 In each case, arrangements will be made with a 'host' organization (e.g. Chamber of Commerce) for the presentation. Travel arrangements will be made in conjunction with the ITC office in Islamabad.	October-November 2006	EPB National Consultant
5. For each of the Cell unit areas, draft a statement of unit-level objectives related to overall goals for the Cell, for discussion with and elaboration by the Head of the Cell, in consultation with the National Consultant.	August 2006	International Expert
6. For each of the Cell unit areas, devise a set of procedures for achieving the objectives, including a set of initial performance goals related to overall goals for the Cell and current resource levels.	August–September 2006	National Consultant In conjunction with: Head, WTO Cell International Expert
7. Provide comment on the proposed procedures and performance goals and make relevant suggestions for training materials and resources available from ITC, UNCTAD, WTO, etc., that could contribute to current client services or to staff training/staff manuals, etc.	September 2006	International Expert
8. For each of the Cell unit areas, catalogue the resources available to the cell that are relevant to the delivery of the goals and objectives of the Cell. Identify the most appropriate use of the resources and any resource gaps, for discussion with senior management and, potentially, for discussion with resource providers and donors. Resources should include staff resources, equipment and information (e.g. database, library).	October 2006	Head, WTO Cell Assisted by: National Consultant International Expert
9. For each of the Cell unit areas, draft a training needs assessment for discussion with the Head of the Cell and for submission to the EPB Chief Executive.	October 2006	International Expert National Consultant

Inputs from International Expert

The International Expert will visit the WTO Cell at least twice (maximum three times) to:

Activities	Timeframe
Consult with the Head of the WTO Cell, EPB Chief Executive and EPB Chairman on the appointment of the National Consultant.	Mid-July 2006
Prepare and participate in the meeting/seminar with senior EPB staff (item 1.5). During this visit, provide a maximum of two additional seminars for EPB staff on the development and role of trade support services related to the world trading system.	early September 2006
Prepare and participate in a national “road show” on the role and capabilities of the WTO Cell.	November 2006

The International Expert will review the project with the Chairman, Vice Chairman and concerned officers during each visit.