PN. ACA-115
93129

CHEMONICS INTERNATIONAL INC.

EXPORT ENTERPRISE DEVELOPMENT PROJECT

PRODUCE MARKETING ASSOCIATION CONVENTION AND EXPOSITION

WASHINGTON D.C. CONVENTION CENTER
OCTOBER 23-26, 1993

Prepared for:
Trade and Development Center
Cairo, Egypt
and
USAID/Cairo
Contract No. 263-0226-C-00-3095-00

Submitted by:
Kim Kennedy
Chemonics International

November 15, 1993

SECTION I
OVERVIEW OF PMA CONVENTION

The following report highlights the main events and activities of the Produce Marketing Association's 44th annual convention and exposition which was held in Washington D.C. at the convention center from October 23 - 26, 1993. The report focuses on those events and activities which were considered to be of particular relevance to the Egyptian Trade Development Center and its mandate to increase agriculture exports from Egypt. The purpose therefore is not to provide details of all the events but merely to glean relevant materials which might be of value to the TDC.

The Produce Marketing Association's annual meeting is a very significant event in the produce industry in the United States as well as internationally. This year over 9,000 industry decision makers attended the D.C. convention center to view and discuss the industry's developments. There were 975 booths and over 400 exhibiting companies covering 250,000 square feet of exhibit area.

This year's convention featured a special two-day "International Trade Seminar" where over 500 industry and government produce leaders from around the world learned about effective marketing techniques, how global partnerships are changing the industry, and useful strategies for export development.

An international welcome center was also opened throughout the convention and served as a focal point for many of the international visitors who attended the convention. The center was sponsored by Chemonics International (not through project funds), and TransFresh Corporation. The center had various types of information available as well as coffee and pastries. Numerous international produce business deals were put together in the center during the course of the convention.

It's also worth mentioning that a number of international export promotion organizations were in attendance at the convention. Some had booths and others merely attended the proceedings and exhibition, using the international center as their base. Morocco's export promotion organization and a Palestinian agribusiness delegation actively participated in this year's convention.

The convention and exposition were divided into two main parts. The exposition was opened each afternoon with extensive produce, equipment and service displays, while the convention had dozens of luncheons and workshops going on at all times.

I only attended the convention for two days. However, a number of other Chemonics employees also attended, and therefore what's presented below is a cumulative summary of relevant contacts and events of interest to the TDC (see Annex B for details related to the overall PMA program).

SECTION II
PMA INFORMATION AND CONTACTS

A. PMA

The Produce Marketing Association is part of Chemonics International's access group for the Egypt Export Enterprise Development Project. While at the convention I was able to have substantive discussions with **Nancy Tucker,** PMA's Vice President for International Trade and Development, concerning the possibilities of the TDC and PMA working together to develop an international agribusiness convention and exposition in Egypt (see Annex A for detailed contact information). Ms. Tucker was very receptive to the idea and pointed out that they had been very involved and instrumental in setting up a similar convention/ exposition in Guatemala five years earlier. Although it started out small it has now grown into a major international event. Most importantly, these conventions can be made into big money makers for the sponsoring institution.

I told Ms. Tucker about the TDC's strategy and workplan for increasing exports and about their plans to eventually sponsor a similar event in Egypt. She said that she would put some thoughts together on paper regarding what's involved and what's needed and pass them on to the TDC. There might be a need to have Ms. Tucker visit Egypt to meet with the TDC for further discussions in order to come up with a meaningful plan to develop an international produce fair for Egypt. With the growth and development of horticultural exports in the region, it seems very possible that Egypt could serve as the center for this sort of activity much as Guatemala does in Central America. It is also worth mentioning that the PMA and Nancy Tucker have close working relationships with their counterpart produce associations in Europe and would be able to easily tap into their resources to make it more relevant to Egypt and the region.

B. Product and Service Information

Included with this report are eight packets of detailed specifications and contact information related to the various agribusiness firms which attended the show.

The packets include brochures, business cards and other forms of information on:

- Specific commodities such as grapes, melons, bananas, specialty fruits, potatoes and onions;

- Country exhibit information from Morocco, Israel, Argentina, Ecuador, and the Caribbean and Latin America;
- Manufacturers of agribusiness processing, packaging, labeling, sealing, and monitoring equipment, as well as seed companies;
- Specialized services in safety, engineering design of processing plants, communications and graphic arts, and automation and computer;
- Transportation including a USDA publication titled "Tropical Products Transportation Handbook";
- Trade shows including the PMA and United Fresh Fruit and Vegetable Association meeting which is to be held in San Diego in February 1994.
- Various trade magazines including "United Agribusiness", "International Produce Journal", "The Food Institute Report", "Produce Business", "The Receiver", "Supermarket Global", and "Supermarket Business";
- USDA/ FAS publications including such topics as grades and standards, FAS overseas directory, informational sources on international trade, food and agriculture export directory, agriculture trade fact sheet, international report on fresh fruit and vegetable crops, and market news service information on fruits and vegetables.

In many cases the TDC/EED project was discussed with particular firms or individuals. There are many potential opportunities for TDC and its clients to develop further marketing linkages, access to products and services, and, in some cases, to explore joint venture (JV) opportunities with U.S. firms.

One immediate example which is already being pursued relates to avocado exports to Europe. A substantial US avocado group was at the show exploring ways and means to penetrate the European market. John Lamb met with them and pointed out many of the potential advantages of sourcing and possibly joining forces with Egyptian grower/exporters. The contact information has already been provided to the New Desert Growers (NDG) group and they have made a decision to follow up on this.

Another area of opportunity for joint cooperation is in the procurement of equipment and services from US firms. The US has available some of the leading technology and associated equipment for post harvest handling of fresh fruits and vegetables. As the NDG and others search for these technologies and services, these packets of information can serve as a valuable starting point. As an example of this process, a pre-cooling manufacturer from California has already sent a packet of information to an individual member of the New Dessert Growers through a referral from the Chemonics EED staff.

C. Contacts

The Chemonics group, as well as myself, were able to make many contacts while at the show. The international visitors center served as a focal point for carrying out and continuing these discussions. Only the more pertinent interviews will be mentioned here (see Annex A for detailed contact information).

Dr. Roberta Cook, a well know agricultural economist, gave a very interesting presentation as part of a panel discussing GATT and NAFTA trade talks as they relate to Agribusiness. I met with her after the panel to discuss her potential involvement as a short term business plan development specialist for the EED project. She will not be available until April, but the first hand contact was useful, and her obvious breadth of understanding in the international agribusiness market place would be a good resource to tap at the appropriate time (we have CV's on file for all of these contacts).

Dean W. Wheeler, a former manager with Del Monte, would be an excellent candidate for a number of potential short term assignments with EED. He is currently doing short term work for large horticultural export firms and would be very interested in short term assignments with EED. He has extensive experience in Africa and the European markets having spent 13 years in Kenya running Del Monte's extensive pineapple and vegetable operations there.

Harry Mannion is a fresh fruit and vegetable marketing specialist who has served as president of a large food processing firm (mostly tomatoes) and for years has been directly involved in moving fresh produce into the US market from Central America. Mr. Mannion has worked in Egypt and feels very confident about the potential for increasing exports into Europe. He has done extensive short term international consulting and is considered as very successful in the business. He would be very interested in assisting on the EED project as well.

Saleh A. Majaj, from the Palestinian Trade Organization based in East Jerusalem, was attending the convention as part of a larger agribusiness trade delegation which was in the US to see how the PMA operates and to make potential contacts for JV's and market development. We met with three members of the group, including Mr. Majaj, and discussed the current climate for agribusiness in Gaza and the West Bank. They said they were "cautiously optimistic" that the peace accords will bring with it many new opportunities for agribusiness development. It appears that the Palestinian Trade Organization, which is focusing mostly on "export promotion", could benefit greatly by some type of joint exchange with the TDC.

David Mendel, who is an experienced produce handler, ran a West Coast operation with annual turnover of over $80 million. Much of their product was brought in from Mexico, where David was very much involved in sourcing supplies and negotiating deals with growers. David would also be interested in doing short term work.

Seed company representatives were all contacted. **Dale Krigsvold** was able to obtain commitments from most of the U.S. seed companies present at the show to rush order trial size samples of various melon varieties that will be planted during his November short term assignment in Cairo. The PMA meetings permitted him to meet with these company representatives and get the seed for free.

Richard Abbott, who is with the Postharvest Institute for Perishables, and working on the Morocco Agribusiness Promotion Center, was met at the Moroccan exhibit which was set up at the show. We discussed some of the similarities and opportunities for cooperation between the two projects and the two countries.

Many additional individuals and company representative were contacted but extended conversations did not take place due to time limitations.

SECTION III
RECOMMENDATIONS AND FOLLOW-UP

As a result of attending the PMA's annual convention and exposition the following recommendations are being made to the TDC:

- The TDC should consider sending a couple of representatives to next year's **PMA show.** The value for both the TDC and the private sector agribusiness community in Egypt would more than offset the cost. The trip could be tied in with other contacts on specific issues or opportunities. The "globalization" of the produce business, the internationalizing of the PMA, and the PMA's being an outstanding example of how to organize an industry.

- The TDC should also investigate the possibility of attending the **Fresh Fruit and Vegetable Association** meetings which are to be held in San Diego in February next year. There are many European and other market connections which could be further developed. Of equal importance, a tour could be arranged to learn more about the US grape industry in California and how their systems and techniques could be applied to conditions in Egypt.

- The leads that were developed regarding the **Avocado** market in Europe should be followed up on immediately. The interested US party is willing to travel to Egypt to explore this opportunity at any time.

- The contacts which have been made with **US seed companies** should be maintained. Data from the trial results should be readily shared with them so that they can work together with Egyptian growers and exporter to ensure that the markets in Europe can be supplied with the particular varieties they are demanding.

- A person or persons in the TDC should be charged with the responsibility for reviewing all the **packets of information** which are being passed on as part of this report. There is a great deal of very useful information, much of which is worth following up with. An example would be to review the various produce magazines and decide which ones would be useful for the TDC to subscribe to so that they can better inform their clients about emerging global changes and associated opportunities. Once the information has been reviewed and action taken the materials should be cataloged and filed so that it is readily available when responding to requests for information from clients.

- The **transportation booklet** should be reviewed and studied by appropriate TDC staff members who will be responsible for preparing for the upcoming short-term transportation study and associated follow-on work.

- **Follow up** should begin immediately with the **individual contacts** that were made if in fact there is a match between what is needed in Egypt and the qualifications of the various technical experts who were identified at the PMA meetings.

- The potential for the **exchange of information** and possible visits should be explored between the **export promotion organizations in the region**. In particular, exchange with the **Palestinian Promotion Organization and the Moroccan Agribusiness Promotion Organization** would be of value to the TDC.

- Follow-up should begin immediately to develop a terms of reference between the **TDC and the PMA** to further explore the future development of an **Egyptian International Produce Convention and Exposition** as a money-making venture for the TDC. The successful replication of the PMA model in Guatemala and Central America should also be able to work in Egypt and the Near East region. The PMA's extensive dealings with its sister organizations in Europe should ensure that the transfer is relevant for the TDC and Egypt.

This list of recommendations is not meant to be exhaustive, but is meant to highlight the important follow-up and action which could lead to increased Egyptian exports.

ANNEX A
PMA CONTACT INFORMATION

CONTACT SHEETS

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Nations Pride

Dedicated to Improving Freshness & Quality

Don Rayburn
PRESIDENT

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ANNEX B
PMA SCHEDULE OF EVENTS

9TH ANNUAL

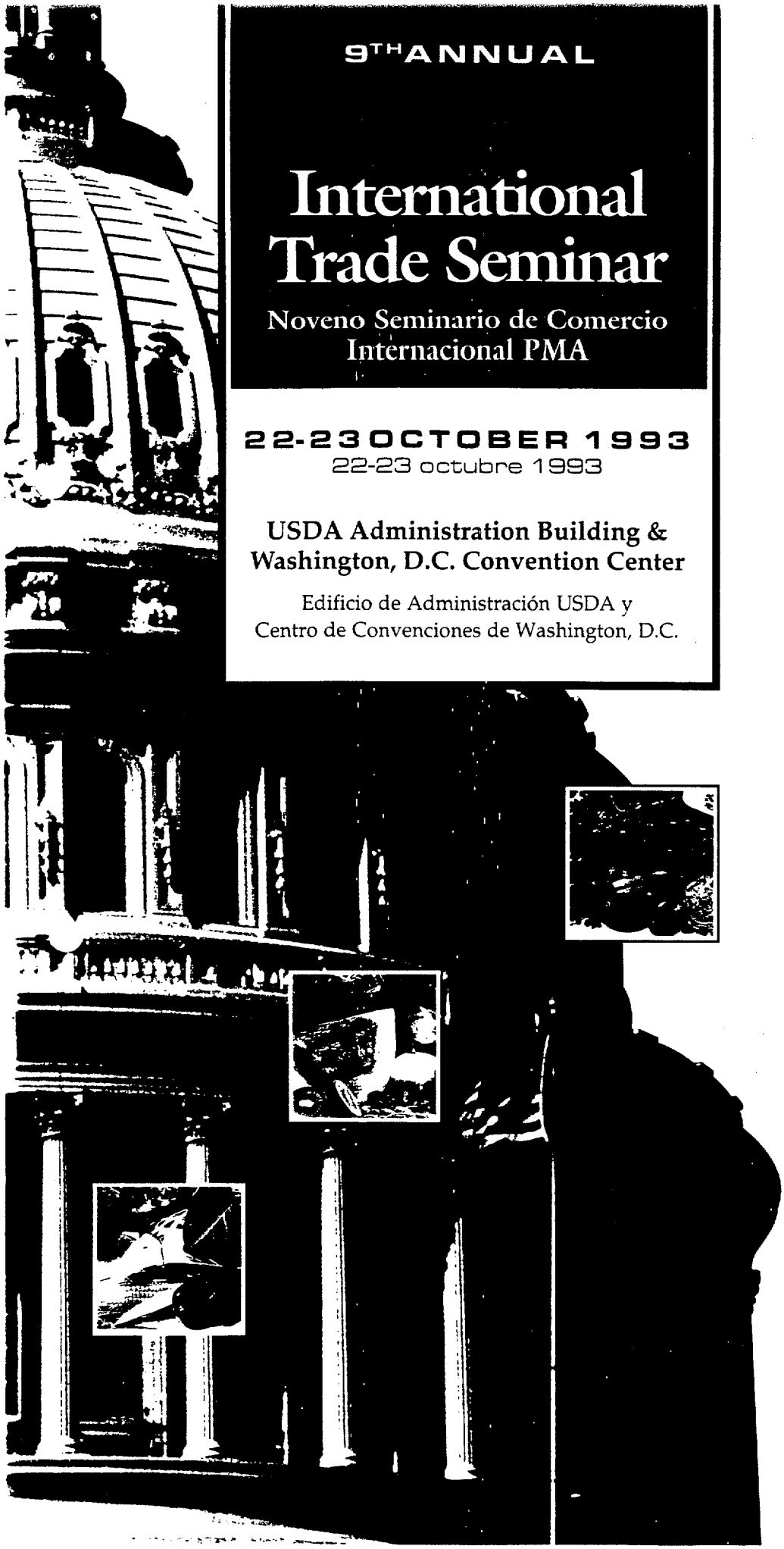
International Trade Seminar

Noveno Seminario de Comercio Internacional PMA

22-23 OCTOBER 1993
22-23 octubre 1993

USDA Administration Building & Washington, D.C. Convention Center

Edificio de Administración USDA y Centro de Convenciones de Washington, D.C.



- Meet and question the U.S. government representatives responsible for international trade.
- Learn effective marketing techniques for specific international markets
- Hear how global partnerships are changing the industry
- Learn useful strategies from expert general session speakers
- Network with more than 500 participants who work in international trade

- Conozca y formule preguntas a los representantes del gobierno estadounidense responsables del comercio internacional
- Aprenda técnicas efectivas de mercadeo para mercados internacionales específicos
- Escuche como las sociedades mundiales están cambiando la industria
- Aprenda estrategias útiles de los conferenciantes expertos en la sesión general
- Forme una red de información con más de 500 participantes que trabajan en el comercio internacional

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FRIDAY, 22 October

Location: Jefferson Auditorium, South Building, USDA

1:00 Welcome and General Session

Speaker: Eugene Moos, Under Secretary for International Affairs & Commodity Programs, USDA*

Each session today will feature two panels - one of government officials and the other of industry representatives. The emphasis will be on discussion between the two panels and feed-back from the audience.

1:30 **Foreign Agriculture Service - Policy & Marketing Activities-** Learn how the programs and policies of FAS can help exporters build strong international markets.

2:15 **Agricultural Marketing Service-** This session will focus on marketing orders, sales information, market news, pre-clearance (quality), and grades & standards.

3:15 Break

3:30 **Animal Plant Health Inspection Service-** Topics will include phytosanitary barriers, admissibility, and the inspection process.

6:30 Reception, Washington Renaissance, Tech World

**invited*

VIERNES, 22 octubre

Lugar: Auditorio Jefferson, Edificio Sur, USDA

1:00 Bienvenida y Sesión General

Conferencisto: Eugene Moos, Subsecretario para los Programas sobre Asuntos y Productos Internacionales, USDA*

Hoy cada sesión tendrá dos paneles - uno formado por oficiales del gobierno y el segundo con representantes de la industria. Se pondrá énfasis en las discusiones entre los dos paneles y la retroalimentación de la audiencia.

1:30 **Servicio Agrícola del Extranjero - Actividades en Política y Mercadeo-** Aprenda cómo los programas y la política de FAS pueden ayudar a los exportadores a construir un mercado internacional más fuerte.

2:15 **Servicio de Mercadeo Agrícola-** Esta sesión tendrá como punto central las órdenes de mercadeo, información sobre ventas, noticias del mercado, preaprobación (calidad), normas, y estándares.

3:15 Descanso

3:30 **Servicio de Inspección de Salud en Plantas de Animales-** Los temas incluirán barreras fitosanitarias, admisibilidad y el proceso de inspección.

6:30 Recepción, Washington Renaissance, World Tech

**invitado*

SATURDAY, 23 October

Location: Washington Convention Center

8:00 Breakfast and General Session

Speaker: Ernesto Enriques Rubio, Under Secretary of Agriculture, S.A.R.H., Mexico

Concurrent workshops

9:45 **Getting Paid - PACA on an International Scale-** This workshop will contain information on the legal systems of other countries, how to get information on credit worthiness of companies, and what is included in NAFTA to help settle disputes.

9:45 **Globalization of the Produce Business-** New linkages and partnerships are changing the course of international business. Learn about the benefits and potential pitfalls from the people who have been pioneers in this area.

11:15 Break

11:30 **Hard-working Words - Effective International Marketing-** Industry representatives will discuss what worked and did not work when marketing their products to Latin America, Asia, and Europe.

11:30 **Selling to the United States' Consumer-** A panel of U.S. supermarket executives will discuss what U.S. consumers want and how to sell to U.S. buyers.

Continued on back...

SABADO, 23 octubre

Lugar: Centro de Convenciones de Washington

8:00 Desayuno y Sesión General

Conferencisto: Ernesto Enriques Rubio, Subsecretario de Agricultura, México

Talleres de trabajo concurrentes

9:45 **Ser remunerado - PACA sobre la Escala Internacional-** Este taller tendrá información sobre los sistemas legales de otros países, cómo obtener información sobre el crédito de las compañías y qué está incluido en NAFTA para ayudar a solucionar disputas.

9:45 **Globalización de Productos Agrícolas-** Nuevas conexiones y asociaciones están cambiando el curso de los asuntos internacionales. Aprenda sobre los beneficios y peligros de las personas que han sido los pioneros en esta área.

11:15 Descanso

11:30 **Palabras Industriosas - Mercadeo Internacional Efectivo-** Representantes de la industria discutirán que trabajó y que no trabajó para ellos cuando mercadearon sus productos en América Latina, Asia y Europa.

11:30 **Vendiendo al Consumidor Estadounidense-** Un panel con ejecutivos de los supermercados estadounidenses discutirán qué es lo que los consumidores estadounidenses quieren y cómo venderle a los compradores estadounidenses.

Continúa al reverso ...

Better Marketing Through New Technologies – Existing technologies are now being applied in new ways to enhance service and build stronger relationships for sellers and buyers at all levels between shipper and end-user. See how computer and real-time video technologies offer better ways for the produce industry to share information instantly and improve marketing efficiency.

World Trade Talks – GATT, NAFTA, the expansion of NAFTA to include Chile and other South and Central American countries, and other trade agreements have taken center stage during the past year. International industry and government leaders will examine where these agreements are headed and their possible impact for both the producer and retailer in the produce and floral industries.

Trends in Marketing Fresh-cut Produce – The options in fresh-cut produce marketing increase constantly. How should products be merchandised? What fixtures work best? Where do they belong in the department? What role do brands play in this exploding segment?

Ethics and the Role of PACA in Produce Trading – One of the goals behind enactment of the Perishable Agricultural Commodities Act in 1930 was elimination of unethical trading practices. Sixty-three years later, trading practices have changed. Has PACA kept up with those changes? How does today's produce industry define ethical practices? Are there gray areas such as promotional allowances or slotting fees that need examination? Explore trading practices from both a buyer's and a seller's perspective.

11 a.m.-12:15 p.m. - WORKSHOP SERIES II – Convention Center

5 A Day – Going Strong! – There are always new and exciting activities happening with 5 A Day. Get an overview of the most current national program activities, an insider's look at innovative retail promotions, and the latest insight into noncommercial foodservice applications just begun in 1993.

Biotechnology and the Marketplace – The marketplace is looking toward the introduction of genetically engineered fruits and vegetables late in 1993. Learn the facts about biotechnology and the many opportunities and challenges the technology presents from regulatory, scientific, and marketing viewpoints.

Maximizing Your Investment in Floral – A broad array of equipment, fixtures, and machines have been developed for the mass-market floral department. This session will examine what's available and will help upper management make good buying decisions.

New Technologies for Quality Assurance – Discover new technologies being developed to uncover defects and analyze maturity. Put on by the Fruit and Vegetable Postharvest Operations Committee of the American Society of Agricultural Engineers, it will cover lighting systems for automated and manual inspection and technology for detecting ripeness and internal defects.

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(Monday, Oct. 25 - Workshop Series II Continued)

Selling the Future – The arena in which produce is bought and sold is rapidly changing. Led by the onslaught of new technologies, the traditional roles of buyer and seller have begun a major transformation. No longer will the future reward those who function simply as order takers or order placers. Identify the skills, the equipment, and the strategies you'll need to market produce profitably at the grower-shipper level.

The Road to the Standard Pallet – Significant strides have been made this year toward broader acceptance of the standard 48- by 40-inch reusable pallet. Examine several case histories of shippers that have switched to the standard pallet. In each case we'll explore the factors that led to the adoption of the standard pallet, whether box changes were necessary, and how customers accepted it.

Tomorrow's Produce Broker – How is the role of the broker evolving in the '90s? Are end-users bypassing the traditional broker in larger numbers and dealing directly with shippers? What effect will partnership arrangements have on the need for brokers? How does a brokerage company document value to its customers? Explore these and other issues in a free-ranging discussion featuring some of the country's most innovative produce brokers.

Niche Markets of the '90s – Specialized outlets continue to be viable markets for those willing to take the time to understand their unique needs. What's happening with single-serving vending machines, concessions at sports stadiums and theme parks, limited-menu fast-food feeders, sandwich shops, ice cream stands, etc.? Look at the opportunities for fresh produce in these operations and how decisions are made to add produce items.

12:15-1:30 p.m. - Lunch/General Session: "100 Years of Produce," a special audiovisual presentation developed by *The Packer* in celebration of the last century of growth for the fresh fruit and vegetable industry. Also, presentation of the Produce Marketer of the Year Award – Convention Center.

1:30-5 p.m. - PMA Exposition Open – Convention Center

TUESDAY, Oct. 26 *(Local Grocers' Day)*

8:30-10:15 a.m. - Breakfast/Split General Session I: "The Leadership Challenge: Non-Manipulative Selling" – Noted business author and professional speaker Dr. Tony Alessandra will present a hands-on approach that helps develop the skills for building long-term customers. – Washington Renaissance

8:30-10:15 a.m. - Breakfast/Split General Session II: "The Leadership Challenge: Effective Negotiation" – Herb Cohen, one of the world's most respected authorities on negotiation techniques, will present an overview of the components of a successful negotiation. – Convention Center

Power Negotiating – A presentation by negotiation consultant Herb Cohen following up on his morning general session. Here he discusses the three components of successful negotiating - power, information, and time.

HACCP: At a Critical Point – With the continuing growth of the fresh-cut market and increased attention to microbiological contamination, efforts by the produce industry to implement a Hazard Analysis and Critical Control Point program couldn't be more timely. Learn more about these initiatives – how you can get involved and why they are important – from experts in government and the industry.

Prospering on the Market – The terminal market continues to be a source of exciting challenges. Because they are close to customers, some market companies have started their own processing operations. What factors influence a successful local processing operation? What about expanding services to customers? What services must a wholesaler provide to stay successful in the '90s? Terminal markets can be a front-line player in the fight to feed the hungry. How are market managers coping with this challenge?

From Generation to Generation – The produce industry is composed of many family businesses, from grower through the end-user. Management transition is inevitable as the reins are passed from parents to children. This workshop will call upon the resources of the D'Agostino/Silverzweig Entrepreneurial Institute to help family businesses understand and cope with the stresses they face.

Washington Know-How: Now More Than Ever – With many issues affecting the produce industry, it is more important than ever that the industry work well with the regulatory agencies and Congress. Hear from experts about how Washington works and how PMA's Issues Management Group and you can address key issues and solve problems most effectively.

Role of Tomorrow's Technology in Today's Stores – Information technology is driving change in supermarkets striving for efficiency and superior decision-making. Take an in-depth look at The Store of the Future and how the produce industry will need to change to keep pace. Also included: an update from the UPC/PLU roundtable planned for the convention.

Where Do Nonperishables Fit in Produce? – The excitement and high traffic of the produce department acts as a magnet for many products. Opinions sometimes differ about the extent and location of nonperishables. Hear all sides of the debate.

Noon-1:30 p.m. - Lunch/General Session: "The Leadership Challenge: Watch on Washington" – Jack Anderson, the most widely syndicated columnist in the world and best-selling author, will provide his unique insight into the Washington and national scenes. – Convention Center

1:30-4:30 p.m. - PMA Exposition Open – Convention Center

6:30-8 p.m. - Chairman's Reception: "A Centennial Celebration" – Grand Hyatt

WEDNESDAY, Oct. 27

7 a.m.-Noon - Optional Washington-area Supermarket Tour –

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9:45 a.m.-Globalization of the Produce Business: New linkages and partnerships are changing the course of international business. Learn about the benefits and potential pitfalls from the people who have been pioneers in this area.

11:15 a.m.-Break

11:30 a.m.-Hard-working Words-Effective International Marketing: Industry representatives will discuss what worked and did not work when marketing their products to Latin America, Asia, and Europe.

11:30 a.m.-Selling to the United States' Consumer: A panel of U.S. supermarket executives will discuss what U.S. consumers want and how to sell to U.S. buyers.

1:15 p.m.-Lunch & General Session: Speaker will be Pierre Salinger, Chief Foreign Correspondent, ABC News.

Mr. Salinger is a multi-award winning correspondent, well-known for his coverage of the American hostages in Iran, the Iran/Contra affair, the trial of accused Nazi war criminal Klaus Barbie, the Reagan-Gorbachev summits, and much more. He served as press secretary to President John F. Kennedy, as a U.S. Senator, and as an executive in international corporations. He brings a wealth of experience, insight, humor, and a focused perspective to this general session.

3:00 p.m.-Optional Networking: Participants are invited to talk to panelists and other attendees (cash bar).

Your ITS registration includes:

- Friday afternoon educational sessions at USDA
- ITS Welcoming Reception, Friday evening
- Breakfast and General Session
- Saturday workshops
- Lunch and General Session
- PMA Convention Welcoming Party, Saturday evening
- Admittance to PMA Exposition, Sunday.

Simultaneous interpretation of all general sessions and workshops into Spanish will be provided at the 1993 International Trade Seminar.

International Center

During convention hours, come to the PMA International Center. By using a special data base, you will be able to find companies providing specific products and services. The International Center is a quiet place to meet with business contacts. Translation assistance will be available as well.

If you need more information, call or fax:
Nancy Tucker, Produce Marketing Association, P.O. Box 6036, Newark, DE 19714-6036, telephone 302-738-7100, fax 302-731-2409.

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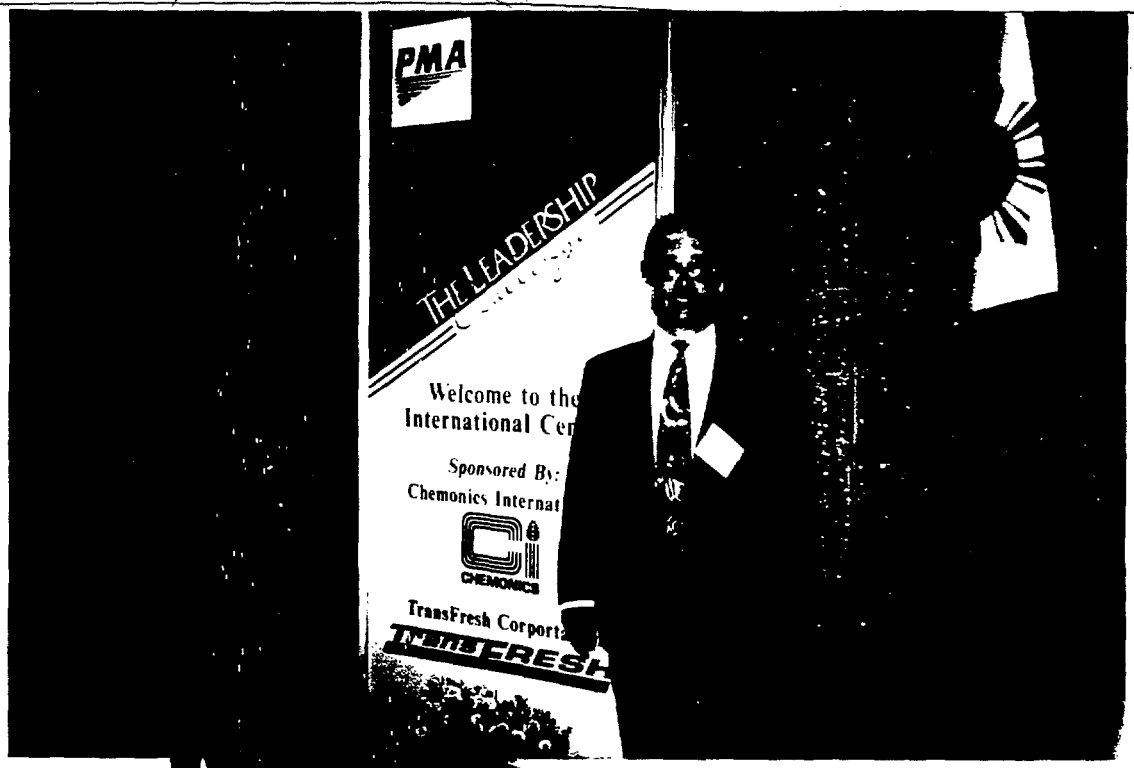
ANNEX C
PMA PHOTOS



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Coordinate the enrollment of Mr. Miller's child dependents in Cairo American College.

We request approval for up to three weeks salary, per diem and travel. A six-day work week is requested for this assignment.

Kimball Kennedy, Project Supervisor July 14 - 28

Mr. Kennedy will assist the COP with all initial technical tasks, including development of a preliminary work plan, drafting scopes of work for the baseline assessment team. He will be a key participant in the two long-term advisors' introductory meetings with Trade Development Center technical staff, as well as with the USAID/Egypt project officer. He will also assist with definition of job responsibilities and roles, and facilitate relations with our access group.

We request approval for up to 2 weeks salary, per diem and travel. A six-day work week is requested. AL.

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EXPORT ENTERPRISE DEVELOPMENT PROJECT
Contract No. 263-0226-C-00-3095-00

SCOPE OF WORK

TRAINING/ ORGANIZATIONAL DEVELOPMENT SPECIALIST
(SHORT TERM)

BACKGROUND:

The Export Enterprise Development (EED) Project sponsored by USAID/ EGYPT is designed to assist Egypt to increase private sector exports and foreign exchange earnings. The project is based on two premises, i.e. that Egypt needs:

- to increase its exports to earn more foreign exchange;
- to introduce Egyptian producers to foreign markets and hence to the requirements of international competition.

The project has been targeted to focus activities on two export sectors, vegetables and fruits (non-citrus) and light manufacturing. In addition, the project will concentrate on introducing and expanding exports in these product categories to two principal target markets -- Europe and the Middle East.

The project is being carried out by the Egypt-U.S. Joint Business Council (JBC) over a 5 year period. The Trade Development Center (TDC), the action arm of the JBC, has primary responsibility for implementing the project.

The TDC has achieved important institutional improvements and gained practical experience in export promotion in recent years. The project design includes additional structural reforms, technical assistance and training to augment TDC's organizational capabilities and effectiveness.

Under the Technical Assistance contract Chemonics, as prime contractor, has the following objectives:

- substantially increase exports
- achievement of organizational effectiveness (autonomy)
- improvement in service delivery capability
- attainment of trained competent manpower by TDC

Despite TDC's achievements, they have significant institutional weaknesses. Their staffing is insufficient for the job they are entrusted to accomplish even though they are in the process of hiring additional professional staff. The new staff will have to be trained in export promotion. The current

organizational structure of the TDC needs to be closely reviewed and recommendations on how to structure the organization to more effectively meet the needs of its clients.

STATEMENT OF WORK:

Under the EED technical assistance contract the contractor is responsible for extending technical assistance on organizational structure and management skills to the TDC. The contractor also responsible for designing and implementing a comprehensive training program for all TDC staff.

There is a need for a short term training and organizational development specialist to carry out a training needs and organizational assessment which will be supportive of TDC's strategy. The recommendations from the assessment will be incorporated into the Annual workplan which is currently being developed.

SPECIFIC DUTIES:

- Review all relevant documents related to the TDC and similar types of organizations.
- Gather and review all available information on short term training opportunities which might meet the training needs of the TDC from the US, Europe and in-country.
- Meet with project long term contract team, TDC, and USAID management to gain a clearer understanding of what is expected under the terms of the SOW.
- Meet with TDC Executive, Steering, and Advisory Committee members as required.
- Carry out a training needs assessment within the TDC, taking into account the anticipated training needs of the soon to be hired professional staff.
- Undertake a thorough review of the current organizational structure of the TDC and determine the optimum structure to meet its goal of working with 20 [illegible] and increasing exports by $ 40 million over the next three years.
- Work in close cooperation with the TDC Strategy/ Workplan Team and integrate the organizational and training needs assessments into the overall Strategy/ Annual Workplan.

DURATION ASSIGNMENT AND REPORTING RESPONSIBILITIES:

It is anticipated that the Organizational/ Training Development Specialist will need to work in country for approximately two weeks to carry out the assignment. The specialist is expected to arrive in country on or about September 14, 1993 and complete the assignment by September 30, 1993.

The specialist will report directly to the EED Team Leader for overall guidance and direction on the assignment. The specialist will work on a day to day basis with appropriate members of the TDC staff and various other stakeholders. The Executive Director of the TDC and USAID's Projects Officer for the EED project will also be actively participating in providing guidance and direction throughout the assignment.

QUALIFICATIONS:

The Organizational/ Training Development Specialist will have at least fifteen years of experience in working overseas with a heavy focus on organizational development and training issues. Extensive experience with USAID and export promotion organizations is also required. The candidate must have at least a Masters degree. The specialist will have experience in actually working within an export promotion organization. Preferably the specialist will have experience in Africa and the Middle East as well as being familiar with Egyptian conditions.