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Reform Design and Implementation Unit

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***AGRICULTURAL
COMMODITY COUNCIL
Report on APRP/RDI Organizational
Development Assistance***

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RDI Acronyms List

<i>ACRONYM</i>	<i>DESCRIPTION</i>
AC	Agricultural Census
ACC	Agricultural Commodity Council
ACDI	Agricultural Cooperative Development Institute
AERI	Agriculture Engineering Research Institute
AHD	Aswan High Dam
AIC	Agricultural and Irrigation Committee of the People's Assembly
ALCOTEXA	Alexandria Cotton Exporters Association
APRP	Agricultural Policy Reform Program
ARC	Agriculture Research Center
ATUT	Agricultural Technology Utilization & Transfer Program
AY	Agricultural Year Locator (October 1 st to September 30 th of the following year)
BOD	Board of Directors
CAGA	Central Administration for Governorates Affairs
CAPMAS	Central Agency for Public Mobilization & Statistics
CAPQ	Central Administration for Plant Quarantine, MALR
CASC	Central Administration for Seed Certification
CASP	Central Administration for Seed Production
CAWD	Central Administration for Water Distribution
CBE	Central Bank of Egypt
CIDA	Canadian International Development Agency
CIF	Cost, Freight and Insurance
CIPE	Center for International Private Enterprise
CMA	Capital Market Authority
Co.	Company
CODEX	Code of Food Standards developed by an international commission in 1962
COP	Chief of Party
CSPP	Egyptian-German Cotton Sector Promotion Program
CTS	Cargill Technical Services
DA	Development Associates, Inc.
DAI/B	Development Alternatives, Inc./Bethesda
DEPRA	Development Economic Policy Reform Analysis

<i>ACRONYM</i>	<i>DESCRIPTION</i>
EAO	Egyptian Agriculture Organization
EEA	Egyptian Exporters Association/ExpoLink
EEPC	Egyptian Export Promotion Center
ELS	Extra Long Staple Cotton
EMIPAC	Egyptian Marketing Agricultural Company
ERSAP	Economic Reform and Structural Adjustment Program
ESAS	Egyptian Seed Association
ESAs	Employee Shareholder's Association
ESOPs	Employees Stock Ownership Program
EU	European Union
FAO	Food and Agricultural Organization of the United Nations
FDIs	Foreign Direct Investments
Fed.	Feddan = 4200 square meter
FIHC	Food Industries Holding company
FOB	Free on Board
FSR	Food Security Research Unit
FY	Fiscal Year
GA	General Assembly
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
GOE	Government of Egypt
GTZ	German Technical Assistance Agency
HC	Holding Company
HEIA	Horticultural Export Improvement Association
IDA	International Development Association
IFC	International Financial Cooperation
IPPC	International Plant Protection Convention
IPO	Initial Public Offering
IIMI	International Irrigation Management Institute
IR	Intermediate Results
ITC	International Trade Center
JETRO	Japan Export Trade Organization
Kg.	Kilogram
Kt.	Kentar

<i>ACRONYM</i>	<i>DESCRIPTION</i>
Libra	Pound of 0.45359 kilogram, also abbreviated as lb.
LE	Egyptian Pound
LK	Lint Kentar of cotton, 50 kgs.
LOE	Level of Effort
LS	Long Staple cotton
MALR	Ministry of Agriculture & Land Reclamation
MENA	Middle East North Africa
MEIC	Ministry of Economy & International Cooperation
MIMW	Ministry of Industry & Mineral Wealth
MT	Metric Ton
MOF	Ministry of Finance
MoTS	Ministry of Trade & Supply
MPE	Ministry of Public Enterprises
MPWWR	Ministry of Public Works & Water Resources
MLS	Medium-Long Staple cotton
MVE	Monitoring, Verification & Evaluation Unit
NARS	National Agriculture Research Center
NBE	National Bank of Egypt
NCF	National Consulting Firm
NFPA	National Food Processor Association
NGO	Non-Governmental Organization
O & M	Operation & Maintenance
OSAF	Office for Studies And Finance
OVR	Office of Variety Testing & Registration
PA	People's Assembly
PBDAC	Principal Bank for Development and Agricultural Credit
PEO	Public Enterprise Office
P&L	Privatization & Liberalization
PIDP	Partnership In Development Project
PMU	Project Management Unit
PPC	Program Planning Committee
PRA	Participatory Rapid Appraisal
PU	Purdue University
PVP	Plant Variety Protection

<i>ACRONYM</i>	<i>DESCRIPTION</i>
RETD	Real Estate Tax Department
RDI	Reform, Design & Implementation Unit
ROW	Rest of the World
SCC	Sugar Crops Council
SCRI	Sugar Crops Research Institute
SIIC	Sugar and Integrated Industries Company
SK	Seed Kentar of cotton (157.5 kgs.)
SPC	Seed Privatization Committee
SS	Short Staple cotton
STTA	Short Term Technical Assistance
SWG	Sugarcane Working Group
TA	Technical Assistance
TAMIS	Technical & Administrative Management Information System
TAT	Technical Assistance Team
TF	Task Forces
TO	Training Officer
TOR	Terms of Reference
TNA	Training Needs Assessment
TRG	Training Resources Group
TSG	The Services Group
UIT	Unified Income Tax
UMD	University of Maryland
USAID	United States Agency for International Development
US\$	United States Dollar
USPMA	U.S. Produce Marketing Association
USDA	U.S. Department of Agriculture
VAT	Value Added Tax
WB	World Bank
WTO	World Trade Organization
WUA	Water User Association

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We wish to thank the many people who contributed to the activities highlighted in this report. Dr. Ossama Kheir El Din, the Chairman of the Agricultural Commodity Council, was always very generous with his time, and provided valuable assistance to each and every activity. We are also grateful to others from the Agricultural Commodity Council and the private sector who participated in the discussions, including Mr. Hussein El Eguizy, Dr. Samir El Naggar, Sherif El Maghraby, Dr. Adel El Ghandour, Mr. Abdou Badawi, Mr. Ali Eissa, Dr. Sayed Abdel Hafez, Dr. Ashraf El Shazli, and Mr. Abdel Hameed Amer. Representatives of the Ministry of Economy and Foreign Trade have also been very supportive of the program, especially Mrs. Zeinab El Ghazawi, Mr. Badr Saleh and Mr. Gamal Abdel Hafeez. We also wish to thank Mr. Mahmoud Nour, Coordinator for APRP, and Dr. Max Goldensohn, RDI Chief of Party, for all their assistance in helping us with the planning and implementation of the workshops and other activities. Finally, we are especially grateful to Ms. Aya Karim, RDI Program Assistant, for her dedication and hard work in support of the activities documented in this report.

EXECUTIVE SUMMARY

The Agricultural Commodity Council (ACC), established by Ministerial Decree (Decree Number 512, December 1997), is in the process of clarifying its mission, goals and action plan for the coming three years. APRP/RDI has assisted the Council in October and November 1999 with technical assistance in several activity areas:

- Design and delivery of a series of workshops on future direction. These workshops resulted in a draft mission statement, a draft vision for 2003, and key priorities to be accomplished in the next 12 months.
- Focus group meetings to develop recommended roles and responsibilities for designated key function areas (with a small group of ACC members).
- Preparation of a two month Action Plan design to maintain the momentum of forming and helping the ACC become operational.
- Identification of consultant expert in formation of commodity councils and associations.

In addition to these activities, a set of key steps have been identified as essential steps in forming and helping the Agricultural Commodity Council become a fully functioning organization. A number of these steps have already been completed.

Finally, this consultant report recommends that APRP/RDI continue to provide technical assistance to the ACC, especially in helping to:

- Refine their vision for the future, taking into accounts models and lessons learned from other countries.
- Develop alternative approaches and plans that will ensure results from whatever level of funding is available.
- Develop work plans both at committee level and at the total ACC level.
- Work on shared leadership approaches that are effective in member-driven organizations.

I. PURPOSE AND SCOPE

Commodity Councils were established by Ministry of Trade and Supply Decree No. 512 of 1997. These councils represent an institutional framework for formal, regular and organized communication between the private sector and government agencies to ensure effective integration of private sector concerns into economic policy development and implementation. During 1999, several ministerial decrees were issued nominating the members of several of these councils. Their mandate, to help achieve the national goal of increased exports, is rather general. The role for these councils is not entirely clear, nor is clear how these councils will relate to existing private export associations and unions.

To help the Agricultural Commodity Council form itself and become operational, the members asked RDI/APRP to provide technical assistance in two areas:

- 1) provision of organization development consultants to help them clarify their mandate, establish a commonly-held vision of what they should seek to accomplish, clarify roles and responsibilities of key functional areas within the Council, and to develop a more detailed plan of action for the first year.
- 2) provision of an experienced, international consultant with expertise in how councils generally operate in other countries to help the Council transform its vision, objectives, and priorities into a more concrete set of operational plans, including a financial plan for funding Council initiatives.

The scope of work calls for the organization development consultant to:

- plan and help conduct workshops for Council membership to clarify their purpose and mandate
- plan and help conduct workshops for Council membership to reach an agreed upon vision of what they want to accomplish over the next 3 to 5 years
- plan and help conduct workshops that clarify roles and responsibilities of key functional areas such as committees (both commodity and service committees), committee rapporteurs, executive committee, chairperson, and technical secretariat
- help develop a plan of action for the consultant who is experienced in how councils operate in other countries so that he is able within the 30 days of his visit to help the Council move into more concrete operational plans.

This report is organized under the following sections:

- Section I. Purpose and Scope;
- Section II. Activities Undertaken;
- Section III. Steps to Forming the Agricultural Commodity Council;
- Section IV. Next Steps; and
- Appendices.

The Appendices contains copies of the work products produced by the Commodity Council during this consultancy. They are as follows:

- APPENDIX 1 – Agricultural Commodity Council Mission Statement (draft)
- APPENDIX 2 – Agricultural Commodity Council Vision for Future (draft)
- APPENDIX 3 – Agricultural Commodity Council Priorities for Next 12 Months (draft)
- APPENDIX 4 – Agricultural Commodity Council Roles and Responsibilities for Committees (draft)
- APPENDIX 5 – Agricultural Commodity Council Roles and Responsibilities for Committee Rapporteur (draft)
- APPENDIX 6 – Agricultural Commodity Council Roles and Responsibilities for Executive Committee (draft)
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- APPENDIX 9 – Ministerial Decree Creating Commodity Councils

II. ACTIVITIES UNDERTAKEN

A. Workshop to Set Future Direction for the Agricultural Commodity Council

A series of workshops were held to help the ACC agree on their future direction. These workshops were planned and facilitated by a team composed of Steven Joyce, Fatma Khattab, Amr Mousa, and Wilma Gormley. Mr. Abdel Raheem served as translator. The goals for these workshops were:

- To develop a shared understanding of the mission (purpose) of the ACC
- To develop a shared vision of future direction for the ACC
- To agree on key accomplishments to pursue for the next 12 months

The outcomes from these workshops were draft mission statement, draft vision for 2003, and key priorities to be accomplished in next 12 months. These draft statements are included in Appendices 1-3. Individuals were assigned to each key priority area to help create a more detailed work plan.

B. Workshop to Reach Agreement on Roles and Responsibilities of Key Function Areas

A small group of ACC members were assigned to work with RDI/APRP staff to develop recommended roles and responsibilities for designated key function groups: Commodity and service committees, committee rapporteurs, executive committee, chairperson, and the technical secretariat. This small group has developed the roles and responsibilities as they recommend them and will present this to the larger ACC membership group at an upcoming meeting. These draft roles and responsibilities are included in Appendices 4-8.

We recommended the following as important beliefs and values that the roles and responsibilities should support:

- Efficiency, agility, responsiveness
- Service-oriented to members and citizens
- Transparency
- Participation
- Shared leadership
- Volunteerism – work for the greater good of all
- Shared “credit” or recognition for contributions

C. Planning Next Steps for the Agricultural Commodity Council

In order to maintain the momentum of forming and helping the ACC become operational, we have created a plan for the next two months. A very important part of this plan is the technical assistance that will be provided by Mr. Steven McCoy, an international expert in the work of commodity councils.

The following is this draft plan, which is being frequently revised, as it becomes an agenda and schedule for the ACC and for Mr. McCoy's work during his visit.

1. The committees, both commodity and service, need to meet to develop key priorities and work plans for their specific areas and submit these to the Council membership. We (APRP) will put together a framework for them to use to complete this work. The framework will include a process to use to conduct the planning meetings – agenda, outcomes, and guidelines for creating a presentation which each committee will make at an ACC membership workshop.
2. Dr. Osama Khier ElDin, Chairman, will need to hold a meeting for all committee rapporteurs (formerly called coordinators) to explain the work planning process that ACC will be using. At this time he will distribute the framework that APRP suggests they use.
3. A workshop for all ACC membership will be scheduled where each committee will make a presentation explaining the vision and work plan the committee is recommending for its specific area. This will be held at a hotel outside of Cairo and should be attended by all members.
4. Mr. McCoy will deliver a presentation to ACC membership on the evening of November 24 which will focus on issues that are particularly important to Egypt, sharing lessons learned from other countries' experiences. Mr. McCoy will work with Sherif Maghrabi to prepare this presentation. Committees can use the information Mr. McCoy shares with them in their work planning.
5. Concurrently, the Executive Committee and Dr. Osama Khier ElDin along with an APRP organization development specialist will meet to work out how the Executive Committee and Dr. Osama will work together to provide leadership to the ACC. APRP recommends that the Executive Committee be very active in working with Dr. Osama to provide leadership over the next year.
6. Also concurrently, the working group that worked on roles and responsibilities for key functions (committees, committee rapporteur, executive committee, chairperson, and technical secretariat) will present their recommendations at an ACC membership meeting. This should be scheduled as soon as possible.
7. Using the recommendations from the committees, Mr. McCoy will work with the Executive Committee (or other small group) to finalize an operational plan and develop funding requirements.
8. Mr. McCoy will write a proposal outlining the Agricultural Commodity Council's operations plan and funding requirements. He will include alternative sources of funding. This proposal/report will also include recommendations for how to market this funding plan. This proposal/report will be completed around December 13.
9. Dr. McCoy will complete his final report and present a debriefing to APRP before departing.

10. The Executive Committee will present the recommended operations and funding plan to the ACC members.
11. The Executive Committee along with the Chairman should then begin the step-by-step implementation of the operations and funding plan as approved by the ACC members.
12. The Chairman should establish a regular mechanism for the ACC membership to be made aware of the progress in implementing the operations plan.

D. Draft Work Plan for Mr. McCoy

We worked to develop a draft work plan for Mr. McCoy's consultancy. Although this plan is currently being revised so that a realistic schedule can be agreed upon, the following is the draft plan in its current form.

It is understood that the scope of work for Mr. McCoy will be for 25 working days, including 3 days of travel. It is anticipated that he will be working in country for 22 days, using 6-day weeks. He will arrive in Cairo on Tuesday, November 16, and will leave approximately 25 days later.

1. We are expecting Mr. McCoy to be in the office on Wednesday, November 17. His first day will be spent meeting APRP staff and reading background documents. The background documents that he will have to read are:
 - Gormley final report
 - Agricultural Commodity Council (ACC) mission, vision, and key priorities for the next 12 months
 - Roles and responsibilities for functional areas: committees, committee rapporteurs, executive committee, chairperson, and technical secretariat
 - Legislative decree for the ACC
 - Legislative decree for Chamber of Commerce
 - Legislative decree for Egyptian Federation of Industries
 - Legislative decree for Poultry Union
 - Commodity Council Policy Benchmark
2. In order to understand the environment in which the ACC operates, Mr. McCoy will be interviewing a number of important stakeholders. Among these are:
 - Chairman and vice Chairman plus other 2 Executive Committee members of the ACC
 - Chairman of HEIA
 - Executive Director of EEA (Egyptian Exporters Association)
 - Head of the Chamber of Grains in the Federation of Egyptian Industries.
 - Head and senior members of Alexandria Chamber of Commerce
 - Minister of Economy and Foreign Trade, Youssef Boutros Ghali

- Minister of Agriculture, Dr Youssef Wali
- Minister of Trade and Supply, Dr Hassan Kheidr
- Hamdi Salem
- Max Goldensohn
- Mr. Nour
- APRP lawyer

It is expected that these interviews will require the assistance of Abdul Raheem as translator. Interviews will be scheduled for Thursday, November 18; Saturday, November 20; Sunday, November 21; and Monday November 22.

3. On November 24 (evening roundtable format), Mr. McCoy will deliver a presentation to ACC membership which will focus on lessons learned from the experience of other countries as they have dealt with agricultural policy reform on exports. Mr. McCoy will work with Mr. Sherif Maghrabi in preparing for this presentation. The roundtable format will allow for Mr. McCoy's presentation followed by group questions and discussion. The time will be from 6 to 9 p.m. and will include refreshments.
4. On December 1 and 2, Mr. McCoy will attend a workshop for ACC members in which the 7 commodity committees and the 4 service committees will present their work plans.
5. Using what he has learned during the consultancy and the recommendations from the committees, Mr. McCoy will work with the Executive Committee (or other designated planning group from the ACC) to finalize an operational plan, including funding requirements for the ACC. It is expected that this will be written in the form of a proposal/report that will present the operational plan with suggested alternative sources of funding. It will include a strategy (tips) for how to "market" this plan. It is expected that his will be completed around December 13. It may be that Mr. McCoy will need to attend ACC membership meeting where this plan is presented and discussed. (Ramadan is beginning and additional ACC meetings may be difficult to arrange.)
6. Mr. McCoy will complete his final report and present his debriefing report to APRP before departing.

III. KEY STEPS TO FORMING AGRICULTURAL COMMODITY COUNCIL

The following steps are necessary in forming and helping the Agricultural Commodity Council (ACC) become a fully functioning organization. A general sequence is suggested by the order in which the steps are given; however, the sequencing should be seen as flexible. A number of these steps have already been completed; however, it is useful to look at them all as a “package” of steps that are needed. These steps may be useful in helping other councils as well.

1. Develop (and communicate) the requirements for and responsibilities of Council membership. This answers the questions, “Who is entitled to membership?” “What are the responsibilities of members?” “How often/when do members meet together?” What do members determine by vote and what are the authorities given to the governing board which is elected by the members?”
2. Determine the structure of the Council. Identify the standing committees that are needed and define what is to be their role and responsibilities.
3. Agree on the governance structure of the Council. For example, agree that members elect a governing body, such as a board or an executive committee that is responsible for running the Council. Agree on how fiduciary responsibilities and authorities are to be handled what financial matters require membership approval and what the executive committee can approve.
4. Agree on how the chairperson or executive director is selected.
5. Elect, select, or appoint the leadership, such as chairperson, executive committee members, etc. Define how long the term should be.
6. Executive committee has meetings to reach a common understanding of their role and responsibilities and determine how they want to work together, including how often they will meet.
7. Work out the role and responsibilities of the chairperson. Agree on how this person relates to the executive committee. The Chairperson and the Executive Committee need to agree on a decision-making framework for the Council. It should be remembered that councils are consensus type organizations where shared leadership and participative decision making is more effective than centralized decision making.
8. Hold meetings/workshops with members to reach a common understanding on the purpose of the Council and to develop a vision for its future.
9. Determine committee membership. Determine the role of committee leadership or coordination. Decide how the leader or coordinator will be selected and for how long. Select the person who will serve as leader/coordinator.
10. Hold “startup” meetings for committees where they reach agreement on the following: a) mission or purpose of the committee; b) vision for what they hope

to accomplish over the next 2 to 4 years; c) responsibilities of committee members; d) role and responsibilities of the committee coordinator; and e) how the committee will work together to accomplish their work.

11. Each committee should develop an annual work plan and present this plan at a Council meeting to obtain general agreement from membership.
12. Chairperson along with the executive committee combines these work plans into a work plan for the Council. This is shared with membership for general agreement.
13. Executive committee develops an annual budget. Budget must be approved by the Executive committee or the membership at large, whichever, was deemed most appropriate.
14. Executive committee or Chairperson must ensure that appropriate financial models have been explored for funding the organization and a funding proposal has been developed.
15. Present funding proposal to appropriate audience(s).
16. Executive committee and Chairperson works with the Legislation committee to make certain there is a Council wide policy advocacy agenda that is feasible and agreeable to members.
17. Executive committee and Chairperson works with the Information and Communication committee to make certain there is a Council wide communication strategy that is feasible and agreeable to members. This strategy covers how the Council will communicate with members and with the appropriate external audiences.
18. Executive committee and Chairperson works with the Technical Secretariat to make sure there is agreement on how the Secretariat will support the Council. They should agree to meet quarterly to review how this is working so that adjustments can be made if needed.

IV. RECOMMENDATIONS

It will be important for RDI/APRP to continue providing technical assistance to the Agricultural Commodity Council. The following are important areas to consider:

A. Manage Member Expectations For Financial Support

The technical assistance provided by Mr. McCoy will be very important for the ACC. Mr. McCoy will need to help them refine their vision for the future, taking into account models and lessons learned from other countries. The current vision reflects the membership's imagination and current understanding of what is possible. There may be other ways to accomplish the desired results that haven't been considered.

It is important that the ACC carefully consider how they will achieve results with whatever level of funding they receive. The tendency may be to plan and expect to be able to operate with a more elaborate infrastructure and agenda than the available funding will support. If the members "expect" this level of funding and it does not materialize, they could become disappointed and disinterested in continuing. When in fact, the ACC could certainly accomplish many important things without high levels of funding. It will be important to manage member expectations and to have alternative strategic approaches that can match the funds they have.

B. Develop Practices of Shared Leadership

Leadership of consensus type organizations made up of members who volunteer their time in support of the organization's goals can be difficult. The historical leadership model in Egypt where the director makes all the decisions and gets most of the recognition for the organization's achievements may not be the best way to lead commodity councils. New models of leadership need to be used in the formation and operation of commodity councils.

APRP needs to continue providing technical support to the ACC leadership to help them set up and operate in an organizational environment where leadership is shared and members play an integral role in making key organizational decisions. Currently Fatma Khattab is providing excellent advice and assistance to ACC leadership. This should continue. Of course, she should be able to draw on the advice and experience of both Steve Joyce from the OD Unit and Max Goldensohn as COP.

Consensus type organizations require that members meet together to plan and implement activities. These meetings must be effective which means they are participatory where all opinions are heard and considered, choices and decisions are made which members can support, and this is done in a way that does not use too much time. Unproductive meetings can destroy the motivation of members to work together to reach results. The ACC currently has 12 committees: 7 commodity committees, 4 service committees, and the executive committee. Rapporteurs (coordinator, facilitator types) have been assigned to all committees. They need skills to be able to facilitate productive meetings. We recommend that a workshop on facilitating effective meetings be designed and conducted for these rapporteurs.

RDI/APRP cannot possibly provide all the facilitation that is needed for meetings within the ACC. The ACC must develop this capacity themselves.

In order to strengthen the expertise needed to provide leadership to organizations like commodity councils, we are recommending there be a workshop on effective leadership. The objectives of such a workshop would be:

- To develop a concept of “shared” leadership that will be effective for volunteer-based consensus type organizations
- To develop approaches for effectively managing participation and outreach
- To develop decision-making frameworks that balance the need to reach good decisions in timely ways with participation and consensus within the organization
- To use communication approaches and skills that help participative organizations succeed

This workshop should be in participatory in nature, bring different leadership models to the table, and be conducted in Arabic. The OD Unit in RDI should work to develop a design for this workshop. It is suggested that this workshop be held late in first quarter, 2000.

C. Focused Technical Assistance Continued

The next six months will be an important time for the ACC. As a summary, the following is a suggested list of where the focus should be:

1. Continue to look at the vision and make any appropriate revisions that come to light from McCoy’s visit.
2. Continue to work on reaching agreement on roles and responsibilities of the key function areas.
3. Chairman and Executive Committee work out agreed upon decision-making framework that will support good decisions within a consensus style organization.
4. Continued work to develop work plans both at committee level and at the total ACC level.
5. Develop alternative approaches and plans that will ensure results from whatever level of funding is available.
6. Make certain there is an agreed upon advocacy agenda and steady attention is paid to getting this agenda acted upon.
7. Develop approaches and skills needed to run effective meetings so members feel they are productive.
8. Work on shared leadership approaches that are effective in member-driven organizations.
9. Make certain that the ACC reaches out to other similar organizations, collaborating with them on common mandates, and clarifying who is doing what so there is less cause for conflicts.
10. Make certain there are opportunities for the members to reflect on progress, identify lessons learned, and make necessary revisions and mid course corrections.

APPENDICES

APPENDIX 1 – Agricultural Commodity Council Mission Statement

The Agricultural Commodity Council (ACC) is a private sector led organization representing producers and exporters of agricultural crops. It was created by the Government of Egypt to help further its on-going efforts to promote the agriculture exports through:

- 1) Policy amendment and formulation
- 2) Legislative and procedural reform

It shall strengthen the relationship among its members by means of dialogue, coordination and easy access to market information and research. It strives to develop the human resources, correlates production to exports, and ensures exporters compliance with the Council decisions.

The ACC generally conforms to the overall framework governing the agricultural export industry and oversees that ACC work abides by this framework.

APPENDIX 2 – Agricultural Commodity Council Vision for 2003

1. Other Organizations of Similar Nature

- The ACC will have established good working relations with the other associations/unions that are directly related to its activities
- The ACC will have enhanced the creation of commodity specific unions and/or associations

2. Research and Studies

- ACC will have developed market research for export-oriented crops and built a database for studies that are available from universities and research centers in Egypt and abroad. These will include:
 - Market studies and domestic and world production figures
 - Updated quality standards for agricultural exports to keep abreast of the international trends
 - Technical studies relating to the cropping patterns, founded on Egypt's water and agricultural policies
 - Economic viability/feasibility studies for such alternative crops as medicinal and aromatic plants (production, marketing and exports) and,
 - Studies on production of new plant varieties to cope with consumer preferences abroad.

3. Contact with International Development Agencies such as

- USAID, GTZ, etc.

4. Presence in Decision-making Centers

- Lobbying/advocacy with organizations such as EU/Brussels, NAFTA, IFTA, ASEAN, and COMESA to expand the ACC scope of work and enhance its process of goal attainment.

5. Finance

The Agricultural Commodity Council's sources of finance will be:

- Ministry of Finance
- Subscription of founder and new members
- Service fees
- Grants and assistance provided by domestic and international agencies and soft loans support programs

6. Matching Production, Domestic Marketing and Exports

- The ACC will have focussed on the analysis of production, domestic marketing and export policies

- The ACC will have laid down an integrated strategy based on research findings relating to the coordination process, including other options

7. Developing Foreign Partnerships

- The ACC will have fully benefited from Egypt's comparative and competitive advantages to attract FDIs and create partnerships that will promote exports and bring in new technologies to better serve the export industry

8. Assistance of Internationally-recognized Firms to Review the Egyptian Quality Standards

- Inspection and quality control firms, preferably from the importing countries, will have been selected to review, upgrade, and certify the agricultural exportable items

9. Human Capital Development

- The knowledge, abilities, and skills of the existing local capabilities to absorb modern technologies in the production and marketing of the agricultural export products will have been upgraded.
- Staff will have been trained in promoting agricultural exports
- There will be a specialized training institute (center) using donor funds

APPENDIX 3 – Agricultural Commodity Council Priorities for Next 12 Months

1. Other Organizations of Similar Nature

- Establish strong links with organizations relating to the ACC's mandate, including foreign agencies
 - Survey these organizations to know the types of activities each is doing
 - Initiate a plan for cooperation with them
 - Support the creation of new unions and backs existing ones

Mr. Hesham A. Rahyman of the MSSP is the coordinator for this area.

2. Finance

- Short and medium-term work program approved by the Council
- Alternative funding sources have been approached

Mr. Sherif El-Maghraby and Mr. Abou Badawi have been selected to coordinate this area.

3. Research and Studies

- Make sure marketing information flows to the ACC regularly through the already existing good relationships with other organizations.

Dr. Sayed Abdul Hafez and Dr. Adel El-Ghandour have been selected to coordinate this area.

4. Internationally-recognized Quality Assurance Firms

- Locate internationally-recognized quality assurance firms
- Conclude contractual arrangements with some of them for major exportable commodities

Mr. Ali Eissa is the coordinator for this area.

5. Decision-making Centers in and outside Egypt

- Seek to be present and influential
- Survey production/export legislation (laws and decrees)
- Take part in reviewing the existing laws and propose new ones that clearly defines boundaries within which producers and exporters work.

Mr. Sherif El-Maghraby is the coordinator for this area.

6. Definition of Technical Standards (Sanitary & Quality)

- Binding (Sanitary)
- Indicative (Quality)

Mr. Adel El-Gazzar and Mr. Ali Sulaiman are the coordinators for this area

APPENDIX 4 – Agricultural Commodity Council Roles and Responsibilities for Committees

SUGGESTED ROLES AND RESPONSIBILITIES FOR COMMODITY AND SERVICE COMMITTEES

The function of a committee is to assist in accomplishing the work of the organization. The Agricultural Commodity Council has formed 7 commodity committees and 4 service committees.

Commodity Committees:

- Grains
- Citrus Fruits
- Potatoes, Onions, Garlic and Peanuts
- Vegetables and Fruits
- Cut Flowers and Ornamental Plants
- Medicinal, Aromatic, and Herbal Plants
- Animal Protein and Fish

Service Committees:

- Transportation
- Finance, Trade, and Economics
- Information and Communication
- Agriculture
- Legislation

These committees are essential for the Commodity Council to carry out its mandate and realize its vision for the future.

1. Clarifies and reaches agreement among members on the purpose of the Committee, why it exists and whom it serves.
2. Develops an agreed upon vision for what it hopes to accomplish over the next 3 years. Ensures that this vision is in alignment with the overall Council vision.
3. Develops annual work plans that describe both what the committee will accomplish over the 12-month period and identifies the activities that must be undertaken to reach this accomplishment. Makes certain these work plans are feasible given the amount of time committee members can devote to this work.
4. Communicates its purpose, its vision, and its annual work plan to the Council Chairman, Executive Committee, and external community when requested.
5. Members work together as a team, sharing responsibilities and workload – holding themselves mutually accountable for accomplishing the results defined in the annual work plan.

6. Works collaboratively with other Council Committees; identifies and works collaboratively with appropriate external organizations with similar mandates.
7. Keeps the Chairperson informed of the work they are doing, especially information about any special problems or opportunities that might have impact on the overall work of the Council.
8. Uses a consensus style of making decisions where members work together to reach agreement that most everyone can support. Resists the temptation for a quick "vote", preferring to have enough discussion and debate to help bring about a better decision that has broader support. Asks the Chairperson for help if members are hopelessly deadlocked.
9. Enthusiastically supports the overall work of the Council, speaking positively of the contributions of other parts of the Council.
10. Develops appropriate policy advocacy positions for the Committee, and works with the Executive Committee and other appropriate committees to make certain that these positions are in alignment with other policy positions of the Council.
11. Selects a member that will serve as committee rapporteur and another member to serve as a vice rapporteur. (For future only since currently this person has been selected.)
12. Operates at a high ethical and moral level.

APPENDIX 5 – Agricultural Commodity Council Roles and Responsibilities for Committee Rapporteurs (Volunteers)

1. Prepares agendas and facilitates Committee meetings. Makes certain that members are notified of upcoming meetings and that they receive materials for the meeting in advance.
2. Sees that key committee decisions/agreements are documented and circulated.
3. Works as a committee member with the same rights and obligations as any other committee member.
4. Diligently and enthusiastically supports the committee as it implements its work plan, helping solve problems and take advantage of opportunities.
5. Emphasizes the efforts and contributions of the committee members.
6. Helps resolve issues constructively, where members are unable to fulfill their commitments to the committee.
7. Communicates with the Chairperson and other appropriate members of the Council and other external audiences. Ready to be a spokesperson for the committee but willingly shares that responsibility with other committee members.
8. Helps the Committee works effectively with other committees within the Council and makes certain Committee is communicating effectively with the Chairperson.
9. Facilitates for consensus and helps manage conflicts or disagreements productively.
10. Makes certain that a “backup” committee rapporteur is available to help when needed. (called vice committee rapporteur)
11. Encourages teamwork at high ethical and moral level.
12. The rapporteur and the vice rapporteur are elected annually according to the council code of ethics for a maximum for 3 years.

APPENDIX 6 – Agricultural Commodity Council Roles and Responsibilities for Executive Committee

The Executive Committee is elected by the members of the Agricultural Commodity Council and has the authority to act. It reports its decisions to the membership, and when appropriate asks members to ratify or vote on critical decisions. **(The members vote on member dues.)** It is responsible to the members and sees itself as carrying out the mandate of the membership. Specifically, its responsibilities are:

1. Ensures that the mission of the Agricultural Commodity Council is carried out. Works with the Chairperson to put together an annual work plan for the Council and monitors its progress throughout the year.
2. Maintains fiduciary responsibility for the financial resources of the organization.
3. Works with the Information and Communication Committee to create and implement a communication strategy for the Council as a whole.
4. Works with the Legislation Committee to make certain that organization-wide policy advocacy positions are being developed and communicated effectively.
5. Along with the Chairperson, represents the Council to the external community. Attends appropriate external events involving the public, governmental officials or other stakeholders.
6. Motivates members to be active in doing the work of the Council, and makes certain they are recognized and valued for the work they are doing.
7. Works to expand Council membership.
8. Supports and encourages the Chairperson, provides advice and counsel, and gives honest feedback but avoids being overly critical.
9. Gives the Chairperson space to exercise leadership and group leadership, at the same time be willing to share Council leadership responsibility when the Chairperson needs help.

APPENDIX 7 – Agricultural Commodity Council Roles and Responsibilities for Chairperson

1. Works with Council membership to develop: a) a common understanding of the purpose (mission) of the Agricultural Commodity Council, and b) an agreed upon and clear vision and a plan for what the Council will achieve over the next several years. Articulates this clearly and with conviction both within the Council membership and to external audiences.
2. Has a comprehensive knowledge of key issues – problems and opportunities – of the Council and is proactive and articulate in communicating about these issues.
3. Works in collaboration with appropriate ministries and authorities; however, maintains the autonomy of the Council and makes certain that the council has and speaks with its own voice.
4. Works constructively with other organizations within Egypt whose mission and mandate might be similar to that of the Agricultural Commodity Council to clarify boundaries and work to eliminate needless overlaps and conflicts.
5. Works in cooperation with the Executive Committee, making certain that it makes the decisions that it needs to make. Has one voice on the Executive Committee just like any other member.
6. Leads all Executive Committee meetings and communicates with Executive Committee members, making certain they are informed about key Council issues.
7. Leads appropriate Council membership meetings and communicates with members, making certain they are informed about the work the Council is doing.
8. Supports all Council Committees as they plan and implement their work; gives appropriate technical advice to the Committee; but makes certain that the Committees have the authority to make decisions about their work and can speak with their own voice.
9. Pays special attention to the work of the Committees handling three very important crosscutting functions: a) Council fiduciary responsibilities, b) overall policy advocacy positions, and c) the creation and execution of an overall communication strategy for the Council.

10. Represents the Council to the external community, and is respected by this community and seen as a credible and trustworthy leader for Egyptian exporters. Attends appropriate external events involving the public, governmental officials or other stakeholders.

APPENDIX 8 – Agricultural Commodity Council Roles and Responsibilities for Technical Secretariat

The primary role of the Technical Secretariat is that to support the work programs of the Agricultural Commodity Council as directed and requested by the Council. Specifically, its responsibilities are:

1. Works to support and implement the work of the different commodity committees, the service committees and the executive committee. Examples of this might be to prepare policy briefs, prepare technical explanations for key issues, etc.
2. Works to help manage information, including collection, tabulation, analysis and conclusions.
3. Facilitates Council work with other governmental organizations.
4. Supports the chairperson and executive committee in carrying out their leadership roles.
5. Enthusiastically and diligently serves and supports the mission of the Council.
6. Maximizes the utilization of the capabilities of the technical secretariat to consolidate the vision and the mission of the council with the parties that they represent.
7. Prepares agendas, sends out invitations and recording the committee meetings and presents them to the rapporteurs and the chairman of the council, as appropriate.

APPENDIX 9 – Ministerial Decree Creating Commodity Councils

**Arab Republic of Egypt
Ministry of Trade and Supply
Minister's Cabinet**

**Ministerial Decree No. 512 of 1997
Creating Commodity Councils
Issued on 23/ 12/1997**

**The Minister of Trade and Supply,
Having reviewed:**

- Law No. 118 of 1975 concerning exportation and importation.
- Presidential Decree No. (31) Of 1996 regarding recognition of the state's ministries.
- Cabinet Decree adopted at the cabinet's session of 29/10/97.
- Ministerial Decree adopted No. 36 of 1978 concerning creation and jurisdictions of the Export Commissions of the Agricultural Crops and their products; and its amendments.
- Ministerial Decree No. 96 of 1987, establishing the Orange Commodity Board, and
- Ministerial Decree No. 275 of 1991, promulgating the by-laws and regulations for the provisions of law 118 of 1997 aforementioned.

Resolved the following

Article (1):

Commodity Councils are private sector organizations, involving producers and exporters. They are intended to link production and export policies and to promote the Egyptian exports through enhancing Egypt's competitive position in the world markets.

Article (2):

Commodity Council shall be established in the following areas:

- 1.□ Agricultural crops, other than cotton
- 2.□ Food industries
- 3.□ Yarn, Fabrics and RMG's
- 4.□ Pharmaceuticals, Serums, Vaccines and Medical inputs
- 5.□ Chemical Industries and Fertilizers
- 6.□ Construction Materials, Ceramics and Glass
- 7.□ Leather and Leather products

- 8.□ Timber products
- 9.□ Engineering and Electronics products
- 10.□ Books and Art works
- 11.□ Programmatic (software) and High Technology
- 12.□ Services

New Commodity Council may be created by way of a similar Ministerial Decree when need arises.

Article (3):

To attain its goals and objectives, a Commodity Council may, within its scope of work, conduct studies and develop action plans that guarantee cost reduction for the Egyptian exports, especially in the following areas:

1. Ways and means of ensuring a consistent flow of production inputs.
2. Up-grading the existing production units and improving product quality.
3. Improving the knowledge, skills and abilities of the technical and administrative staff, including domestic and foreign marketing functions.
4. Developing demand for the Egyptian products in the foreign markets and open new ones.
5. Building a database to better serve its members.
6. Providing technical and commercial advice to both producers and exporters.

Article (4):

The Commodity Councils shall be created by a ministerial decree issued by this ministry.

Each council may constitute, within its provinces, committees or working groups for each specific commodity or set of commodities.

Each council shall have a three-year tenure of office, starting from the date of its official establishments, and shall issue its own by laws and regulations as required by the nature of its mandate.

Article (5):

Each Commodity Council shall be managed by an Executive Committee to be composed of a chairman, two deputy-chairmen and a Treasurer. The Executive Committee will be elected at the beginning of each term of office. The Council shall be represented before the others and in contractual arrangements by its chairman.

Article (6):

The Commodity Council shall meet at the behest of its chairman, or any of his two deputies if and when the chairman is absent, at least once every month.

It may, however invite to its meetings whoever it deems necessary from among experts in the field of its work, but with no countable vote in the Council's decision making process.

Article (7):

A majority vote shall be applied in the decision-making process, where the chairman shall have a casting vote.

A secretary, to be appointed by the Executive Committee (office-holders) shall write down the proceedings of meetings in a special record.

Article (8):

Each Council shall prepare and submit to the Minister of Trade and Supply a quarterly report on the results of its activities and recommendations.

Article (9):

Each Council shall keep its resources in a special bank account. It shall issue its own rules for the collection of revenues and for the operation of that account.

The Council shall have a special budget, the Fiscal Year starting in January and ending in December of the same calendar year.

The Council resources shall consist of the following:

1. □ Subscription fees paid by its members.
2. □ Donation and grants offered by local and international persons and / or corporate bodies and accepted by the Council.
3. □ Charges for services rendered by the Council to members and non-members alike. The council shall issue such rules that define those charges.

The Council's budget must be audited by a certified auditor who is required to submit an annual report to the Council and a copy thereof to the Ministry of Trade and Supply.

Article (10):

An Advisory Committee, under the Chairmanship of the Minister of Trade and Supply, shall be constituted to provide advice to the Commodity Councils; with the following persons as members:

- Chairman of the General Federation of the Chambers of Commerce,
- Chairman of the Federation of the Egyptian Industries,
- Chairman of the Egyptian Bank for Export Promotion,
- Chairman of the General Organization of Export / Import Control (GOEIC),
- Head of the Foreign Trade Sector,
- Head of the Commercial Representation Sector,
- Chair persons of the Commodity Councils,

- Chairman of the International Trade Point,
- Head of the competent sector, to be mentioned by the concerned minister.

The Chairman of the Advisory Committee may invite to its meetings whoever he deems necessary from among experts and specialists. This Committee shall coordinate the activities of the Commodity Councils and look into the recommendations and reports they submit from time to time.

Article (11):

The Foreign Trade Sector shall assume the Technical Secretariat Function for both the Advisory Committee and the Commodity Councils. It shall also publish the Councils' recommendations and resolutions, having been authenticated, and follow up the implementation thereof.

Article (12):

This Decree abrogates Decrees Nos. 36 of 1978 and 96 of 1987 referred to above.

Article (13):

This Decree shall be published in the Official Gazette and shall be enforced as of the date of its publication.

Signed by

Dr. Ahmed Goweili

Minister of Trade and Supply