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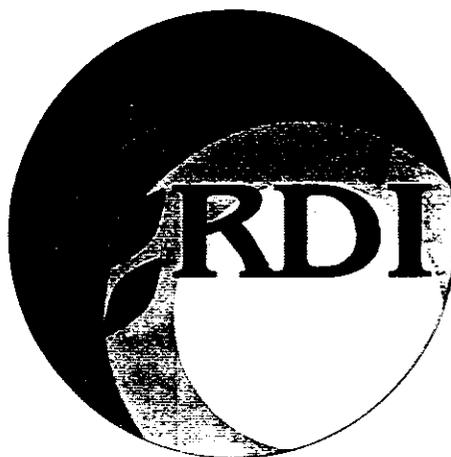
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Ministry of Agriculture and Land Reclamation

AGRICULTURE POLICY REFORM PROGRAM

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RDI REPORTS

A

Report No. 161

**OVERVIEW AND
ASSESSMENT OF THE
AGRICULTURAL
COMMODITY
COUNCIL**

*Prepared by:
Heather Dale*

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TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	1
EXECUTIVE SUMMARY	2
CHAPTER 1 : ACC Structure & Purpose	3
CHAPTER 2 : ACC Activities & Accomplishments	11
CHAPTER 3 : Assessment of the ACC.....	21
CONCLUSION	26
APPENDIX I : TECHNICAL SUPPORT TO THE ACC	27
APPENDIX II : BENCHMARKS INVOLVING ACC.....	29
APPENDIX III : MINISTERIAL DECREE 521/1997.....	31
APPENDIX IV : MINISTERIAL DECREE 342/1999.....	32
APPENDIX V : ACC By-Laws, issued 2000	33
APPENDIX VI : LIST OF INTERVIEWS	42

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EXECUTIVE SUMMARY

The Agricultural Commodity Council is a private sector umbrella organization that integrates producers, processors, and exporters of agricultural goods. It aims to develop a profitable agro-export industry in Egypt, and focuses primarily on policy advocacy and coordination across agricultural sub-sectors. The ACC provides a forum for industry leaders to speak with one voice to the government in matters relating to trade, and facilitates industry-wide cooperation.

This study was commissioned to document the structure, purpose, and performance of the Agricultural Commodity Council.

Chapter 1 focuses on the organizational structure of the ACC. It discusses how the ACC began, its mandated purpose, how it is funded, who makes up its leadership, and who are the members. It also explains the ACC's relationship with the government.

Chapter 2 examines the activities of the ACC. The ACC's work has focused on reforms that benefit the agro-export sector as a whole, as well as those that develop specific commodity sub-sectors. Its successes are largely found in government policy changes that streamline the process of exporting, improve transport, and create industry regulations compliant with international standards. The ACC has also promoted industrial self-regulation through the work of its subcommittees.

Chapter 3 concludes with an assessment of the ACC's performance. While the ACC has achieved significant reforms, the Council does face problems related to its vague and broadly-defined mission; its relationship with the government; and its system of financial management and strategic planning.

CHAPTER 1

ACC STRUCTURE & PURPOSE

INTRODUCTION

The Agricultural Commodity Council is a private-sector organization made up of members from the agro-export business community. The ACC aims to unify and organize efforts and relations between those involved in the agricultural sector, including farmers, producers, exporters, state officials, and scientists and members of the research community. Made up of eighteen subcommittees focusing both on commodities and services, the ACC serves as an umbrella organization whose overall mission is to improve and increase agricultural exports.

BACKGROUND

FORMATION OF THE COMMODITY COUNCILS

The Agricultural Commodity Council was one of twelve Export Councils created by Ministerial Decree 521/1997 in December 1997. The areas included in the Decree were chosen for their perceived strategic importance in the Egyptian economy.¹ 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 policy development and implementation. They operate within the Foreign Trade Sector of the Ministry of Foreign Trade. Mr. Said Abu Il-Khomsan, Director of the Foreign Trade Sector, is the Secretary General of the Commodity Councils. The role of the Secretary General is to coordinate the work of all Commodity Councils and facilitate government-council cooperation. He is not considered to be a member of the ACC, and has no vote in ACC decisions.

The scope of these councils as outlined in Decree 521/1997 has been general: to help achieve the national goal of increased exports. Their purpose (as stated in Article 3) is to: "Conduct studies and develop action plans that guarantee a cost reduction for Egyptian exports... [particularly in]: improving the quality of inputs; upgrading production and quality standards; developing demand for Egyptian products in foreign markets; establishing database systems; and providing technical and commercial support to producers and exporters."

LEGAL BASIS OF THE ACC

While the formation of commodity councils was authorized in 1997, the Agricultural Commodity Council was not officially established until 1999 with Ministerial Decree 342. The

¹ Other Councils authorized in Article 2 of the Decree were food industries, yarn and fabrics, pharmaceuticals, chemical industries, construction, leather, timber, engineering and electronics, books and art, computer software and technology, and services.

ACC is not registered as an NGO, and therefore does not fall under legislative jurisdiction governing NGOs.

Article 4 of Decree 521/1997 mandates the ACC to issue its own by-laws and regulations pursuant to its particular mandate. The ACC General Council issued these by-laws in 2000. The by-laws define the ACC's governance structure and specifically cover the following: the objectives of the council (Art. 1); financial issues, including how funds are acquired and how they are allocated (Art. 4); membership rights and requirements (Arts. 6 and 7); and the roles and responsibilities of the ACC Executive Committee, the subcommittees and sub-councils, and the Technical Secretariat (Arts. 13-18).

PURPOSE OF THE ACC

The ACC's overarching goal is to promote Egyptian agricultural exports by improving their competitiveness in the world market. Within this broad mandate, the ACC engages in three principle forms of activity:

1. Advocacy. The ACC works closely with the Government in order to identify obstacles to increasing agricultural exports and devise technical, marketing, and policy solutions.
2. Industry Coordination. The ACC aims to bring together all of those involved within the agricultural chain from production to transport to export to marketing to streamline processes and improve export potential.
3. Service Provision. The ACC plans to provide services to its members in the future. Possibilities under discussion include sponsoring and attending trade shows, providing training, and establishing a marketing database.

The Mission Statement of the Agriculture Commodity Council

The ACC is committed to representing producers and exporters of agricultural crops. The council provides a forum for its members to identify and discuss issues of common interest and to speak with a single voice. It is a service-oriented association based on volunteerism, cooperation, participation and transparency.

Excerpt from ACC Informational Brochure, 2000

Institutionalizing Private-Public Cooperation

The Agricultural Commodity Council occupies a distinct position within Egypt's civil society. While it is a private organization, it originated within the Ministry of Supply and Trade, and the

31 members of the General Council have all been nominated by Ministerial Decree (No. 342). Furthermore, the Secretary General of all commodity councils, including the ACC, is the Director of the Foreign Trade Sector of the MFT. The Government also provides technical support to the ACC through the Technical Secretariat. However, all members (of the General Council as well as subcommittees) are business leaders within the agro-export industry. No government officials occupy leadership or member positions within the ACC itself.

Due to this close and unique relationship with the Government, the ACC has privileged access to key decision makers within the GOE. ACC leadership meets with H.E. Minister of Foreign Trade Yusef Boutros Ghali on a monthly basis, and also has close access to the MALR, the Ministry of Finance, the Ministry of Supply and Home Trade, and other relevant state institutions.

The ACC has thereby institutionalized ongoing private sector policy dialogues with the government. The ACC highlights the obstacles to improved and increased exports, and the Ministry of Foreign Trade (MFT) depends on the ACC's input to make policies beneficial to the agribusiness community. The ACC also serves as the primary source of information from the government to the private sector. Due to frequent contact with state officials, the Ministry relies on the ACC to convey the government's plans and messages to the exporters. In this manner, the ACC effectively links the private and public sectors in two-way dialogue, strategizing, and project implementation. The fulfillment of Tranche V Benchmarks solidified this relationship. Under Benchmark D.10, the MFT issued a Decree requiring the discussion of foreign trade draft regulations with stakeholders before the issuance of the regulation. Furthermore, Benchmark D.6 achieved a Ministerial Decree committing funding to the Commodity Councils.

ACC Members and Partners

Public Sector Actors

Members of Technical Secretariat

General Organization for Export & Import Control
 Egyptian Export Promotion Center
 Commercial Representative Sector
 Control, Experts, and Pricing Sector
 Internal Trade Sector
 International Trade Point Sector
 General Organization for Fisheries
 Central Agency for Public Mobilization & Statistics
 Customs Agency

Focus of ACC Advocacy Efforts

Ministry of Foreign Trade
 Ministry of Supply & Home Trade
 Ministry of Agriculture & Land Reclamation
 Ministry of Finance
 Ministry of Transport

Private Sector Actors

Members of ACC

Producers
 Exporters
 Packers
 Trade & Commodity Assn
 Transporters
 Traders

The ACC's relationship with the government is profoundly different from those of other agribusiness associations. First, ACC is the only organization created by Ministerial Decree. Neither the Horticulture Export Improvement Association (HEIA), nor the Egyptian Seed Association (ESAS), nor the Egyptian Agribusiness Association (EAGA) was established via Decree, and none has members appointed by the GOE. Additionally, none of these associations have received assistance from the government such as that of the Technical Secretariat appointed to the ACC and funded by the MFT.

STRUCTURE OF THE ACC

The ACC is an umbrella organization composed of 18 subcommittees that cover 11 commodities and 7 services. The subcommittees are organized under a General Council that is headed by the Chairman of the Board of Directors. The Technical Secretariat, provided by the Foreign Trade Sector, provides administrative support to the work of the Council and facilitates Government-Council dialogue.

ACC General Council and Board of Directors

The 31 businessmen appointed by Minister Goweili make up the General Council of the ACC.² The General Council forms the umbrella of the ACC, and is charged with electing the Board of Directors comprised of a Chairperson, two Deputy Chairs, and a Treasurer. Members of the subcommittees do not have the right to vote for the Board. The General Council oversees the work of the subcommittees and coordinates efforts between subcommittees and with other organizations.

The Board of Directors is elected for a three year term, and is currently chaired by Dr. Osama Kher id-Din who was elected in 1999. The Board reports its decisions to the membership, and when appropriate asks members to ratify or vote on critical decisions (subcommittee members have the right to vote on policy issues). It is responsible to the members and is charged with carrying out the mandate of the membership. Specifically, its responsibilities are:

- To compile an annual work plan for the Council and monitor its progress throughout the year.³
- To maintain fiduciary responsibility for the financial resources of the organization. It is in charge of all cash disbursements to subcommittees.
- To work with the Information and Communication Subcommittee to create and implement a communication strategy for the Council as a whole.⁴

² See Ministerial Decree 342/1999, Appendix IV, for list of General Council members.

³ While charged with formulating an annual work plan, the Board has never actually done so. It has instead relied on an ad hoc form of coordination and organization, relying primarily on the Subcommittees to pursue targeted reforms relevant to their specific needs. The implications of this system of organization are further discussed in Chapter 3.

⁴ The Information and Communication Subcommittee aims to publicize the work of the ACC and promote ACC's mission to both domestic and international audiences. It coordinates with commodity subcommittees to make sure that success stories are circulated to the larger community.

- To work with the Legislation Subcommittee to make certain that organization-wide policy advocacy positions are being developed and communicated effectively.⁵
- To represent the Council to the external community. Attends appropriate external events involving the public, governmental officials or other stakeholders.

The Chair of the Board of Directors heads all Board meetings and makes certain that Executive Committee members are informed about key Council issues. The Chair is the legal representative of the Council to the Government.

Technical Secretariat

The Technical Secretariat was formed by Decree signed by the head of Foreign Trade Sector. Ms. Zeinab El-Ghazawy, General Manager of the Department for Consumer Products, was appointed head of the Technical Secretariat in 1999. The Secretariat includes government experts in the areas of council's activities (including MALR, General Organization for Export and Import Control, Egyptian Export Promotion Center, Commercial Representative Sector, Control Experts and Pricing Sector, Internal Trade Sector, International Trade Point Sector, General Organization for Fisheries, Central Agency for Public Mobilization and Statistics, and the Customs Agency).

The primary role of the Technical Secretariat is to support the work programs of the Agricultural Commodity Council as directed and requested by the Council. Specifically, its responsibilities include preparing policy briefs, technical documents, and marketing information for subcommittees upon request. The Secretariat also prepares agendas, sends out invitations, and records committee meetings to present them to the Chair of the Council.

Subcommittees

Subcommittees are the heart of the ACC: where priorities and goals are set and results achieved. The ACC encourages businesses to join these subcommittees and to help set their agenda for the future. A member of the General Council heads each subcommittee. Members of the subcommittees are to elect the Chair of their committees every three years. All votes are anonymous.

Each subcommittee is authorized to establish sub-councils to address specific issues facing a particular commodity. For example, the Red Meat subcommittee has sub-councils for beef, goats, buffalo, and camel.

⁵ The Legislation Subcommittee lobbies the government in order to promote both sector-wide and commodity-specific legislative reforms. It works with commodity and service subcommittees to identify key areas of concern and devise policy solutions.

ACC SUBCOMMITTEES

Commodity Committees:

Grains, Rice & Beans
Citrus Fruits
Potatoes
Vegetables and Fruits
Cut Flowers and Ornamental Plants
Medicinal, Aromatic, and Herbal Plants
Fish & Seafood
Onions & Garlic
Peanut & Oil Seeds
Red Meat
Poultry

Service Committees:

Transportation
Finance, Trade, & Economics
Information & Communication
Agriculture
Legislation
Organic Farming
Agricultural Engineering

These subcommittees are essential for the Commodity Council to carry out its mandate and realize its vision for the future. Each subcommittee is charged with developing an agreed upon vision for what it hopes to achieve over 3 year planning cycles. In order to accomplish this, they are supposed to prepare annual work plans that describe the activities that must be undertaken to reach the targets set. While mandated in the by-laws, only a few subcommittees have actually prepared their work plans.⁶

The head of each subcommittee is supposed to have bi-annual meetings with the Chair of the ACC. In practice, however, not all subcommittees have equal access to the Chair. These meetings allow subcommittees to discuss their annual work plans with the Chair in order to ensure that the plans are commensurate with the purpose of the ACC, and to identify ways in which the Chair may assist the subcommittees in their work.

Advisory Committee

Decree 521/1997 established an advisory committee under the chairmanship of the Minister of Trade and Supply that acts as advisors to all commodity councils, including the ACC. Persons named are:

- Chairman of the General Federation of Chambers of Commerce
- Chairman of the Federation of Egyptian Industries
- Chairman of the Egyptian Bank for Export Promotion
- Chairman of the General Organization for Export/Import Control
- Head of the Foreign Trade Sector
- Head of the Commercial Representation Sector
- Chairman of the International Trade Point

The Advisory Committee is vested with the power "to coordinate the activities of commodity councils... [and] review (from time to time) their work and such recommendations and reports as they produce."

⁶ This situation will be further discussed in Chapter 3.

MEMBERSHIP

Members of ACC are individuals or organizations involved in agriculture and entities interested in promoting agriculture exports. The ACC General Council comprises 31 leading professionals in the agribusiness and export industry. Members of the General Council were nominated in Ministerial Decree 342, and each nominee paid a one-time initiation fee of LE 10,000.⁷ The by-laws state that the General Council should vote on annual dues to be paid by members of the General Council, but the issue has not been pursued and members have consequently not paid any annual fees. There is no specified period of service for these members.

Members of subcommittees apply for membership via the Executive Director of the ACC, and are supposed to pay yearly membership dues of LE 1,000. However, many members have not paid the dues. While the by-laws state that these individuals should lose their membership, in practice no one has been removed from any subcommittee.⁸ Each subcommittee has an average of 20 members. In total, the ACC has approximately 300 members. While both individuals and organizations may join any subcommittee, the vast majority of members are individuals. Organizations that are members may delegate any representative of the company to attend subcommittee meetings.

SOURCES OF FUNDING

Ministerial Decree 521/1997 provides only broad guidelines on matters relating to funding. The operating costs of commodity councils are to be supported by:

1. Subscription fees paid by members;
2. Donations and grants from local and international persons and/or bodies as approved by the Council;
3. Charges for services rendered by the Council (such as are determined by the Council).

The ACC has limited sources of funding, and relies primarily on annual membership fees (LE 1000 per member of the subcommittees). It also receives revenues (LE 120,000 over the first four months) from fees charged for export, import, and tax rebate applications to the Ministry of Foreign Trade.

The Executive Director (in charge of the budget) states that the ACC currently uses the entire budget acquired from membership and application fees to maintain the office and pay for the ACC staff. Any additional activities or services rely on member volunteerism as well as contributions from the Technical Secretariat.

ACC STAFF

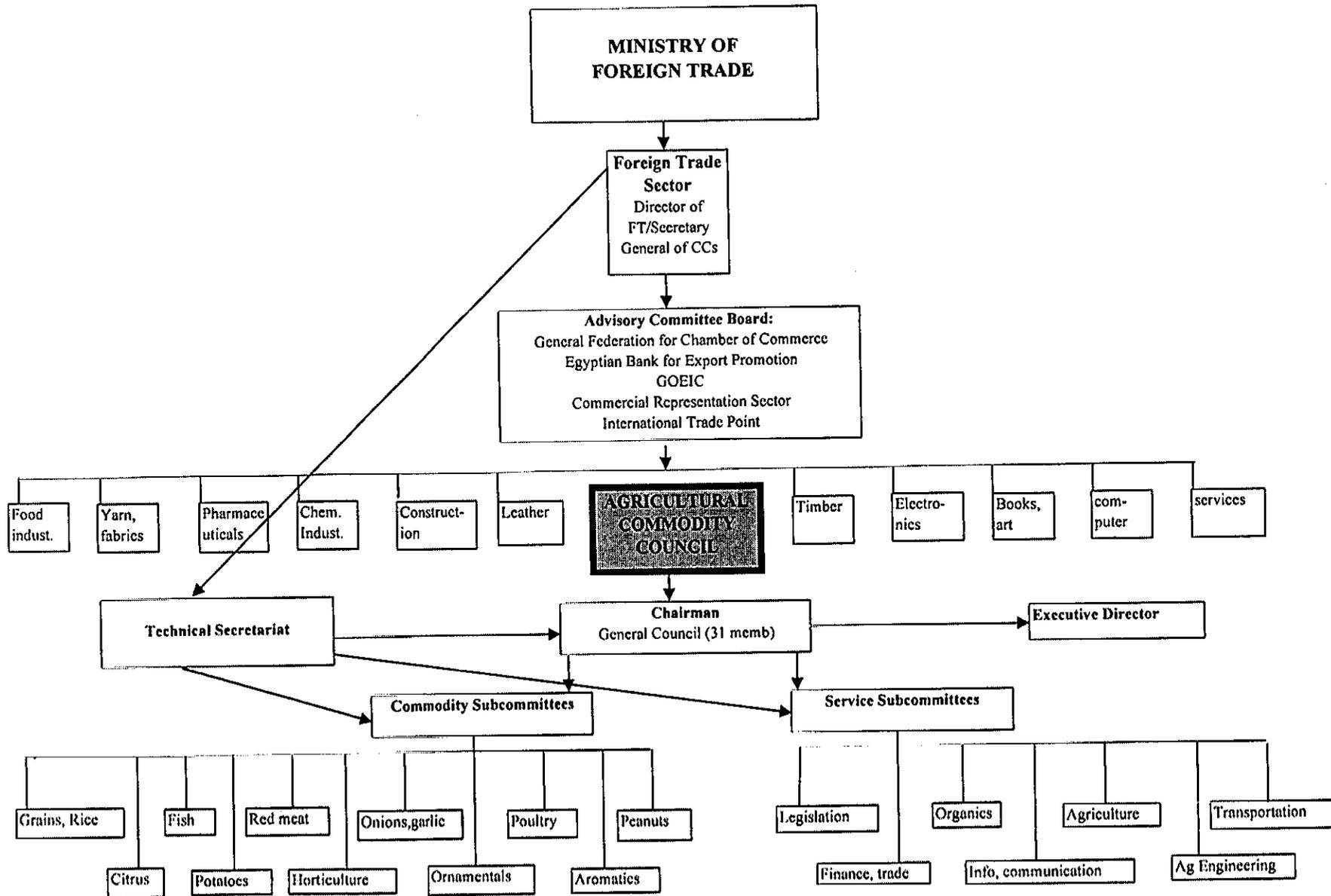
While no Egyptian government funds are directly allocated to the councils, the ACC does receive technical assistance and staff support from the MFT. As discussed above, the Technical Secretariat is appointed by Decree and paid for by the government.

⁷ See Ministerial Decree with list of Members in Appendix IV.

⁸ The implications of this system are pursued in Chapter 3.

The Executive Director is the chief administrator of the ACC and is hired and paid for by the ACC. He supports the work of the different subcommittees and the Board of Directors, and manages information in coordination with the Technical Secretariat including collection, tabulation, and analysis. He is mandated to pay special attention to the work of the subcommittees handling three very important cross-cutting functions: a) Council fiduciary responsibilities; b) overall policy advocacy positions; and c) the creation and execution of an overall communication strategy for the Council. He is based in the ACC office in Mohandiseen which is paid for through the ACC budget. The current Executive Director is Sherif Rashed. He is supported by one assistant also paid for by the ACC.

ACC ORGANIZATION



CHAPTER 2

ACC ACTIVITIES AND ACCOMPLISHMENTS

The ACC has established an impressive track record in their dialogue with the GOE and has achieved a range of important regulatory and procedural reforms. These reforms are the building blocks of a successful export promotion policy, without which macro-economic reforms cannot have their anticipated impact.

ACC's activities, as discussed in Chapter 1, are advocacy, industrial coordination, and service provision. Within this, the ACC focuses on three main areas:

1. Agricultural Sector Policy Reforms. The ACC addresses reforms that will work to the benefit of all commodities. This has included advocacy efforts to lower tariffs, streamline regulations governing foreign trade, and improve transport.
2. Commodity Promotion. ACC subcommittees focus on efforts to promote second-tier commodity-specific exports. This has come in the form of official decrees, workshops to educate producers and exporters on international standards of production, and specifications to regulate the industry as a whole.
3. Community Awareness. The ACC educates the wider community about its work and the importance of agricultural exports.

AGRICULTURAL SECTOR POLICY REFORMS

Government export policies

ACC focuses on reorienting government policy to facilitate exports. This includes lowering tariffs, import costs, transport costs, export shipping procedures, licensing, the importation of inputs, etc. ACC addresses everything from production techniques to information transfer to issues in shipping goods.

Lowering input costs

In 1999, ACC obtained from the Government an exemption from customs duty for imported materials used for packaging and preparing agricultural products for export. Previously, the customs service had charged normal duties (up to 30%) on such products, because some went to package products for the domestic market. The GOE recognizes that a portion of products goes for domestic consumption, but due to the lobbying efforts of the ACC the authorities agreed to promote exports by granting this exemption.

Rebates on Taxes on Imports of Agricultural Inputs for Export Products

Exporters of fresh agricultural products have noted that the inputs they use are taxed as if for domestic use. Exporters of manufactured goods have the right to rebates on the share of import duties paid for goods which are subsequently exported from Egypt. The ACC succeeded in convincing the Ministry of Agriculture and the Ministry of Foreign Trade to establish a schedule of allowable rebates for taxes on such imported items as agro-chemicals, seeds, and equipment.

The MFT has submitted this schedule to the Customs Authority to establish the rebate rates. Suggested rebates range from 10.27% of the value of exported potatoes to 6.51% of the value of exported peppers. As neighboring competitors have similar rebate programs, this will help strengthen Egypt's competitive position in critical markets.

Granting of Temporary Permission to Exporters

Companies that import agricultural inputs to be utilized for commodity exports are subject to a series of cumbersome regulations and required to submit a letter of guarantee for all imported goods. ACC worked with MFT to convince the Ministry of Finance to ease the burden on agro-exporters.

This advocacy work resulted in two Decrees issued by the Ministry of Finance. Decree 137 in 2001 and Decree 790 in 2002 created what is referred to as a "white list." The white list contains 28 agricultural companies that are allowed to import inputs to be utilized for commodity exports without submitting a letter of guarantee. This white list streamlines the import process for inputs, thereby contributing to the growth of competitive agro-export industries.

Unified Inspection of Imports and Exports

During studies of the difficulties faced by exporters of agricultural products, ACC, HEIA, APRP/RDI, and ATUT noticed that inspection procedures for both imports and exports led to considerable delays and added expenses. The delays on imported containers led to a shortage of refrigerated containers for export of fresh products, delays and added costs. Joint studies revealed that one major cause in the delays at the ports was the multiplicity of organizations which have to inspect shipments before they can enter or leave Egypt. These include veterinary services, agricultural phyto-sanitary services, atomic energy and radioactive materials inspectors, health department inspectors, customs, etc. These inspections often took place sequentially, leading to significant delays and administrative complications.

Following an advocacy campaign led by the ACC and HEIA, the President issued Decree 106 in 2000 unifying inspection procedures at the ports under the authority of the General Organization for Import and Export Control (GOIEC) of the MFT. It calls for the inspections to be carried out simultaneously, under the aegis of GOIEC, in as expeditious a manner as possible. This also satisfied Tranche 4 Benchmark D.8.

Improving education systems oriented toward export production and marketing

In May 2002, ACC held a forum with the Deans and professors from the Faculties of Agriculture in Universities in Cairo, Alexandria, and Ismaileya. They discussed ways to modify curricula to meet the demands of a liberalized agricultural sector. This includes educating students in improved methods of production, post harvesting, transportation, inspection, and marketing to compete in international markets.

The Deans of the Faculties of Agriculture are now working across the country to modernize their curricula to educate students in profitable and technologically advanced methods of agricultural production.

Transportation

In 1999, ACC met with HEIA and RDI/APRP to discuss the transportation issues impeding the expansion of agricultural exports, particularly horticulture. The results of this and other meetings led to the following conclusions:

- Air freight rates need to be reduced.
- Ground services and petrol costs are high.
- Customs rates on imported reefers need to be reduced.
- The cost of landing and marine services must decrease.
- Private Egyptian air shipping companies should be supported.
- There should be a perishables terminal at the Cairo Airport.

These conclusions led to coordinated activity between ACC and HEIA to tackle these transportation obstacles. Their success has been impressive.

Perishables Terminal at the Cairo Airport

In December 1999, the Ministry of Economy and Foreign Trade invited ACC and HEIA to form a company to build and operate a cold transit and storage facility on the tarmac at the Cairo International Airport. The construction of the facility within the customs area will enable the quick transit at proper temperatures of fresh fruits and vegetables bound for direct flights to Europe and elsewhere.

ACC and HEIA identified investors with adequate capital and coordinated activities with the Ministry of Economy and Foreign Trade, the Ministry of Transportation, and the Cairo Airport Authority. In March 2000 ACC and HEIA worked with Minister Yusef Boutros Ghali to allocate a 24,000 m² plot at the Cairo Airport for the Perishables Terminal. The terminal, scheduled to be complete by the end of 2002, will be owned by GOEIC and operated by HEIA. It will greatly facilitate the transport of fresh fruits and vegetables to lucrative markets, and fulfilled Tranche 4 Benchmark D.3.

Trucks permitted to transport full rated load

Government policy via Ministerial Decree had previously limited all loads of refrigerated container trucks and other road transport to 19.5T regardless of the rated capacity of the truck. This drove transport costs up and reduced the competitiveness of Egyptian exports. In 1999, the ACC obtained from the Ministry of Transport a decree allowing all road transport to carry their full rated load on arteries which can support this weight.

Imports of older trucks permitted

Egypt's truck fleet is old and owners replace their trucks at a rate far slower than the world norm. In part this is because of customs duties on imported trucks and components that are higher than those of neighboring and competing countries; and in part because Egypt forbade the importation of used trucks more than one year old. Following an advocacy campaign led by agricultural exporters of ACC and HEIA, MFT issued Decree No. 348 in June 2000 which allows imports of trucks up to seven years old, as long as the trucks meet current Egyptian safety and environmental standards.

This decree has contributed to the accelerated renewal of Egypt's fleet, making road transport less expensive and products more competitive abroad and affordable at home.

Improved port operations

In response to policy advocacy efforts led by ACC and HEIA, the GOE issued 3 Presidential Decrees and one Prime Ministerial Decree to improve and coordinate the operation of seaports in Egypt.

Prime Ministerial Decree No. 486 of March 2000 This Decree established 24 hour port operations for exports and 16 hour/day port operations for imports without additional fees for services during the added hours. The Decree also ensured that no port or port agency or individual can impose any charges for services within the ports without the prior consent of the Supreme Council for Ports. This makes importing and exporting much easier and makes operating costs for exporters and importers more predictable and transparent.

Presidential Decree No. 106 of February 2000. This Decree assigned the supervision of all import control procedures to GOEIC of the MFT and mandated their simultaneous conduct by all concerned agencies. This speeds up the processing of imports considerably, making port facilities, refrigerated and dry containers, and transport available for exports.

Presidential Decree No. 109 of March 2000. This Decree established a Supreme Council for Ports within the Ministry of Transport to coordinate Egyptian ports policy, develop strategies for improving efficiency and speed of port operations, and establish and enforce a uniform and transparent schedule of port charges in all Egyptian sea ports.

Presidential Decree No. 110 of March 2000. This Decree established within all Egyptian seaports the authority of the port chairman to supervise and administer the activities of all GOE agencies that operate within the port. The Port Chairman will have the authority of the Ministers to which the agencies within the ports normally report. This will avoid conflict of authority and confusion over port activities, priorities, policies and strategies.

Reducing airfreight prices and improving air transport

The ACC is now working with the government to reduce airfreight prices and improve air transport. After a recent meeting with the Prime Minister, the Government of Egypt has pledged to double exports in the next two years by adding more flights on the national air carrier.

COMMODITY-SPECIFIC POLICY REFORMS

The Agricultural Commodity Council has created eighteen sub-committees to work on improving exports of the products of the agricultural economy in Egypt. Eleven of these focus on specific commodities.

Commodity Subcommittees all share the basic goals of export promotion by working to solve commodity-specific transportation issues and eliminate any policy obstacles to exporting specific commodities. Commodity subcommittees also focus on helping industries to regulate themselves to meet international standards.

The ACC has the right to create a new subcommittee at any time, and does not require Ministerial Decree authorizing their establishment. ACC's most recent subcommittee is red meat, and the Technical Secretariat is now working with the Executive Director to begin a Dairy Subcommittee.⁹

Garlic and Onions

The Potato, Garlic, and Onions Subcommittee began in October 1999, and in 2000 Garlic and Onions split off to form a separate subcommittee.

⁹ The decision to create these two subcommittees should be analyzed closely. Due to the high costs associated with meat and dairy production in Egypt, it is highly unlikely that Egypt will be in a position to export these products even in the near future. It may be possible that these two subcommittees may begin to advocate for import substitution-type legislation, including tariffs and subsidies. This would be detrimental to the Council as a whole, as lobbying for greater government intervention runs contrary to the objectives of the ACC. This issue is further pursued in Chapter 3.

Formation of National Plans for Garlic and Onion Export Promotion.

Following a series of meetings and brainstorming sessions concerning the obstacles to garlic and onion exports, the Subcommittee issued National Programs to Promote Onion Exports and Garlic Exports in April 2001. These National Programs analyze the market situation for the commodities (including percentages exported in recent years), problems facing producers and exporters, and recommendations to be implemented in short- and long-term plans over the next five years.

Devising Industry Regulations.

The Garlic and Onions Subcommittee is now working to create a code of ethics for producers and exporters in order to guarantee compliance with international export standards. They plan to have this completed by the end of the year.

Potatoes

Ministerial Decree 95 formed the Potato Export Committee in 2000. Mr. Fakhr El Din Abou El Ezz chairs the committee.

Ministerial Decree for Potato Exports

In 2000, Ministerial Decree 61 was issued concerning the production, inspection, and handling of potato exports to the EU. These regulations have reopened the European market to Egyptian potatoes by ensuring that exported potatoes meet EU sanitary standards.

Easing MFT Potato Seed Import Restrictions

Following an advocacy campaign orchestrated by the ACC Potato Subcommittee and ESAS, the MFT eased restrictions and reduced the costs of importing potato seed from the EU in 2001. GOIEC inspection fees were reduced by LE20/T and one agency (MALR agricultural quarantine service) was made responsible for all inspection. Other inspections have been eliminated.

Egyptian growers are now able to import high quality potato seed without delay and at a lower cost. This is improving the potential for competitive exports of potatoes.

Areas Certified for Export

Egypt has had to overcome significant problems facing potato exports. With the brown rot problem, exports of potatoes virtually ceased. Now, however, foreign markets are again opening up and twenty five areas have been certified for exports to Europe. ACC and ESAS played an important role in advising the MALR and MFT on policies for achieving these results.

Research focusing on exported potatoes

The Potato Subcommittee worked with the ARC to identify key areas of research needed by producers and exporters. As a result of these coordination efforts, the ARC Plant Pathology Research Institute issued a report on late blight (*phytophthora infestans*) in potato farms oriented toward export production.

Citrus

The Chairman of the Citrus Subcommittee is Khalid Abu El-Ismaïl.

Ministerial Decree concerning standards for citrus exports.

In 2000, MFT issued Ministerial Decree 953 establishing regulations for Egyptian citrus exports. These regulations included proper production, harvest and post-harvest practices and established minimum weight standards for citrus packages. The Decree assists citrus farmers to meet international standards and promote high-quality citrus exports, and fulfilled Tranche IV Benchmark D.12.

Export Agreements Negotiated with China & Australia.

In January 2001, the Citrus Subcommittee advocated government support for citrus exports through the negotiation of commodity-specific agreements with target countries. Citrus in particular needs support because without such bilateral agreements, many countries systematically refuse imports of oranges, lemons and other citrus products. The MFT responded to the advocacy efforts of the ACC and began negotiating these agreements with countries interested in importing Egyptian agricultural products. They have concluded preliminary agreements with Australia and with China, where several exporters have identified trading partners. This process will now continue with other Asian countries where importers have expressed interest in Egyptian agricultural output.

Sponsoring Trade Delegations from East Asia

In order to complement Ministerial efforts to open up citrus exports to new markets, the Citrus Subcommittee is working to sponsor trade delegations from China, Japan, Korea and Thailand to see firsthand the high quality of Egyptian citrus and promote exports to this important market.

Rules and Procedures of Drawback Payments to Citrus Exporters

The Citrus Subcommittee prepared a document on the rules and procedures concerning duty drawback payments to citrus exporters. This report was finalized and circulated in 2002, and provides exporters with useful information concerning how the duty drawback system works for citrus exports.

Peanuts and Oil Seeds

The Peanut and Oil Seeds Subcommittee began in March 2000 under Ministerial Decree 114. The Peanut group first met March 5, 2000, and developed a short-term strategy for the coming season and a longer-term three-year strategy. The Peanut subcommittee has successfully addressed many issues in cooperation with the Ministry of Foreign Trade, Ministry of Agriculture, and Ministry of Finance.

Ministerial Decree 619/2000 exonerating 200 tons of peanut seeds.

When the ACC Peanut Sub-Committee met for the first time at the MFT Foreign Trade Office to discuss their priorities, they prioritized the need to get good quality seed into the country for the coming planting season - before the end of March. They noted that they had 200T of seed pending import, but that the import duty on peanuts for any purpose is 30%. This is higher than that of any other crop. Other oil-seeds are at 1% and all other seeds for planting are at 5% tariff rates.

With the help of RDI, the ACC Sub-Committee wrote to the MFT and to the Minister of Agriculture to get their support for the reduction of this rate. The Minister of Foreign Trade, Dr. Youssef Boutros-Ghali, reacted quickly and effectively by obtaining the authorization of the Prime Minister to allow the pending 200T into the country at the 5% seed duty rate. 200T of seed planted over 3500 feddan complemented the high quality seed available from the MALR oilseed research programs.

MALR Training for Peanut Producers, Exporters, and Extensionists.

In spite of the excellent results achieved by the ARC's peanut program, ACC's peanut subcommittee complained that the MALR was not successfully extending its research results to farmers. Due to discussions held between ACC and the Ministry of Agriculture, the MALR launched a series of training programs in the main peanut-growing Governorates of Beheira/Noubareya, Ismaileya, and Sharqeya that began in April 2000. These courses covered disease control, insect control, and cultivation practices; and were aimed at producers, MALR extension staff, and exporters.

MALR Decree to Promote Peanut Exports in Line with European Standards.

In November 2000, Dr. Youssef Daoudi, the head of the MALR Plant Quarantine Administration, revealed a new stringent program of rules to ensure that peanuts grown in Egypt were suitable for export. Ministerial Decree 62/2000 issued by HE the Minister laid out the steps for planting, harvesting and drying the crop to avoid all contamination and reduction in quality. All export shipments now bear the name of the producer, the place of production, the exporter, the variety, dates and sources of seed.

These new regulations promoting peanut exports to the EU came as direct result of the actions of the peanut sub-committee of the ACC. Leaders of the peanut subcommittee facilitated a series of meetings among MALR staff from the ARC and from the outreach services, exporters, and experts to identify problems constraining exports. The MFT Foreign Trade Sector played a key role in these meetings and in focusing the attention of all on export promotion.

Fish and Mollusks

The Subcommittee on Fish and Mollusks held their first meeting in April 2001.

Formulation of Guidelines for Fish and Mollusk exporters.

Fish exporters trying to break into the European Market are faced with a complex array of EU standards and specifications. The ACC's Fish Subcommittee prepared a set of clear guidelines for exporters to meet these requirements. These specifications were submitted to the MALR and MFT and resulted in the following Decrees:

Joint Ministerial Decree for Fish Exports to the EU.

MALR and MFT issued Decree 1762 in 2000 laying out regulations and procedures related to fish and marine product exports to the EU to ensure that fish exported from Egypt meet EU sanitary and phyto-sanitary standards. These regulations were updated in Joint Ministerial Decree 1908 in 2001 due to the joint effort of the ACC, EU and APRP/RDI.

Joint Ministerial Decree for Mollusk Exports to the EU.

Joint Ministerial Decree 1763 described regulations and procedures for mollusk exports to the EU. These regulations were also updated in Decree 1909 in 2001.

Organic Agriculture

The Subcommittee on Organic Farming first met in May 2001, and is considered to be one of the most active Subcommittees of the ACC. The Subcommittee has two subcouncils: one focusing on quality assurance in organic agriculture and the second focusing on trademarks and logos.

Standards on organic farming prepared

The Subcommittee conducted two working meetings during May 2001 to develop draft standards for organic farming. The standards are based on those of the International Federation of Organic Agriculture Movements, an organization based on Sweden.

The ACC has reviewed and officially adopted the draft regulations, and the Subcommittee is now working with the GOE to make these regulations into an official Decree. The ACC is also lobbying for the establishment of a certification body in the MALR.

Rice, Fibers and Grains

The Subcommittee on Rice, Fibers, and Grains was created in October 1999. The Subcommittee formed two sub-councils: 1) paddy rice prices, and 2) foreign rice prices. The Chairman is Ahmed El-Wakil.

Clarified rules on credit for rice marketing and milling

Although the GOE has not imposed formal restrictions on credit to agribusinesses for several years, some banks remained reluctant to countervene outdated regulations forbidding credit to private rice traders and millers for the purchase and processing of paddy. Due to lobbying efforts of the Rice Subcommittee and the nascent rice union, HE the Minister gave clear instructions to the large state-owned banks (Misr, Alexandria, National Bank of Egypt) to provide credit on normal terms to all qualified borrowers in October 2000.

Medicinal and Aromatic Plants

Costs of pesticide analysis reduced

Due to work of the Medicinal and Aromatic Subcommittee, the GOE has agreed to decrease the costs of analyzing pesticide residues of medicinal and aromatic plants. Lowered costs will translate into a greater competitive position for these commodities in foreign markets.

Quality assurance procedures

The Subcommittee is now in the process of preparing standards concerning the production, handling and exporting of medicinal and aromatic plants.

COMMUNITY ADVOCACY AND PUBLIC RELATIONS

Conference on the Role of the Mass Media in Promoting Egyptian Exports

On 30 June 2002, the ACC sponsored a conference at the Al Ahram Foundation. Attended by more than 100 individuals, the conference highlighted Egypt's goals of export promotion, and focused on what role the media can play in promoting the export of Egyptian goods with both domestic and foreign audiences.

ACC Website

The ACC is planning to launch their website within the coming months. This website will provide information about ACC members and leadership, highlight the work of the ACC, and give information on how to contact and join the ACC.

CHAPTER 3

ASSESSMENT OF THE ACC

As Chapter 2 highlights, the ACC has successfully brought several policy issues to the attention of the government, and generated actions to solve them. Its success has been due to two primary factors:

- Direct access to key decision makers within the Government.
The ACC's unique relationship with the Government has greatly facilitated its advocacy efforts. The link between the ACC and the GOE has been strong from the Council's inception, and the ACC leadership has a close working relationship with the Minister. This has contributed to the ACC's open reception by the Minister.¹⁰
- The work of several motivated individuals within the ACC.
As with any organization, motivated and capable individuals are key to the ACC's success. While some subcommittees within the ACC have accomplished a great deal, others have done virtually nothing. Successful subcommittees generally have strong leadership with clearly stated goals and plans of action.

Progress, however, has been uneven. As Chapter 2 illustrated, the ACC has enjoyed significant success in promoting reforms dealing with specific commodities or with issues facing a particular sub-sector. However, the ACC has been less successful in pursuing macroeconomic reforms that would benefit all exporters, including issues such as exchange rate policy, tariffs, and transport.

First- and Second-Tier Reforms

In order to clearly understand what the ACC has accomplished, and what it has not, it is important to underscore the difference between first- and second-tier policy reforms. First-tier reforms are wide-sweeping, benefit all exporters, and address the fundamental, systemic obstacles to free trade. The most crucial issues in agriculture in Egypt include exchange rate policy, tariffs, taxes, credit restrictions, customs procedures, and transport. Due to the widespread, as well as deep, nature of the reforms, however, it is rare for "policy champions" to take up these battles. Many of these issues are complex, controversial, and not open to simple solutions.

Second-tier reforms, on the other hand, focus on a problem particular to a certain industry or sub-sector. While these reforms are important and benefit groups of individuals, they do not touch on the underlying root of the problem. However, these reforms are also more easily identified, pursued, and achieved. The agenda of the ACC and its subcommittees has favored second-tier reforms.

¹⁰ By working in cooperation with the ACC, HEIA and ESAS have also benefited from the Council's close relationship with the government.

If the ACC is to become a major advocate of free trade, it needs to begin to expand its agenda to address these fundamental obstacles to the promotion of a vibrant and profitable agro-export industry. RDI/APRP has supplied the ACC with two policy documents highlighting a number of first-tier reforms that would benefit all exporters, but the Council has been reticent about pursuing overarching regulatory change.

There are a number of factors that likely contribute to the ACC's reluctance to broaden its agenda, and at times hinder the effectiveness of the ACC. These constraints, however, also bring opportunities. The following objectives will further enhance the work of the ACC and capitalize on the successes the ACC has enjoyed thus far.

The Mission of the ACC.

The Council's mission states that its task is to bring together producers and exporters across all agricultural commodities and serve as a forum for members to identify issues of common interest and "speak with a single voice." With this objective, the ACC faces a difficult task. It must bring together individuals vertically situated on the supply chain from growers to exporters, as well as individuals horizontally located across different agricultural commodities. Given the challenges of working with such a vast and diverse membership pool, the work of the ACC has been significant and impressive.

Due to this heterogeneous membership makeup, it is imperative that the ACC carefully and clearly define its mission. Namely, the ACC needs to decide if it will be:

- 1) An advisory committee composed of industry leaders who serve as policy advocates addressing the government. This type of organization would be designed to unify the opinions of the industry and present a coherent set of policy recommendations to the Government. Its primary clients would be the agribusiness export industry as a whole and the GOE.
- 2) An association focused on satisfying the needs of members that provides an array of services to promote greater involvement and financial contribution by the members. This type of organization would engage itself in training, workshops, marketing, and provide an array of services to its primary client, its members.
- 3) A hybrid organization that provides services to its members while also lobbying the government for policy changes beneficial to the industry as a whole. Its primary clients would be members, who derive specific benefits contingent on membership, and the industry as a whole, that benefit from policy changes affecting all exporters.

While ACC leadership may consider the ACC to be a hybrid encompassing both advocacy and service provision, in reality its work and clientele closely resemble an advisory committee. In order for the ACC to be successful (and sustainable), it must clearly determine what it wants to do, and for whom.

The private/public structure of the ACC

The ACC appears to be (intentionally or unintentionally): A private sector advisory committee to the government appointed by the government with relatively weak powers (except as to comment and recommend). It is presided over by a General Council appointed by the government with staff provided by the government, but with a mandate to collect additional funds from the private sector for its support. Its members are all private sector individuals, while government staff sit in on sessions and meetings and provide notes to the Ministry.

As noted above, this private/public characteristic has benefited the work of the ACC by giving the Council privileged access to the top echelons of the Government. However, this structure does pose obstacles to the ACC as well.

Perception of the wider community

Due to the unique public/private nature of the Council, some businesspeople are uncertain of the real intent and purpose of the ACC. Some see the ACC as part of the government and a way to control the work of the private sector. Others view the ACC as a vehicle to propel powerful private sector individuals into prominent positions within the government. These perceptions impinge on the ability of ACC to increase its membership base and support amongst the wider community.

Lines of Accountability

Because the General Council members were appointed by the government, and because the ACC exists only by virtue of Ministerial Decree, the Council may face constraints to its autonomous operation at some point. While there is no evidence that this occurs at the present time, it could be problematic for the ACC in the future. There are two reasons for this. First, General Council members nominated by the Ministry may have an incentive to respond to the wishes of those who put them into power (GOE), rather than to those who they are technically mandated to represent (the members). Second, the ACC's legal status based on Decree means that at any moment, the ACC could be disbanded by the Government. While this is unlikely to happen, it does make the long-term existence of the ACC uncertain.

Both issues give ACC leadership an incentive to work to please the GOE. As long as the agendas of the MFT and the ACC coincide, this will not be a serious issue. However, should there someday be a conflict of interests or strategies, there is a question of to whom the leadership of the Council would answer.

Jurisdiction of the Ministry of Foreign Trade

The placement of the ACC within the Ministry of Foreign Trade has hampered its ability to address many of the serious obstacles constraining agricultural exports. Namely, fundamental first-tier issues affecting export competitiveness such as exchange rate policy, taxation, tariffs, and duties all fall within the jurisdiction of the Ministry of Finance. The other primary issues affecting agricultural exports--transportation and phytosanitary standards--are presided over by the Ministry of Transport and MALR respectively.

For example, the ACC has achieved eleven Ministerial Decrees, seven of which are from the MFT. Of the other four, one is from the MALR, two from the Ministry of Finance and one from the Ministry of Transport. While the Decrees from MFT are important and have helped improve export competitiveness, they have not touched on the structural changes needed to develop trade, but have rather been second-tier reforms. Of the eleven Decrees, the only first-tier reform issued came from the Ministry of Transport allowing all road transport to carry their full rated load on arteries which can support the weight. The two Decrees from the Ministry of Finance did not benefit the agro-export industry as a whole, but rather focused on the needs of a select number of companies included in the "white list."

ACC was therefore given a mandate but placed within a Ministry not able to implement directly the vast majority of the fundamental changes prescribed.¹¹ Dr. Yusef Boutros Ghali has been helpful in providing the ACC access to the other Ministries, but as a direct advocate to the MFT, the ACC's power is diluted when addressing other GOE entities. The ACC's response has therefore been to utilize one of the most powerful tools at the MFT's disposal: subsidies. The ACC has been a vocal advocate of subsidies for agricultural exports, the granting of which puts Egypt at risk of not complying with WTO regulations.

Leadership and Management

Creativity, innovation, and strategic planning

The ACC leadership has relied on the technical secretariat to identify many plans for the ACC. However, while the technical secretariat is helpful in terms of basic administrative duties, it has done little to provide the ACC with vision, innovation, imagination, or motivation. The technical secretariat has transferred aspects of the government culture to the ACC, and has made the ACC less responsive to demands of members and unable to provide a significant number of valuable services.

For example, Decree 521/1997, as well as the ACC's by-laws, states that one of the responsibilities of the commodity councils is to establish a database with international market information. Members of the ACC would clearly benefit, and have requested this database, but no action has been taken to implement the project. ACC management claims that the funds are not available, but with the current bank balance as well as the revenue the ACC is receiving from the application fees, they have the start-up funds needed.

ACC leadership therefore needs to take over all strategic planning themselves and cease relying on a government agency to do it. The ACC certainly has the potential to be a self-sustaining organization that provides an array of services to its members (if it wishes to operate as an association). However, it has not begun to do so. The ACC currently has LE 140,000 in the bank, and has started no projects or services with the money. Judging from recent revenues garnered from application fees, the ACC is making as much as LE 30,000 a

¹¹ The Ministry of Foreign Trade's mandate is described in Presidential Decree 416/2001. It states that the MFT "aims to identify the goals for the organization & development of foreign trade within the framework of the overall State policy so as to ensure the realization of economic and social development; with special emphasis on the following areas: Enhancing commercial relations between the Arab Republic of Egypt and other countries as well as international and regional institutions to ensure the increase of fund inflow..."

month.¹² Revenue from member dues and fees need to be reinvested into the work of the ACC in order to boost member loyalty and confidence.

Democratic Governance

Ministerial Decree 521/1997 as well as ACC by-laws state that there should be board elections every three years. Elections should happen this year, but there has been no discussion concerning this question. Because this will be the first time that elections occur, it is crucial that, first, they are scheduled, and second, that they take place in a democratic fashion. Otherwise, the ACC runs the risk of becoming an organization with virtually permanent leadership, removing accountability and contradicting its stated mission as a democratic member-led organization.

Financial Oversight and Accountability

While Decree 521/1997 clearly states that the ACC should submit budgets to the Foreign Trade Sector and should also be subjected to a yearly audit, the MFT has never seen the accounts or budget of the ACC. The Treasurer of the ACC, based in Alexandria, and the Executive Director are the two primary individuals controlling ACC finances. This creates the potential for rent seeking behavior.

Sherif Rashed estimates that the ACC needs at least LE 15,000 per month to operate the office. This includes rent space (four room apartment), utilities, office supplies, and the salary of himself and his assistant.

Members and Funding

There has been a decline in the level of support of the ACC by many members, both in the General Council as well as some subcommittees. While fees are currently LE 1000/yr, many members have refused to pay altogether while the majority are voting to decrease fees to LE 15/yr. This indicates that members perceive the ACC as not providing enough (or any) services to rationalize the fees, and they see no reason to contribute.

The Free Rider Phenomenon

The ACC currently provides no services enjoyed exclusively by its fee-paying members. While the ACC has successfully promoted many commodity- or sector-wide reforms (generally in the form of policy changes), it has been less successful in providing services. Policy changes benefit everyone in the industry, regardless of whether or not he is a member. Member-directed services, however, would benefit only those who join and pay the fees. At this time, there are therefore only weak (non-economic) incentives to join, continue membership, and financially contribute.

As stated in the first part of this chapter, the ACC must decide what type of organization it wants to be, and who specifically it wants to serve. As an advocacy council, it would need only limited financial resources in order to meet with policy makers, prepare research, etc.

¹² The ACC made LE 120,000 in the past four months in application fees.

Much of this (through the technical secretariat) is already provided by the Ministry. As a hybrid organization providing both services and advocacy, however, it will need greater funding and must be creative and motivated in identifying services that members need and are willing to pay for.

CONCLUSION

The Agricultural Commodity Council has shown itself to be an effective organization in policy advocacy and reform. Through the General Council and its subcommittees, the ACC has achieved numerous reforms that are making Egyptian agricultural exports more competitive. These policies have been aimed at promoting agro-exports as a whole, as well as promoting specific commodities. As Chapter two illustrated, the results have been impressive.

The ACC has the potential to accomplish even more in the future. Clarifying its mission will provide leadership with the direction necessary to meet the interests of the ACC's diverse membership. Additionally, expanding its operations to include the provision of member-oriented services will create member loyalty and support, and ensure the long-term sustainability of the Council. As the ACC continues to grow and develop, it has the potential to become an essential and influential contributor to the promotion of agricultural exports in Egypt.

APPENDIX I

TECHNICAL SUPPORT TO THE ACC

Upon establishment of the ACC, APRP/RDI conducted meetings, workshops, and training sessions led by expatriate technical experts. Among the outcomes of these activities were:

1. Members agreed upon a Mission (mandate or purpose) for the ACC;
2. Members defined the vision (direction and goals) for 1999 to 2002;
3. Members developed the roles and responsibilities for several key functional areas, including the executive committee, commodity and service committees, committee rapporteurs, chairperson, and the technical secretariat;
4. Members were trained in how to run meetings and projects in a consensus-building fashion through shared leadership;
5. Members learned how to transform their vision and priorities into a more concrete set of operational plans, including a financing plan for an ACC budget.

APRP/RDI has also worked with specific subcommittees to help improve strategic and financial planning:

- **Rice.** There is concern amongst rice exporters that the varieties recommended by the MALR are not those preferred by exporters. Planning meetings were held with groups of rice farmers to coordinate export efforts.
- **Fish.** Helped to coordinate the efforts of fish and the veterinary service in the MALR. Focused on promulgating two fish decrees on sanitary and phyto-sanitary regulations for fish exports. RDI translated the EU Standards and Specifications for fish exports to be utilized by the subcommittee in formulating their own standards in compliance with EU specifications.
- **Rice, grains and fibers.** Worked with subcommittee members to develop a detailed work plan to promote exports of rice and grains.
- **Peanuts and oil seeds.** Worked with peanuts subcommittee to identify major obstacles to the production and export of the commodity. Planned activities for the coming year to address these problems.
- **Organic agriculture.** Conducted a workshop with the subcommittee to draft regulations defining organic agriculture in accordance with international standards.
- **Onion and garlic.** Worked with the subcommittee to draft a national program to promote onion and garlic exports in 2002.
- **Flowers and ornamental plants.** Helped the subcommittee to define a strategy to overcome logistic and technical obstacles to exporting cut flowers and ornamental plants.
- **Aromatic and medicinal plants.** Conducted a workshop involving the subcommittee for aromatics and medicinal plants and the Undersecretary for Agriculture in Beni Suef. It focused on means to improve the production and processing of these crops for exports and included participants from Fayoum, Minya and Beni Suef.
- **Citrus.** Worked with subcommittee members to develop a detailed work plan to promote citrus exports, particularly to Asia.
- **Red meat.** Conducted a workshop to identify goals for the meat industry and formed four subcouncils for cows, buffalo, goats, and camels.

- **Transportation.** Held meetings to discuss transport obstacles to export. Defined current procedures and drafted policies submitted to the GOE that would improve land, air, and sea transport.
- **Information and Communication.** Sponsored a conference to discuss ways to utilize the media to promote Egyptian exports. The conference was held under the auspices of the Ministry of Foreign Trade and Ministry of Agriculture and Land Reclamation and the Ministry of Communications.

APPENDIX II **BENCHMARKS INVOLVING ACC**

Tranche IV

Benchmark D.1: Agribusiness Advisory Councils

GOE will ensure that the private sector membership on the agricultural/agribusiness advisory councils comes from private sector industry/commodity groups.

D.1.1. GOE (MOTS) issues a ministerial decree outlining the structure, membership, and functions of the Agricultural Advisory Councils and their relationship with private industry unions.

D.1.2. Activation of one or more of the Agricultural Advisory Councils.

Benchmark D.3: Airport Terminal Cold Storage

GOE will allow privately operated cold storage services using free market pricing to operate within the Customs area at all international airports in Egypt.

D.3.1. GOE (CAA) regulations allowing private investors to build, or lease, or operate, cold storage facilities within the Customs area at the Cairo Airport.

Benchmark D.8: Sea Freight Transport

The GOE will coordinate import inspection procedures for refrigerated foodstuffs (radiation, GOEIC, agriculture, health, and veterinary).

D.8.1. The GOE (MOH, MALR, MOTS, and MOSR) will establish a policy to coordinate import inspections of refrigerated foodstuffs (radiation, health, veterinary, agriculture, and GOEIC) at all Egyptian ports (sea, land, and air).

Benchmark D.9: Truck Transport Regulations

The GOE will improve exports of horticultural products through improving the capacity of the local refrigerated trucking industry by reducing the tariff on imported refrigerated trucking equipment.

Benchmark D.12: Horticultural Modernization

The GOE (MALR) will establish a policy that facilitates the renewal of the stock of fruit and other tree crop planting materials in Egypt.

Tranche V

Benchmark D.6: Public-Private Partnership to Promote Exports

The GOE (MFT) will direct funds to private associations to help finance activities related to the development of Egypt's competitiveness in exports.

Benchmark D.10: Transparency in Decision-Making

The GOE (MFT) will issue a decree that requires the discussion of foreign trade draft regulations with stakeholders before the issuance of the regulation.

Benchmark D.11: Increasing Fish Exports

The GOE (MFT and MALR) will establish internationally acceptable sanitary and phyto-sanitary and quality standard regulations for Egyptian exports.

APPENDIX III
Ministerial Decree 521/1997

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

**Ministerial Decree No. 521 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 data-base 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 defines 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

N.B. By The Translator:

Commodity Councils now fall under the jurisdictions of the Minister of Economy and Foreign Trade.

APPENDIX IV
Ministerial Decree 342/1999

**Ministerial Decree
No. 342 of 1999
Creating the Agricultural Commodity Council
(Except Cotton)
Issued on 15/ 7/1999**

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

- Law No. 118 of 1975 concerning exportation and importation.
- Ministerial Decree No. 275 of 1991, promulgating the by-laws and regulations for the provisions of law 118 of 1975 aforementioned.
- Cabinet Decree adopted at the cabinet's session of 29/10/77.
- Ministerial Decree No. 521 of 1997, establishing Commodity Councils.

Resolved the following

(Article 1)

The Agricultural Commodity Council is constituted as follows:

Ahmed El-Wakil	Wakalax Co.
Ahmed Kamel Marawan	Potato Producers Association
Dr. Osama Kheir El-Din	El-Hoda Co.
Akram Bekhit Hussein	Al-Akram Co.
El-Sayed Abd El-Aziz Ibrahim	Helwan For Exports Co.
Antoin Shaer	Sharibac Co.
Dr/ Hamed El-Mabrouk	El-Mabrouk Co.
Habib Banna Ghabriel	El-Fayoum Association For Producing and Exporting flowers.
Hussein El-Ageizy	El-Ageizy Co.
Hussein El-Harawy	El-Harawy Co.
Helmy Ibrahim Abu El-Eish	Sekam Co.
Khaled Abu Ismail	Sonac National Co.
Rolando Donato	Rolando Donato Co.
Samir El-Naggari	Fresh Fruits Co.
Sherif El-Maghrabi	Nadco Co.
Abd El-Hamid Amer	Amer International Center

Dr. Samir El-Naggar	Daltex Co.
Abdo Badawy	Mekka For Trade Co.
Abd El-Meguid Rostom	Rostom Co. for Agricultural Products
Alaa Kamel Diab	Pico Co.
Ali Abu Gazia	Horticultural Producers and Exporters
Ali Helmy Eissa	Nahdat Misr Co.
Dr/ Farouk El-Shobaky	El-Shobaky Co.
Magdy Mohamed Samra	Agroland Co. For Trade and Agriculture
Magdy Mansour	Technogreen Co.
Mohamed Abd El-Fadil	Venus International Co.
Mohamed Kamal Ghoneim	Rice and Flour Mills Holding Co.
Mohamed Ali Gomaa	Mohamed Ali Gomaa Co.
Nasser El-Sharkawy	Misr Co. For Exports and Imports
Dr/ Youssef Abd El-Rahman	Agricultural Bourse

(Article 2)

Ms. Zeinab El-Ghazawy, the General Manager of the General Department for Consumer Products at the Foreign Trade Sector is appointed as the head of the Technical Secretariat.

The Technical Secretariat is formed by a decree signed by the Head of the Foreign Trade Sector. The Technical Secretariat includes experts in the areas of council's activities from the relevant authorities especially from:

- Ministry of Agriculture.
- General Organization for Export and Import Control.
- Egyptian Export Promotion Center.
- Commercial Representative Sector.
- Control, Experts and Pricing Sector.
- Internal Trade Sector.
- International Trade Point Sector.
- General Organization for Fisheries.
- Central Agency for Public Mobilization and Statistics.
- The Customs Agency.

(Article 3)

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

Signed by
Dr. Ahmed El-Geweili
Minister of Trade and Supply

N.B. By The Translator:

**Commodity Councils now fall under the jurisdictions of the Minister of
Economy and Foreign Trade.**

APPENDIX V
ACC By-Laws, issued 2000

Section I

Article (1)

Council's Name and Purposes:

ACC is an organizational frame of a legal character. It combines exporters and producers of animal and agricultural production (except cotton) and aims to connect between production and exportation policies and to promote Egyptian exports of agricultural and animal production by strengthening their competitive status in foreign markets.

Article (2)

ACC is to carry out its activities under the state's general frame. To fulfill its objectives within its determined activities, ACC is going to prepare studies and set plans and programs that ensure the reduction of agricultural exportation costs and raise its competitive capability especially in the following fields:

- 1- Ways of providing production inputs and ensuring its flow.
- 2- Raising the level of production units and its quality and monitoring it.
- 3- Raising the level of the present administrative and technical cadres regarding production, handling, packing and internal and external marketing activities for agricultural products.
- 4- Increasing the amount of the present demand on Egyptian agricultural exports in foreign markets and working on entering new markets and participating in exhibitions.
- 5- Setting a data base to serve workers in ACC field.
- 6- Conducting and organizing conferences, seminars, lectures and workshops to discuss and study all problems and restraints facing the production and exportation of agricultural products and propose solutions.

Article (3)

The main office of ACC is to be located at Cairo and it is possible to establish other branches or offices inside or outside Egypt.

Section II
Financial Aspects

Article (4)

ACC Resources and methods of utilization

ACC resources consist of:

1. The total fees of ACC members and the members of sub-councils and committees and sub-work groups that are responsible of one or several commodities included in ACC activities. The annual fee is to be determined by ACC itself.
2. Donations, grants and gifts offered by local and international institutions and persons.
3. Payments given in return for services offered by ACC to its members or others. A decree is to be issued by ACC to determine payments value.
4. Governmental subsidies and grants given by the Ministry of finance to support ACC activities.
5. Revenues from investing income surplus.

Second: ACC funds are allocated to achieve its objectives. ACC has the right to invest its income surplus in profitable fields of stable income.

Third: ACC fiscal year begins at 1st January and ends at 31st December. The first fiscal year of ACC is to begin from the Date of ACC foundation date and is to end at 31st December of the following year, and ACC is to have its own budget.

Fourth: ACC funds are to be deposited by its name in one or several banks that are to be identified by ACC office's board.

Fifth: No payments are to be released from ACC funds except a warrant is signed by the treasurer and Head of ACC or by whom they are represented according to the decrees of ACC office board in that concern.

Sixth: On the termination of ACC whether voluntarily, judicially or administratively its funds are to transfer to the institution determined by ACC itself with the approval of the competent Minister.

Article (5)

The auditor:

ACC is to hire an auditor and determine his salary. The auditor has the right to review registries, documents and meeting directories of ACC and the office board, verifying the final accounts and providing a final report about it to the council in no more than 3 months after the end of the fiscal year.

Section III
Membership and formation of ACC and its staffs

Article (6)

The formation of ACC is to be determined by a decree from the competent Minister. ACC, upon its field of activities, is to form sub-councils and committees or sub-working groups responsible

of one or several commodities included in ACC field. And all members of the sub-councils and committees and sub-working groups (who are not included in the decree of the competent Minister regarding ACC formation) are to become, once they joined the subcouncils or committees or sub-working groups, members of ACC who will have all related rights and will comply to all Commitments as members included in the decree issued by the Minister regarding ACC formation except for electing the office's board.

Article (7)

Membership is terminated in the following conditions:

1. Death.
2. Resignation or withdrawal from ACC, in which case members should inform ACC about it in writing.
3. A final Judicial verdict regarding a capital offence or a misdemeanor offence or being put in jail except in the case of rehabilitation.
4. If the member committed an action that would strongly harm the council financially or morally.
5. If the member delayed in paying his fees for 6 months after the determined date, where he should be informed in writing about paying the fees in no less than 2 months before this date.

Article (8)

The ACC term is 3 years starting from the issuance date of the formation decree.

Article (9)

- ACC is to hold a meeting at least once each month. Head of ACC or one of the 2 deputies, in the Case of the absence of ACC Head, are to call for these meetings in writing including the agenda and time and place at least a week before the meeting's date.
- Head of ACC or his representatives are to call for a meeting if quarter of ACC members requested that.
- ACC and the office department may request experts to attend the meetings without having the right to vote.

Article (10)

- It is stipulated for the validity of the meeting the participation of the absolute majority of members included in the Ministerial Decree regarding ACC formation.
- ACC recommendations are to be set up upon the majority of members' votes, and in the case of a tie the side for which the Head of ACC voted is to be favored.
- ACC secretary hired by ACC office's board is to register all meetings' directories and recommendations in a regular registry.

Article (11)

ACC is to prepare a quarterly report including its activities and recommendations and refer it to the Minister.

Article (12)

The competent Minister is the Minister to whom Foreign Trade sector is related.

Article (13)

ACC Office's Board

First: Formation of the Office's Board: ACC office's board is formed of ACC Head, 2 deputies and the treasurer who are elected by ACC members directly after formation.

Second: The term of the Office's Board: It is the same as the council's term (3 years). If any post turned to be unoccupied it should be occupied in the first to come ACC meeting in the remaining period of the council's term.

Third: The meetings of the Office's Board are not considered valid except with the attendance of 3 members at least, and decisions are to be taken by the absolute majority of votes. If votes were equal decision is to be taken according to the vote of ACC Head. If ACC Head is absent the meeting is to be headed by the first deputy.

Fourth: The office's board is to hold a meeting at least one time in a month. Any member misses to attend half of the Board's sessions during the year without a good reason will be considered resigned.

Fifth: Responsibilities of ACC Office's Board

- 1- Managing council's affairs upon the Ministerial Decree no. 521 of 1997 and the amending and complementary Decrees, as well as the decisions issued and regulations and rules approved by ACC.
- 2- Forming internal by-laws of the council and presenting it to the council's members to be discussed and approved considering that no amendments are to be made except after the approval of ACC.
- 3- Forming internal committees that are regarded to be necessary and determining the responsibilities of each of them. The decisions of these committees are to be valid within the limits of its responsibilities, where its activities should be presented to the office's board for confirmation. If a committee handled any subject that is beyond its responsibilities or authority, its decisions will not be valid except after being presented and approved by the office's board.
- 4- Hiring an executive manager or a secretary for the council as well as all the other workers needed to perform the council's activities and determining their salaries, bonuses, promotions, punishments and dismissal.
- 5- Connection and coordination between the committees of ACC in accordance with the general view and policies determined by the council.
- 6- Preparing quarterly reports of the activities' results and recommendations and presenting it to the council for approval and submitting it to the competent Minister.
- 7- Setting the general vision, plans and main policies for the upcoming 3 years (the council's term) and setting the estimated budget and plan for the upcoming year, presenting it to the council for discussion and approval and following its implementation, as well as preparation

of the final account of the ended fiscal year and the yearly report including ACC activities and financial status to be presented to the council for discussion and approval.

- 8- Discussing the report of the accounts supervisor and preparing a reply regarding the included notes and presenting it to the ACC.
- 9- Identifying the value of the permanent loan in order to release the ordinary and daily payments.
- 10- Enabling members of reviewing the council's registries and documents within 2 days from the date of receiving a request about that except there is a compelling reason for delay.
- 11- Proposing the return of the services offered by the council to its members or others and presenting it to the council for discussion and approval.
- 12- Working on expanding the scale of membership and encouraging members on effective participation in the council activities, meetings, seminars, workshops, conferences and advocacy activities for the council's policies.

Article (14)

Responsibilities of Head of ACC & Both Deputies & the Treasurer

Head of ACC handles the following responsibilities:

- 1- Heading the meetings of the council and the office's board as well as committee meetings which he attends.
- 2- Representing the council in Judicial authorities and governmental authorities and others.
- 3- Approving the meetings agenda of the council and the office's board and supervising and monitoring the implementation of their decisions.
- 4- Signing on behalf of the council on all contracts and agreements which are approved by the office's board taking in consideration the cases of which approval should take place by the council.
- 5- Signing on the correspondents of distinctive character, which are approved by the office's board, and signing also on the administrative decrees and workers related documents. And signing along with the council's secretary on the meetings directories of the council and the office board.
- 6- Signing on all checks and financial documents with the treasurer.
- 7- Taking decisions regarding urgent issues presented by the executive manager/or council's secretary which cannot be postponed till the meeting of the council or the office board on the condition that these decision are to be presented later to the office board or the council in the first coming meeting to come.
- 8- Supporting all the council's committees in preparing and implementing their working plans and offering the needed advice, and making sure that they are completely qualified to take decisions and being free to express themselves.
- 9- Ensuring a constructive cooperation with other organizations in Egypt which have similar or complementary characters to ACC to outline the separating lines and to remove any disagreement or contradiction of interests, ensuring a mutually beneficial relationship between all parties.
- 10- The first deputy is to handle the responsibilities of the ACC Head in the case of his absence, and in the case both of them are absent the second deputy is to handle their responsibilities. It is possible for the ACC Head to assign one of the deputies with some of his responsibilities on permanent bases.

The Treasurer is to handle the following responsibilities:

The treasurer is the one responsible of the council's financial affairs according to the system set by the accounts supervisor and approved by the council and the office board. The treasurer is mainly responsible of the following:

1. The general supervision of the council's resources and expenditures, and monitoring the release of bill of all revenues and receiving and depositing it in the bank, monitoring the registration of all incomes and expenditures and keeping documents. The treasurer is responsible of the safe and of organizing financial works, and to present his remarks and reports to the council and the office's board.
2. Implementing the decisions of the council and the office's board concerning financial transactions and the reviewing of the council's documents and financial registries before and after its release then certifying and keeping it.
3. Signing, with ACC Head or his representative, on treasury bills, financial documents and checks.
4. Approving the release of temporarily loans within what determined by the office's board and the council to pay for the urgent and necessary needs that cannot be delayed until it presented on the office's board or the council on the condition that payments would be approved in ACC first meeting.
5. Supervising the photocopying of income and expenditures accounts and the main budget in order to be revised by accounts supervisor for the preparation of the final report then present it all to ACC and the office's board.
6. Preparing the estimated budget project for the next year and present it to the office's board in preparation to be presented to ACC.
7. Discussing the notes of accounts supervisor and presenting it to the office's board.

Article (15)

The Council's Executive Director is to handle the following responsibilities:

- 1- Making the needed arrangements for holding the meetings of ACC and office's board and the different committees, editing meeting directories, registering and signing it with ACC Head or the Head of the meeting and presenting it in the following meeting for approval.
- 2- Supervising all the council's administrative and clerical works and workers affairs.
- 3- Implementing the decisions of the office's board, the council and ACC Head.
- 4- Coordinating committees works.
- 5- Keeping files, registries, contracts and administrative documents and establishing data base.
- 6- Preparing the yearly and quarterly reports about the activities of the council, the office's board and the different committees and presenting it to the office's board and the Council.
- 7- Carrying out all the works related to Head of ACC and the office's board.
- 8- Assisting all committees in performing its duties and responsibilities and providing administrative facilitation to it.
- 9- The Council Secretary is to carry out his works with full cooperation and coordination with the technical secretariat of the ACC.

Article (16)
Sub-councils and committees

The function of sub-councils and committees is to assist the council in fulfilling its works. The ACC has established the following commodities and services committees on tentative bases, and it is possible for the council to increase these committees according to requirements and nature of the future activities.

Commodities committees:

Grains and fibers committee
Citrus committee
Potato, onion and garlic committee
Vegetables and fruits committee
Flowers and ornamental plants committee
Medical and odorous plants and herbs committee.
Animal protein and fish committee
Peanuts and oil crops committee.
Bio and organic agriculture committee

Service committees:

Transportation committee.
Finance, trade and economy committee.
Information and communication committee.
Agriculture committee.
Laws committee.

These committees are needed for the council to carry out its duties and implement its future vision.

- 1- Reaching agreements between members about the purpose of the committee regarding reasons of establishment and what are meant by services.
- 2- Preparing a vision about what the committee aims to achieve during the next 3 years, ensuring the consistency of this vision with the visions of other committees, and setting the annual work plans and presenting it to the office's board.
- 3- Members are to work as a team regarding sharing responsibilities and carrying out duties including the implementation of the results mentioned in the annual work plan.
- 4- Cooperation with other council's committees and similar organizations.
- 5- Decisions are to be taken anonymously whenever it is possible by carrying out collaborated works between members till they reach an agreement that is approved by the majority. In that concern it is needed not to take quick decisions though voting but it would be better to carry out discussions and dialogues for the purpose of reaching the best decision that is more widely approved. The office's board is to assist committees to reach the widely approved agreement.
- 6- Complete support of the council's works and talking positively about the contributions of the other committees.
- 7- Preparing for the appropriate advocacy activities for the committee's policies and working with office's board on supporting these advocacy activities.

- 8- The council is to assign a director and a deputy for each committee in addition to the committee's secretariat.
- 9- Working according to the highest moral standards.
- 10- The membership of these committees is opened for all workers in the field of agricultural commodities for exportation, whether exporters or those who carry out production, shipping and marketing activities.
- 11- Calling for the committee meeting is to take place by the Head of ACC upon a recommendation by the director or the deputy of the committee, and the meetings of this committee are to be held in the time and place determined in the invitation.
- 12- The meeting is to be headed by the committee's director and in the case of his absence the meeting is to be headed by the committee's deputy, where the deputy is to carry out the works of the committee's secretariat as well.
- 13- The committee's recommendations and decisions are to be presented to the office's board for approval, where the council is to be informed with it in its first meeting to come.

Article (17)

Duties and responsibilities of committees' directors and deputies.

- 1- Supervising the agendas of committees meetings and its administration and making sure to inform members of meeting times and that the papers have reached them before the meeting by sufficient time.
- 2- Supervising the writing of the committee's recommendations and decisions and distributing and registering the meeting's events.
- 3- They have the same rights and duties as all members.
- 4- Full support for the committee with enthusiasm in implementing its work plan and assisting it in solving problems and utilizing opportunities.
- 5- Outlining the efforts of the committee's members and their contributions to the committees works.
- 6- Providing help to solve issues by means of constructive methods in the case if members couldn't fulfill their duties towards the committee.
- 7- Helping the committee with effective works with other committees and making sure that the committee is effectively in contact with members of ACC and the office's board.
- 8- Facilitating a method to reach an anonymous agreement in taking decisions and managing disputes and interests contradictions by means of constructive ways.
- 9- The deputy is to carry out the works of the committee's secretariat in the case of the director's absence.
- 10- Encouraging team work in accordance to high moral standards.

Article (18)

Responsibilities and duties of the technical secretariat

The main role of the technical secretariat is to support the ACC programs according to the council's directions and requirements. Its responsibilities include the following:

- 1- Working on supporting and implementing the works of commodity and service committees and the office's board such as preparing proposed policy briefs and technical explanations of some main subjects.

- 2- Helping in managing data and information including gathering and classifying data, and conclude and publish results among members.
- 3- Facilitating the council's work with governmental authorities.
- 4- Supporting the ACC Head and the office's board in carrying out their leadership duties.
- 5- Supporting the council with enthusiasm in achieving its duties.
- 6- Making more use of the capabilities of technical secretariat members to strengthen the activities and the vision of the council.
- 7- Preparing agendas, invitations, registering meetings and presenting it to the directors and Head of ACC.
- 8- Publishing the decisions and recommendations of ACC and its committees after being approved and following up its implementation.

APPENDIX VI

List of Interviews

Ms. Sahar Adel Mounir, Senior Assistant to the Minister, Ministry of Foreign Trade, 1 July 2002
Ms. Zeinab El-Ghazawy, Technical Secretariat, ACC, 2 July 2002
Dr. Osama Kher Id-Din, Chairman, ACC, 3 July 2002
Mr. Sherif Rashed, Executive Director, ACC, 3 July 2002
Dr. Amr Moussa, Organizational Development Consultant, APRP, 6 July 2002
Mr. Mohammed Adel El Ghandour, 7 July 2002
Hani Qolaly, HEIA, 10 July 2002
Mr. Hamid Shieti, CEO Shoura Corporation, 10 July 2002
Dr. Jane Gleason, Chief of Party, APRP
Ms. Aya Karim, APRP