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Ministry of Agriculture and Land Reclamation

AGRICULTURE POLICY REFORM PROGRAM

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Reform Design and Implementation Unit

*Development Alternatives Inc. Group: Office for Studies & Finance, National Consulting
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Report No. 111

**DEVELOPMENT OF
LEADERSHIP STRATEGIES
WORKSHOP FOR
COMMODITY COUNCILS**

**AND
DEVELOPMENT OF
WORKSHOP ON STRATEGIC
THINKING AND PLANNING
FOR COMMERCIAL
REPRESENTATION SECTOR,
MINISTRY OF ECONOMY AND
FOREIGN TRADE**

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SECTION I. PURPOSE AND SCOPE

Development of Leadership Strategies Workshop for Commodity Councils

Commodity Councils were established by ministerial decree in 1996 by the Minister of Trade and Supply. These councils represent a formal institutional framework for formal, regular and organized communication between the private sector and government agencies to ensure effective integration of private sector concerns into policy development and implementation. The ministerial decrees outlining the scope of these councils have been general – to help achieve the national goal of increased exports.

APRP/RDI has been working with the Agricultural Commodity Council to help it form itself and begin operations. Wilma Gormley, an organization development consultant, was here in October 1999 to work with the ACC on key formation issues. Among the outcomes of this visit were: 1) Mission (mandate or purpose) for ACC was agreed upon by members; 2) Vision (direction) for the next 3 years was agreed upon by members; 3) roles and responsibilities were developed for several key functional areas - Executive committee, commodity and service committees, committee rapporteur, chairperson, and the technical secretariat; and 4) ACC priorities for next 12 months were agreed upon.

The Ministry of the Economy and Foreign Trade is requesting additional support from RDI to design and deliver a leadership workshop for Executive Committee members of five commodity councils – the Agricultural, Textiles, Wood, Chemicals, and Pharmaceuticals commodity councils. In order for the commodity councils to be fully successful, shared leadership approaches should be understood and used. 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 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.

Objectives of this assignment are:

1. To complete the design and preparation of all materials for a 2 to 3 day workshop on effective leadership for commodity councils. Objectives of this workshop are to:
 - a. Clarify purpose and expected outcomes of commodity councils
 - b. Define leadership strategies that are important for member-based organizations
 - c. Develop techniques for helping groups reach consensus
 - d. Define various decisions making approaches, identifying those that are more effective in member-based organizations
 - e. Develop ways to involve others in strategic thinking and planning
 - f. Strengthen leadership for policy advocacy efforts

DEVELOPMENT OF WORKSHOP ON STRATEGIC THINKING AND PLANNING FOR COMMERCIAL ATTACHE SECTOR

The MOEFT has asked RDI assistance in thinking through how the Commercial Attaché Sector might create a human resources development program that would strengthen the Sector's performance in promoting both Egyptian exports and increasing foreign investment in Egypt. The Commercial Attaché Sector (CAS) should be making significant contributions toward increasing Egyptian exports. It is important that senior leadership think strategically about how the Sector can meet this need. It is also important that the CAS work closely with Egyptian private sector – viewing the exporters and “users” or “customers” of the services the CAS provides.

Final outputs from this assignment are:

1. For the leadership strategies workshop, the design, materials, and preparation are completed. (Materials are in Arabic.)
2. Agreement with MOEFT on how APRP might contribute to a human resources development program for commercial attaches, specifically how the Commercial Attaché Sector could improve its effectiveness in promotion Egyptian exports.
3. Design and preparation for a workshop for Commercial Attaché Leadership on Strategic Thinking and Planning.
4. Consultant trip report.

This report is organized under the following sections:

- | | |
|--------------|--|
| Section I. | Purpose and Scope; |
| Section II. | Activities Undertaken; |
| Section III. | Final Design for Leadership Strategies Workshop for Commodity Councils |
| Section IV. | Recommendations for Strengthening Commercial Attaché Sector |
| Section V. | Next Steps |

SECTION II. ACTIVITIES UNDERTAKEN

In finalizing the design and making final arrangements for the Leadership Strategies Workshop the following activities were undertaken:

- Meetings (2) and conversations (several) with Fatma Khattab from the Ministry of Economy and Foreign Trade to agree on who would be attending the workshop, agreeable dates and location, and final goals and agenda for the workshop.
- Meetings with the chairmen from the two of the five (agriculture and wood products) commodity councils that have been invited to the workshop: Commodity Council for agriculture, for wood, for textiles, chemicals, and

pharmaceuticals. During these meetings, progress of the particular commodity council was discussed and desirable workshop outcomes were identified. The chairmen interviewed were Dr. Osama Khair Allah from the Agriculture Commodity Council and Mr. Redallah Mohamed Helmy from the wood products commodity council.

- The final design for the Leadership Strategies Workshop has been completed, and final preparations for conducting this workshop on July 18, 19, and 20. A copy of the goals and agenda for the workshop is included in Section III.

In developing recommendations for strengthening the Commercial Attaché Sector, the following activities were undertaken:

- Meeting with Fatma Khattab from the MOEFT to plan how the work with the Commercial Attaché Sector might proceed.
- Meeting with Mr. Hamdi Metwalli, First Under Secretary, Head of Commercial Representation
- Meeting with Dr. Ashraf El Rabiey, Commercial Counselor, Ms. Nagwa Fouad, Ms. Mena Roushdy, and Ms. Amal Fouad, all of who were commercial attaches.
- Second meeting with Dr. Ashraf El Rabiey, Commercial Counselor to present our recommendations.
- Recommendations for how APRP can help the Commercial Attaché Sector strengthen its effectiveness in promoting Egyptian exports were completed. They are contained in Section IV.
- A design for a 2-day workshop, Strategic Thinking and Planning, for senior level Commercial Attaché staff and representatives from private Egyptian exporters was developed. The goals and agenda for this are contained in Section IV.

SECTION III. Final Design for Leadership Strategies Workshop for Commodity Councils

Following are the goals and agenda for the Leadership Strategies Workshop:

GOALS

- Clarify the purpose and expected outcomes of commodity councils

- Define leadership strategies that are important for member-based organizations
- Develop techniques for helping groups reach consensus
- Define various decision making approaches, identifying those that are more effective in member-based organization
- Develop ways to involve others in strategic thinking and planning
- Leading policy advocacy efforts

COURSE AGENDA

Tuesday

- 6:00 Workshop Introduction
 H.E. Dr. Youssef Boutros Ghali, Minister of Economy and Foreign Trade
 Dr. Saad Nassar, President, Agricultural Research Center, and Project Director, APRP

Clarifying the Purpose of Commodity Councils

Describing Characteristics of Member-Based Organizations

- 9:00 Dinner

Wednesday

- 9:00 Leadership in Member-Based Organizations

- 11:00 Techniques for Helping Groups Reach Consensus

Strengthening Governance of Commodity Councils

- 1:30 Lunch

- 3:30 Continuation of above topic

Making Key Decisions

Involving Others in Strategic Thinking and Planning

- 6:30 Close for the day

8:30 Dinner

Thursday

9:00 Leading Policy Advocacy Efforts

Using Policy Advocacy Tools

Working Groups

2:00 Workshop Closure and Lunch

It is expected that there will be 20 to 25 participants in this workshop. It will be participative and interactive in nature, and contain exercises that will promote learning about leading member-based organizations and give the senior leadership of each of the commodity councils represented an opportunity to think and plan together how they can form and continue their operations.

The trainer/facilitator guidelines for conducting this workshop are contained in Appendix One.

SECTION IV. Recommendations for Strengthening the Commercial Attaché Sector

The Ministry of Economy and Foreign Trade has asked RDI assistance in thinking through how the Commercial Attaché Sector might create a human resources development program that would strengthen the Sector's performance in promoting both Egyptian exports and increasing foreign investment in Egypt. The Commercial Attaché Sector must work closely with the Egyptian private sector – viewing the exporters as “users” or “customers” of the services the CAS provides. The following are our recommendation:

1. As the demand for the services of the CAS increases, it is extremely important that CAS senior leadership think strategically about how the Sector can meet the need to provide more effective support to Egyptian exporters. The leadership should work together to develop and agree on a vision for the next two to five years that ensures a strong strategic direction, including CAS performance goals for which they are willing to hold themselves accountable.

We recommend that a strategic thinking workshop for CAS senior leadership and key exporters from the private sector, such as the Chairman of the Agriculture Commodity Council and the Chairmen or representatives from other commodity councils, be held to develop a new vision for CAS.

The APRP project is willing to provide the facilitator and pay for the costs of doing this workshop. Wilma Gornley is available to design and facilitate this workshop on

July 15 and 16. We suggest a hotel outside Cairo so people would be free to concentrate on the workshop. It would also be convenient if this were in a location where the workshop could include site visits see firsthand exporter operations.

2. A Human Resources Development Task Force should be appointed – four to six individuals who would be responsible for building and implementing a human resources development plan with export promotion at its core. We recommend asking two individuals from private exporter organizations to work with members of the CAS to form this task force.
3. A Human Resources Development Plan should include development activities at three levels:
 - a) Workshop for senior level staff to develop leadership strategies and skills needed to realize the vision and achieve the strategic goals;
 - b) Series of technical workshops and roundtables to develop the key skills commercial attaches need to network well with Egyptian exporters and potential buyers of Egyptian products.
 - c) Basic operations workshops for entry level commercial attaché staff so they can quickly learn about how the Sector can promote Egyptian exports and encourage investment in Egypt.

In order to ensure that relationships with the private sector are strengthened, we recommend the training for all three levels be done in collaboration with representatives from private exporter's groups

Facilitator Guidelines for the Strategic Thinking and Planning Workshop are contained in Appendix Two.

SECTION V. Next Steps

The next step for working with the commodity councils is to conduct the workshop which is scheduled for July 17, 18, and 19 in Ismailia. At the end of this workshop there may be obvious next steps for the project to help support the councils.

Next steps for the Commercial Attache Sector will, of course, be the strategic thinking workshop scheduled for July 15 and 16 on the North Coast. Again next steps will be clearer at the end of this workshop. There may be ways the project can continue to assist the CAS as it works to strengthen itself.

APPENDIX ONE

DESIGN FOR LEADERSHIP STRATEGIES FOR COMMODITY COUNCILS

Tuesday evening

6:00 **Introductory Activities**

Go over the purpose of this workshop, goals, and expected outcomes. Then walk through agenda. Goals and agenda are handouts. Goals are on flipchart.

Goals

- Clarify the purpose and expected outcomes of commodity councils
- Define leadership strategies that are important for member-based organizations
- Develop techniques for helping groups reach consensus
- Define various decision making approaches, identifying those that are more effective in member-based organization
- Develop ways to involve others in strategic thinking and planning
- Leading policy advocacy efforts

Then create group norms or guidelines for working together.

6:30 **Clarifying the Purpose of Commodity Councils**

Present brief history of the development of CCs. Cite key points of the legislation if appropriate. Then give this small group task:

At your table with your colleagues...

- Discuss and agree on what you believe to be the purpose of CCs
- Identify 3 to 5 outcomes – results we would be expecting from the CCs over time
- Who are our stakeholders
- Please put your main points on flipchart and select a spokesperson who will briefly share your groups work
- You have 45 minutes

7:15 Small groups report out with total group discussion.

- 8:00 Sharing thoughts on characteristics of member-based organizations. Facilitator gets the total group to brainstorm characteristics of member-based organizations. (In defining what we meant by characteristics, might have to call it operating styles. Might have two flipcharts, one titled “More like this...” and the other “Less like this...”. What we would be hoping to generate was a list that included things like: participative, seeks consensus, volunteering, few organizational monetary resources, agile, member oriented, collaborative, inclusive, reasonable agendas, enjoyable, etc. Another way to get at it would ask them to list characteristics of their business, then characteristics of a CC, and discuss the differences.
- 8:30 Close. Give them two short handouts, one on facilitation skills and the other on facilitating consensus to read before tomorrow morning.

9:00 Dinner

Wednesday

9:00 Leadership in Member-Based Organizations

Present definitions of leadership and management. Use Kotter framework. Has handout and flipchart. (Will take about 20 to 30 minutes.)

Individual task: In your role as a leader of your commodity council, what are some of the leadership activities/actions that you have taken under each of the three dimensions of leadership: establishing direction, aligning people, and motivating and inspiring. (See handout). Give individuals about 15 minutes to write down their responses.

Then ask that they meet in trios to share some of their responses. See Flipchart.

In your trio:

- Share examples of what you have been doing to **establish direction**
- Then move to **aligning people** and share actions you have been taking
- Lastly, **motivating and inspiring**, share the things you have been doing in this area
- You will have 30 minutes

- 10:00 Facilitator works with the trios a bit, taking examples and making a list of activities/actions for each of the 3 parts of leadership. This longer list is intended to help individuals note things they could be doing but aren't.

Explore the concept of shared leadership as it was presented at the meeting with the ACC earlier this year. (The content for this is either on my laptop or on our files in Tamis.) If we can't find it, I will think it up again. Present our ideas of shared leadership, and ask the question – “With whom might you be sharing leadership?”

10:45 Break

11:00 **Techniques for Helping Groups Reach Consensus**

Give a brief definition for consensus. Cover these points:

- Everyone provides input and participates in a give and take exchange of ideas and opinions about the issue at hand
- Differences are debated; compromise takes place
- Decisions are “massaged” until everyone can support it
- Issues are worked until everyone feels solid about the outcome

Explain that it does not necessarily mean that everyone totally agrees with everything – it means that most can support it. If one must wait for total, absolute consensus, then the organization can become paralyzed. One can wait for agreement to be worked out, but if that takes too long, the value of the work can deteriorate because the “right time” has come and gone.

Ask the group for techniques they have used that helps a group reach agreement. Chart their responses.

Then move to basic facilitation skills. Give a brief presentation on facilitation skills. Ask them what kinds of facilitation skills have they observed so far in this course. Demonstrate their use with a story or a demonstration, asking them to exhibit all the facilitation skills.

Explain that throughout the day, we will be discussing various issues where we will have opportunities to facilitate for consensus. We will both be aware of the process we are using to reach consensus and the contributing our thinking to the topic itself.

11:45 **Strengthening Governance of the CC**

Make a short presentation of what is meant by governance of commodity councils. Cover points such as...

- CCs are private, voluntary, non-governmental organizations established to promote the interests of certain market sectors in a market-driven economy.

- They are quite different from a privately owned business enterprise, and they are quite different from a governmental organization. It is important that members have a commonly understood and agreed to governance framework.
- We should understand the intent of the law passed by the Peoples Assembly that caused CCs to come into being.
- We should clarify the role of the commodity council members.
- Need clarity and agreement about the role and responsibilities of the Chairman.
- If there are to be standing committees, then their roles should be discussed and agreed upon.
- Need a common understanding of the role and responsibilities of support services (provided by GOE) – if appropriate

Explain that we will work in small groups to come up with some general answers to these points. Small group task will be to...

In your group...

- Select a leader that will lead/facilitate your meeting
- Using your facilitating for consensus skills...

As a group develop a list of roles/ responsibilities of the Chairman of the CC or Chairman of a Committee

- And a list of the roles/responsibilities of CC members or committee members.
- Put your list on flipchart. Select a spokesperson who will share with large group.
- You will have 45 – 60 minutes

- | | |
|--------------|---|
| 12:00 | Small groups working |
| 1:00 or 1:30 | Lunch |
| 3:30 | Reports out. Compare lists from the groups – note where there is agreement and where there are differences. Help deepen their thinking, but don't try to get total agreement. |
| 3:15 | Ask the groups to meet and discuss how they worked to reach consensus. Give them these questions: |

- What helped your group reach consensus?
- What hindered you?
- Give constructive feedback to your leader
 - what did s/he do that helped the group
 - what is one thing s/he could improve

Give them 15 to 20 minutes in their groups. Then facilitate a total group discussion, taking examples from each of the groups.

4:00 Making Key Decisions in CCs

Ask the group for examples of key decisions that will have to be made as a CC operates and carries out its mandate. Chart these examples. Explain the decision-making framework (handout). Create a flipchart showing the major points from the handout. Ask the group which decision making approach should be used for the types of decisions they gave as examples. Ask what they believe their members would say to this same question? Work this to see that the concept of shared leadership – shared power is fully understood and the advantages and disadvantages of power in the chairman compared to shared power with members.

Ask how they would recommend implementing their chosen decision making framework? Talk about it with members? How would they do this? Say a bit about “walking their talk” and then move on.

5:00 Break

5:15 Involving Others in Strategic Thinking and Planning

Give a brief presentation on strategic thinking for CCs. Cover these points. (flipchart)

- Strategy is about vision and direction for your organization
- Strategy is about making choices about what the CC should do and not do
- There are far more things that your CC ought or could do than there are resources – you have to make very careful choices
- Most CCs have to achieve their mandate through volunteer work from members – the agenda or work plans must fit with the level of resources you have
- Good strategic thinking and planning involves...
 - Being clear and getting agreement on the purpose (mission) of your CC. Purpose or mission statement describes in

clear, concise ways why the CC exists and whom it is intended to serve

- Getting agreement on the 4 or 5 strategic goals/objectives – what it intends to achieve
- Working through a reasonable work plan on how you will achieve the goals – what actions/activities will be undertaken, general time frame, and who will do what

Give the following individual task. (Handout) Put these points on flipchart.

- Write a short, compelling mission statement for your CC that explains its purpose and whom it intends to serve
- Identify 4 or 5 strategic goals which you believe are important for your CC to achieve
- Describe how you have or will involve others in helping clarify the mission and select the strategic goals
- Take 15 minutes or so

When they are finished, ask that they meet with others from their CC and share their thinking.

- Take turns listening to how one another stated the mission statement. Share opinions.
- Listen to what each of you identified as possible strategic goals. See how similar or different they are.
- Discuss how you might involve other members in this activity.

Process this briefly. Ask for examples of mission statements. Then examples of strategic goals. Then ask for ways they would involve others in the creation of this strategic thinking. List the ways they come up with. Facilitate a discussion to expand their thinking about how they might do this.

Talk about how they might plan a meeting of their members that will involve them in these discussions. Ask them to describe what they believe are the characteristics of a good meeting to discuss strategy. Chart their comments. Hopefully, this will come up with the basic essentials of good meetings. Add points whenever appropriate.

Ask them (as individuals or working with others from their commodity council) to create an agenda for a meeting that they could hold for their members that would deal with strategy. Depending on time, they could do this now or do it tonight and bring with them in the morning. The agenda should indicate the purpose of the meeting, the topics for discussion, and the time frame.

Ask them to write their agenda on flipchart paper and post them. Have the group walk around talking about these meeting agendas. Ask them to reflect on the agendas – is it involving others appropriately, are the time frames realistic, etc.

6:30 or so Close for the day.

8:30 Dinner

Wednesday

9:00 **Leading Policy Advocacy Efforts**

Begin this discussion with the question, “How would you define advocacy?” Take several examples. Then give this definition.

POLICY ADVOCACY is the presentation of a case to promote an “interest” or a perspective. It is concerned with bringing about change. It has two key aims:

- To carry out a long-term process of affecting changes in target audience’s views on a wide range of issues
- To influence the legislative process so that laws and regulations are enacted that support that “interest”

Continue with the following short presentation to increase understanding of what we mean by policy advocacy. (See Handout 3 for additional information.)

- In a market-driven economy, government can either help or hurt the expansion of business enterprises. The role of associations is to make certain that government encourages business growth.
- Influencing the passage of better laws or helping repeal unfair regulations are vital roles for associations. (Use an example that would be relevant for them.)

- Government and business groups should work together as partners with a common goal of improving the living conditions of all people by creating additional job opportunities.
- Sound governmental policies foster investment, encourage entrepreneurship and help create economic growth.
- It is easier for a government official to make informed decisions when there is s/he understands how the policy affects business.

Continue the presentation by identifying and explaining the following principles of effective policy advocacy by associations. (Handout) Use Flipchart to supplement your presentation.

Components of Effective Policy Advocacy

- Listen to members
- Use a step-by-step approach to develop the policy agenda
 - Perhaps establish a policy committee
 - Gather information; create policy briefs
 - Develop preliminary advocacy positions
 - Select which issues to pursue (involve members)
 - Selected issues become the policy agenda
- Membership approves
- Know the legislative process; get involved with it
- Contact key lawmakers and government officials
- Insist on integrity from association leaders and members
- Build coalitions with other interest groups

Facilitate a brief discussion of these components. Ask which ones are most important for their commodity council right now and why. Take a few examples. Ask if there are additional important components to good policy advocacy that are not included in this list. Ask which ones give them the most concern – perhaps will be the hardest to use. Keep this discussion to no more than 15 to 20 minutes.

9:45

Move on to discussions on advocacy tools. Distribute Handout. Ask that they take a few minutes to read it. Explain that on the first page are a number of questions that can be used for issue analysis and strategy development. Ask if there are any questions. Then move on. Explain that an advocacy agenda for your commodity council is composed of these parts:

Advocacy Agenda consists of:

1. Identification of the legal and regulatory issues the commodity council has determined it will work on and why they are important.
2. A description of the position the council has taken regarding the issue – what it is advocating.
3. A list of advocacy activities that will be undertaken for each issue.
4. This is in written format.
5. The members or appropriate individuals have approved the advocacy agenda.

Ask the group to list the legal and regulatory issues (problems) that they believe are the most important for their industry. Record their responses. Then ask them which ones are the most important. May have to do this within each commodity council rather than for the whole group.

Explain that you are suggesting they use several questions to help further their thinking for each issue. Distribute issue working sheets handout. Go over the following points (flipchart).

Working sheet questions

1. What is the legal/regulatory issue or problem?
2. Whom does the issue affect (either positively or negatively)?
3. What is the status of any legislation connected to the issue?
4. What should be the association's ideal position?
5. What are the arguments to support this?
6. Who/what are the individuals or bodies that will be decision-makers on the issue?
7. Will they be for or against our position?
8. How could we best influence them?

Divide the group into trios or quads – probably should be for each commodity council represented. Give each of them one of the issues that were identified earlier, or ask them to select one or two from their list. Ask that they see if they can answer these questions about that issue. Give this task.

Trio task

- Using the worksheets provided, answer the questions for your issue.
- Be prepared to share your analysis with the larger

group

- Have one person take good notes, using the form.
- Use 45 to 60 minutes.

10:45 Break

11:00 Small groups working

11:45 Facilitate small groups reporting out. Remember the point is for them to learn about creating policy positions, not to really create the final position itself.

As they finish, ask them what conclusions they are reaching about creating policy positions. Chart responses. Ask about their concerns. Ask what advice they would give themselves in helping their council formulate good policy positions.

1:00 Lunch

2:00 It is very difficult to know exactly how long this topic will go. Then we will have to close the workshop. I would expect that we will need to close by about 3:30.

Handouts Required

1. Goals and agenda
2. Leadership and management frameworks (Kotter)
3. Facilitation Skills for Leaders
4. Facilitating for Consensus
5. Decision Making Framework
6. Building Policy Advocacy Programs
7. Suggested Tools and Methods for Advocacy
8. Work Sheets for Legal or Regulatory Issues

APPENDIX TWO

DESIGN FOR STRATEGIC THINKING AND PLANNING WORKSHOP FOR COMMERCIAL ATTACHE SECTOR

Day One

9:00 Introduction to Workshop

Official opening. Goals, agenda, guidelines for working together. (60 minutes)

WORKSHOP GOALS

- To develop strategic direction and vision for how the Commercial Attaché Sector can increase its effectiveness in promoting Egyptian exports and increasing foreign investment
- To strengthen how the Sector and Egyptian private exporters work together to increase exports

AGENDA (today)

- Introductions
- Reflecting on the Commercial Attaché Sector – strengths and improvements needed
- Developing our Vision for the Sector Over Next 3 to 5 Years
- Field Trip to Visit Exporter Operations

AGENDA (tomorrow)

- Developing Strategies For Implementing CAS Vision And Direction For Next 3 To 5 Years
- Identifying and Planning Action Steps Required

SUGGESTIONS FOR HOW WE WORK TOGETHER

- All participate and share ideas and opinions
- Listen to one another; one person speak at a time
- Facilitator role is to help guide this participation and interaction

- All of us watch how we are using time
- All of us return from breaks at agreed-upon times
- Enjoy ourselves – laugh while we work hard

10:00

Reflections on CAS Work Over Next 2 to 5 Years

Frame this topic by reviewing why the next 2 to 5 years are so important; comment on how globalization is requiring many countries to think creatively about the role of government in promoting trade; and comment on importance of not just continuing business as usual. If appropriate, use the quote from reengineering literature – “In today’s world often the very practices that made you successful in the past will if continued cause you to fail.”

Talk about working in small groups – purpose and why it is an effective methodology. Give the following task:

1. *Considering the CAS currently, what do we do well?*
2. *Whom do we see as our customers or users of the services provided by CAS?*
3. *How do we see the need for CAS services changing over the next few years?*

Discuss these 3 points. Ask one person to take notes of your major points and be willing to share this when asked.

Take 45 minutes for this discussion.

11:00

Break

11:15

Reports out and discussion.

11:45

Developing our Strategic Vision

Define what we mean by vision and future direction. Talk about the need to be able to bring about adaptive change. Share an example of how this concept has helped.

2nd SMALL GROUP TASK

For the future...

1. *What services should CAS be providing?*
2. *How should CAS staff be interacting with exporters? With foreign investors?*
3. *How might CAS field staff work more effectively with Cairo-based staff?*

Discuss these three points. Put your major points for each on flipchart paper.

Select a spokesperson that will make brief presentation of your group's work.

Take 45 minutes.

- | | |
|-------|--|
| 12:45 | Reports out and discussion |
| 2:00 | Lunch break |
| 3:00 | Field Trip |
| 7:00 | Return to hotel. |
| 8:30 | Dinner – individuals on their own for this meal. |

Day Two

9:00 Determining Key Components of our Strategy

Frame this by speaking about need to agree on strategy – those important things that must be carried out if our vision is to become reality. Mention that it is important that strategy be reasonable – feasible to carry out given the circumstances and the resources.

From the large group, brainstorm a list of areas where improvements or changes will need to be made. Some of these could be developed by a select few folks the evening before.

SMALL GROUP WORK

1. *Discuss the improvement area assigned to your group.*
2. *Agree on 5 or so action steps that if taken would improve results*

3. *Identify who should be responsible for implementing these action steps.*
3. *Put on flipchart.*

Select a spokesperson that will report on your group's work.

Use 45 to 60 minutes.

10:15 Reports out and discussion

10:45 Break at a convenient time

11:00 Continue reports out.

12:00 **Next Steps**

Depending on how work has gone so far, this time may be needed for a number of things. Could talk a bit more about who has responsibility for providing leadership for the things that have been identified as important, and how we can monitor our progress. Could ask the group to brainstorm the competencies for commercial attaches. This time should be used as deemed appropriate at the time.

Closure can happen anytime, but should not be later than 2:30.