

*AN-ADL-894*

**Agriculture-  
Led Export  
Businesses  
(ALEB)  
Project**

***Strengthening  
Egypt's  
Processed Foods  
Export Industry***

**USAID-funded Project  
#263-0264**

**Associations  
Make a  
Better  
World:  
A Workshop**

**October 24-25,  
2001**

**ALEB project office  
12 Dokki Street  
5<sup>th</sup> floor  
Dokki, Giza**

***Prepared by the ALEB  
Trade Association  
Services Team:  
Dr. Thomas J. Herlihy  
Dr. Mohamed Goma***

***Translation by:  
Dahlia Al Ghorab***

# **ASSOCIATIONS MAKE A BETTER WORLD**

**An ALEB Project Trade Association Services (TAS) team workshop**

## **Workshop Agenda**

***Wednesday, October 24, 2001- Day One***

**10:00 AM – Registration at the Hotel and at the Workshop**

**10:30 AM - Welcome & Overview: Dr. Tom Herlehy**

**11:00 AM – TAS (Dr. Glenn Patterson) presentation: "The Importance of Vision, Goals & Strategy in Successful Associations"**

**Egyptian Trade & Business Association presentations of their Visions & Goals  
General Discussion  
Conclusion**

**12:30 PM – Refreshment Break**

**1:00 PM – TAS (Dr. Mohamed Zaki Gomea) presentation: "The Importance of Sound Governance and Management in Successful Associations"**

**Egyptian Trade & Business Association presentations on their own Management  
Discussion of the NGO Law (Egypt) and Management  
Discussion of the role of By-Laws and Policies & Procedures  
Discussion on the role of the Board of Directors  
Discussion the role of the CEO  
Discussion on the role of the Staff  
Discussion on the role of Committees  
Discussion on the role of the Members  
Conclusion**

**3:00 PM – Refreshment Break**

**3:30 PM – TAS (Dr. Glenn Patterson) presentation: "The Importance of Demand-driven Member Services in Successful Associations"**

**Egyptian Trade & Business Association presentations on their member services  
Examples of potential new member services associations could offer  
Discussion of member services: costs and benefits  
Discussion of member services: revenue positive, neutral or negative  
Conclusion**

**5:00 PM – General Wrap-Up for Day One**

**7:00 PM – Buffet Dinner in the Stella di Mare Dining Room**

***Please be kind enough to complete an ALEB project workshop evaluation form before you leave. This evaluation form will concern only the work done today.***

**We need the workshop evaluation forms to be done by everyone so that we have some feedback from you about the workshop content, the presentations, the facilitators and the venue. Your responses will enhance our ability to offer even more stimulating and effective workshops in the future. Thank you!!!**

# **ASSOCIATIONS MAKE A BETTER WORLD**

**An ALEB Project Trade Association Services (TAS) team workshop**

## **Workshop Agenda**

**Thursday, October 25, 2001- Day Two**

**10:00 AM – Workshop reconvenes**

**10:00 AM – TAS (Dr. Tom Herlehy) presentation" "The Importance of a Diverse Revenue Base to a Successful Association"**

**Egyptian Trade & Business Association presentations on their revenue sources**

**Discussion of the role of members' dues**

**Discussion of the role of fund-raising activities**

**Discussion of revenue positive, revenue neutral and revenue negative services**

**Conclusion**

**12:30 PM – Refreshment Break**

**1:00 PM – TAS (Dr. Mohamed Zaki Gomaa) presentation: "The Importance of Policy Advocacy to a Successful Association"**

**Egyptian Trade & Business Association presentations on their Policy Advocacy work**

**Discussion of which policies, laws, regulations or procedures still inhibit food exports, private investment and the importation of new equipment or technology?**

**Which GOE Ministry or Institution should be approached to change the "status quo?"**

**Who are your strategic allies in changing the "status quo?"**

**Conclusion**

**3:00 PM – Refreshment Break**

**3:30 PM – TAS Overview of the Workshop Results (Dr. Tom Herlehy, Dr. Glenn Patterson, Dr. Mohamed Zaki Gomaa and Mrs. Suzan Rashed)**

**Egyptian Trade & Business Association Overview of the Workshop Results**

**TAS Ideas on what steps should be taken next?**

**Egyptian Trade & Business Association ideas on what steps should be taken next?**

**General Discussion**

**Conclusion**

**5:00 PM – Wrap-Up for Day Two**

***Please be kind enough to complete an ALEB project workshop evaluation form before you leave. This evaluation form will concern only the work done today.***

**We need the workshop evaluation forms to be done by everyone so that we have some feedback from you about the workshop content, the presentations, the facilitators and the venue. Your responses will enhance our ability to offer even more stimulating and effective workshops in the future. Thank you!!!**

# **ASSOCIATIONS MAKE A BETTER WORLD**

**An ALEB Project Trade Association Services (TAS) team workshop**

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## Agriculture-Led Export Businesses

*Supporting Egypt's Processed Foods Export Industry*



24 October 2001

The ALEB project Trade Association Services (TAS) team is pleased to present this workshop on **"Associations Make a Better World."**

We have invited you - the CEOs, Chairmen and Chairwomen, key Board members and key staff of several Egyptian trade and business associations - because you are the people with whom we have been working the most closely during the past two and a half years. As you know, the ALEB project is a USAID-funded project that began operating in Egypt in January 1999. The purpose of the ALEB project is to increase the export of processed foods from Egypt and so most of our project-funded services and activities are directed to individual food processing companies or to the service firms that complement their businesses. However, we also know that individual businessmen and women - in the processed foods industry, in the service sectors that work with food processing companies, and in related fields - want to join trade and business associations to improve their own skills, to gain information that will help them in their business, to raise their voice in public policy debates and to give something back to their own industry and country. Thus, the ALEB project also works to strengthen trade and business associations so that the food industry and its complementary service sectors are well served and well represented.

The purpose of this workshop is to discuss how your association can help make Egypt an even better place for your members to do business in 2002 and beyond.

Based on our knowledge of and experience with American, European and Egyptian trade and business associations, we want to share with you what we believe are the keys to success for associations. We will offer to deliver specific technical assistance, training and advice to your associations in order to strengthen them, based on what we know to be the state of the industry here in Egypt. But we also need to hear from you about what you believe has worked or has not worked as well as we may have hoped during the past two and a half years. Some of these points you may have already made in completing the training workshop evaluation forms that you or your colleagues may have filled in after one of our workshops or training events. This workshop provides another opportunity for you to discuss directly with us your concerns for your own trade or business association as well as for the association community as a whole in Egypt.

We are indebted to the American Society for Association Executives (ASAE) for allowing us to use the name of the publicity campaign that they have launched in order to increase awareness among their own members and the public at large about how trade and business associations do make our world a better place in which to live and work.

How do associations make a better world? As the ASAE campaign indicates, trade associations help improve our lives in many visible and not so visible ways. Trade associations have a strong economic, social and legislative impact on the nations in which they operate as well as on the world in which their members operate their businesses.

**Legislative impact:** Ask most individuals why they have joined a trade or business association and one of the first answers that you will usually get is that they want to change the legal, regulatory or policy environment in which they work. They join trade or business associations because they know that acting on their own, they will probably not be very effective in making compelling arguments to government officials or legislative bodies on

why certain laws, regulations or policies should be changed to be more "pro-business." However, by joining a trade or business association, members know that through raising their collective voices, they have and will continue to make a difference in what laws, rules, regulations and policies are adopted and passed in their country.

**Economic impact:** Well informed individuals also join trade or business associations because they know that these organizations can help them operate their businesses more efficiently and therefore more productively, thereby generating more revenue and profits. And, in carrying out their own Mission and the services that their members demand, associations themselves spend a considerable sum of money that also generates employment and revenue in the local economy.

**Social impact:** Almost every trade or business association in the world offers education programs to its members. By joining trade or business associations can improve their technical and business skills. In addition, associations provide their members with an enormous amount of information specific to their industry as well as on trends within the domestic or international economy. In some countries, associations also set standards for their industry and members, including codes of ethics and certification programs for members. And associations are also an important force in organizing individuals for community service and other voluntary activities that promote the general social welfare of their local communities as well as the nation at large. Indeed, the social networking benefits that accrue to individuals who join trade associations is probably the one aspect of how trade associations make a better world that needs no explanation to the many Egyptians in this room who have joined and are active in their associations precisely because they enjoy the social aspects of being a member of their organization.

In the following pages, you will find resources that will challenge you to think about your own trade or business association and how you are leading it to make Egypt a better place in which to live and work. We will present materials that discuss the basic building blocks on which a successful trade or business association is built. We will discuss the impact of trade and business associations on the world, at a national and international level. And we will raise issues that we believe the Egyptian trade and business association community should be thinking about now, in October 2001, because these issues will profoundly affect the environment in which your trade and business associations operate today, tomorrow and in the next 5-10 years.

We would like to express our deep appreciation to the ASAE for allowing us to use and translate into Arabic some of the materials that they have developed for the "*Associations Make a Better World*." The ASAE is an individual membership organization made up of more than 23,700 association executives and suppliers. The core purpose of the ASAE is to advance the value of voluntary associations to society and to support the professionalism of the individuals who lead them. Its members manage leading trade associations, individual membership societies and voluntary organizations across the United States of America and in 44 countries around the globe. The ASAE also represents the suppliers of products and services to the trade and business association community. The ASAE operates a Global Resource Center under the management of Mr. Edward L. Potter, a Certified Association Executive (CAE). The address is:

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Web site: [www.asaenet.org](http://www.asaenet.org)

Thank you for participating in our workshop on "**Associations Make a Better World.**"

Our entire team – Dr. Mohamed Zaki Gomaa, Ms. Suzan Rashed and me – welcome you to the Stella di Mare (Swiss Inn) resort here on the Red Sea in Ain Soukhna. We look forward to working closely with you over the next two days to lay out some concrete steps that we can take together to strengthen your trade and business associations so that you and your members can truly make this a better world.

Sincerely,

A large, stylized handwritten signature in black ink, reading "Thomas Herlehy". The signature is written in a cursive style with a long, sweeping underline.

**Dr. Tom Herlehy**  
**Director**  
**Trade Association Services (TAS) team**

**Associations invited to participate:**

**Egyptian Agribusiness Association**  
**Egyptian Seed Association**  
**Egyptian Investors and Business Association**  
**Egyptian Cold Chain Association**  
**Essential Oils, Flavors and Fragrances Association**  
**Medicinal Herbs & Spices Association**  
**Egyptian Chefs Association**  
**French-Egyptian Business Association (CAFÉ)**  
**British-Egyptian Business Association**



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## Associations Make A Better World

*"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that ever has."*

*—Anthropologist, Margaret Mead*

Spanning the globe from the smallest village to world capitals, a massive upsurge of organized, private, voluntary activity is taking place—a global association revolution. While well known for its work at the local level, the nonprofit sector's collective impact around the world has been little understood, recognized, or valued. Yet, to succeed in the 21st century, nonprofit associations around the world must be able to tell the story of their collective impact upon millions of lives. Recent research reveals a clearer picture of the impact of the global nonprofit sector and the many contributions of associations to society. Their story must be shared not only with the public, the media, and policy makers, but also with associations' members, boards, and supporters.

The Associations Make a Better World campaign seeks to promote understanding of the association model as a significant contributor to societies and economies worldwide. The campaign also seeks to promote awareness and understanding of the contributions of associations worldwide as well as international associations operating across borders in today's increasingly interdependent world. The first stage of the campaign is to build awareness within the association sector itself, so it can then share its story with the greater public.

Recent research confirms the tremendous economic,

social, and political impact the nonprofit sector has on our increasingly global society—all of which have important implications for policy makers, business leaders, and the media, as well as the nonprofit sector's understanding of itself. The talking points that follow are the basis for concluding that associations, in fact, can and will make a better world.

**Take action!** Share the story with your international and domestic members, board of directors, international department, publications staff, and public relations team.

### **What are these organizations that are leading the "global association revolution"?**

Operating in practically every country around the world, associations are membership-based organizations that are private, legally incorporated entities with a public benefit purpose. By providing benefits to their members, associations around the world impart a wider value to society. Because of their public benefit purpose, nonprofit organizations are often exempt from paying tax on income they generate. Like any business or organization, they must earn excess revenues after expenses (or at least break even) to survive. However, any excess revenues cannot be distributed to members, staff, or anyone else—it can only go back into achieving the organization's public benefit purpose.

While often referred to as *nonprofit* or *nongovernmental* organizations (defining them in terms of what they are not--neither business nor government), an increasingly common term for the sector is *civil society* (*civil* referring to *citizens*, the principal actors and leaders of independent collective action within society). Associations represent a wide range of collective interests including professions, industry, business, and philanthropic causes. Bringing together disparate individuals, businesses, academia, and government, associations wield a collective power that is much greater than the sum of their parts. The work of associations is woven throughout the fabric of society; citizens, the business sector, and governments have come to depend on the social and economic benefits that associations afford.

### **What are international associations, and what do they do?**

With the advent of globalization and increasing interdependence among nations, international associations are on the rise in both number and prominence. According to the Union of International Associations (Brussels), there are currently more than 23,000 international nongovernmental organizations

worldwide—a number which has been steadily increasing across the past few decades. Working across borders, international associations play an important role in today's global economy and society by facilitating commerce, communication, standards creation, knowledge sharing, and networking.

While there is no single universally accepted definition of an international association (even by the United Nations), it is generally identified by its focus in at least three or more geographically dispersed countries with no one country dominating in terms of its mission, membership, governance system, finances, and appropriate products or services. Even so, the international association definition is bending further due to globalization, which is pulling local, state, national, and regional associations into the global arena. Consequently, many such associations are now developing their own international programs and affiliations and are extending membership abroad.

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## Advocacy Impact

### Constituent contact

Associations are important, sometimes indispensable, intermediary organizations linking individuals and businesses with governments. Associations serve as a dual gateway--both as a mechanism to convey their views to government officials and a conduit through which government stays in touch with constituents.

**Example:** International associations are involved in efforts to monitor international accords regarding global environmental degradation, human rights abuses, and fair trade practices.

### Giving voice to citizens

Government relations activities conducted by associations give members a voice in government decisions impacting their members, profession, trade, and cause. Associations collect and disseminate information on public policy issues, forecast how public policy issues impact members, and help members understand and reach consensus for positions on issues. By educating legislators and regulators about issues affecting members' businesses, professions, and causes, associations help government officials make informed decisions.

**Example:** With the increasing prominence of international government organizations (such as the World Trade Organization and World Health Organization), international associations are playing an expanded role in linking these institutions beyond political and national boundaries to private industry, commerce, and professions. At the same time, international associations are increasingly being

granted formal "consultative status" relationships with international governmental organizations for ongoing discussions of mutual interest.

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## Economic Impact

In bringing people, business, and government together, associations help fuel local, national, and global prosperity. Associations help their members--both individuals and companies--operate more efficiently and productively, thereby generating more revenue. Associations create hundreds of thousands of jobs. In carrying out their activities, associations spend a considerable amount of money, which helps stimulate economic growth. For example, meetings and conventions held by associations generate significant revenues for local communities thanks to delegates who spend money at hotels, restaurants, and convention centers. While associations operate as tax-exempt organizations (not being taxed on their income), they are still usually required to pay payroll, sales, property, and other taxes. Far from being a drain on the tax base, they contribute to it like everyone else.

### A major economic force

According to a [Johns Hopkins University study](#) (*Global Civil Society: Dimensions of the Nonprofit Sector*, Johns Hopkins University, Baltimore, 1999), the expenditures of the nonprofit sector in 22 countries represent a US\$1.1 trillion industry. These nonprofit expenditures averaged 4.6 percent of the total gross domestic product (GDP) collectively generated in these countries.

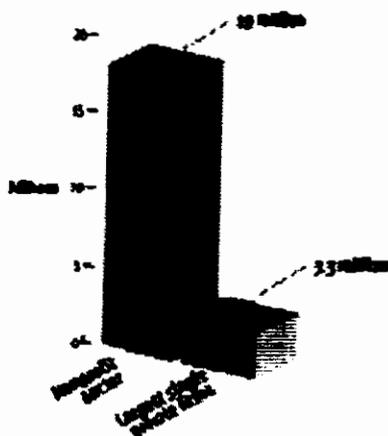
In fact, if the nonprofit sectors in these countries were a separate national economy, it would be the eighth largest economy in the world, ahead of Brazil, Russia, Spain, and Canada.

Country	GDP in US\$ trillions
1. USA	
2. Japan	7.2
3. China	5.1
4. Germany	2.8
5. France	2.2
6. United Kingdom	1.5
7. Italy	1.1
8. Nonprofit Expenditures	1.1
9. Brazil	1.1
10. Russia	0.7
11. Spain	0.7
12. Canada	0.5
	0.5

### Employment

The nonprofit sector in these 22 countries employs more than 19 million full-time paid workers. Comparatively speaking, the nonprofit sector employs more people than the largest single private enterprises in these countries (3.3 million employees on average) as well as many national industries. Of course, this figure does not include the nonprofit sectors of other countries, which would make it even larger.

RELATIVE PAID EMPLOYEES IN THE NONPROFIT SECTOR



### Revenue generation

Contrary to the impression that nonprofits don't make money and are dependent upon donations and the government, the major sources of nonprofit income come from fees and other commercial income (49%), followed by grants/contracts from the government/public sector (40%). Private philanthropy (foundations, donations, etc.) on average accounts for only 11 percent of nonprofit income.

REVENUE SOURCES FOR NONPROFIT SECTOR



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## Social Impact

### Professional development and continuous skill building

Education is often the single most common association function. In many industries and professions, associations are the only source of continuing education. Associations educate their members on technical and scientific matters, business practices, and legal issues; thereby elevating the quality of publicly delivered goods and services. Thanks to associations, a nation's work force remains competitive and skilled in the latest techniques, trends, and technologies.

Example: International trade associations help prepare their members to operate and sell globally, which is crucial for businesses and industries seeking opportunities in unfamiliar markets.

### Information

Associations collect and disseminate information on industries, issues, and trends—providing valuable background and context for legislative, regulatory, and policy decisions. By informing the public about the efficiency, quality, and safety of products and services, associations help bolster public confidence in the marketplace.

Example: International professional associations act as global knowledge brokers for their members by gathering, synthesizing, translating, and disseminating the latest technical information in their fields.

Standard setting, codes of ethics, and certification

Associations play a prominent role in setting performance, technical, and safety standards; ethical codes; and professional certification programs. All of these efforts help to reduce the risks that consumers face in the marketplace. Associations also save taxpayers money by fulfilling these vital functions that the government would otherwise have to fulfill.

Standardization provides an international language to help shrink barriers to trade. If adopted throughout the world, standards create a large market instead of many fragmented markets.

**Example:** International standards brokered by trade associations and other groups have made huge contributions to modern society in everything from batteries and floppy disks to fax machines and telephone calls.

### **Research and statistics**

Associations develop and disseminate valuable data that might otherwise be unavailable--information used by policy makers, regulators, researchers, journalists, consumer groups, and others--to enhance a broad understanding and analysis of the economy.

Governments are often dependent upon research and statistics provided by associations.

**Example:** International academic and technical associations provide their members with opportunities to exchange knowledge, information, and expertise leading to further innovation and progress.

### **Volunteerism and community service**

Founded upon the principles of volunteerism and cooperation, associations nurture involvement in society and community service. By pooling their talents and resources, association members help the needy, provide disaster relief, mentor youth, and clean up the environment. Association activities generate what is known as *social capital*. Social capital refers to features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. Social capital facilitates coordination and cooperation, it is not just the sum of the institutions that underpin a society--it is the glue that holds them together. Social networks can increase productivity by reducing the costs of doing business. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable.

**Example:** Through their volunteer members, international philanthropic associations provide relief during disasters,

build homes for the homeless, provide emergency medical services, and provide other humanitarian assistance.

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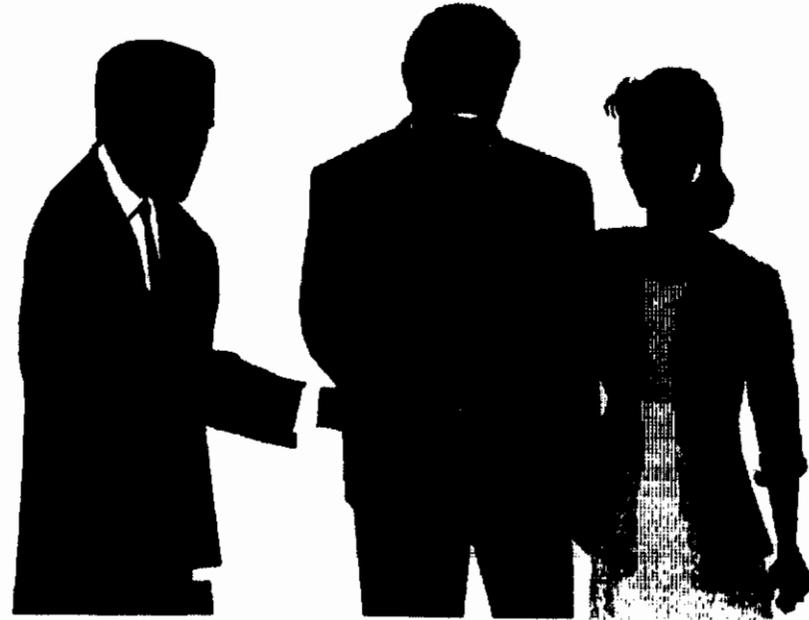
# **ASSOCIATIONS MAKE A BETTER WORLD**



**Agriculture-Led Export Business (ALEB) project**

# **ALEB Project - Trade Association Services (TAS) team**

- **Dr. Tom Herlehy**
- **Dr. Mohamed Z.  
Gomaa**
- **Ms. Suzan Rashed**
- **Short-term  
consultants**



# ASSOCIATIONS MAKE A BETTER WORLD

## Workshop Purpose:

**Present information and discuss how your trade or business association can help to make Egypt an even better place for your members to do business in 2002 and beyond.**



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# ASSOCIATIONS MAKE A BETTER WORLD

## Workshop Methodology:

**TAS Presentations of  
lessons learned and the  
keys to success.**

**Trade & Business  
Associations discuss  
and share their own  
experiences.**



# ASSOCIATIONS MAKE A BETTER WORLD

## Workshop Agenda:

**Weds., Oct. 24<sup>th</sup>**

- **Vision & Strategy**
- **Governance & Management**
- **Member Services**

**Thurs., Oct. 25<sup>th</sup>**

- **Diverse Revenue Base**
- **Policy Advocacy**
- **Conclusion**



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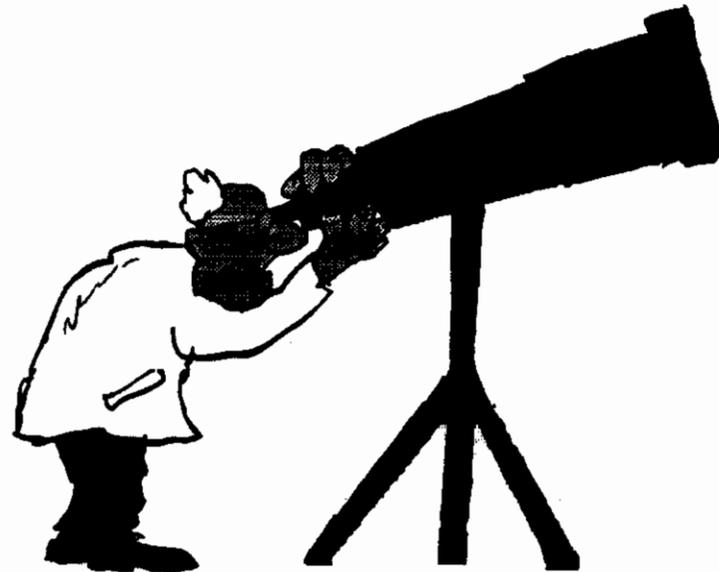
# **Associations Make a Better World - a Better Egypt**



**American Society of Association Executives (ASAE)**

# How do Associations Make a Better World – a Better Egypt?

- **Advocacy work**
- **Economic Impact**
- **Social Impact**



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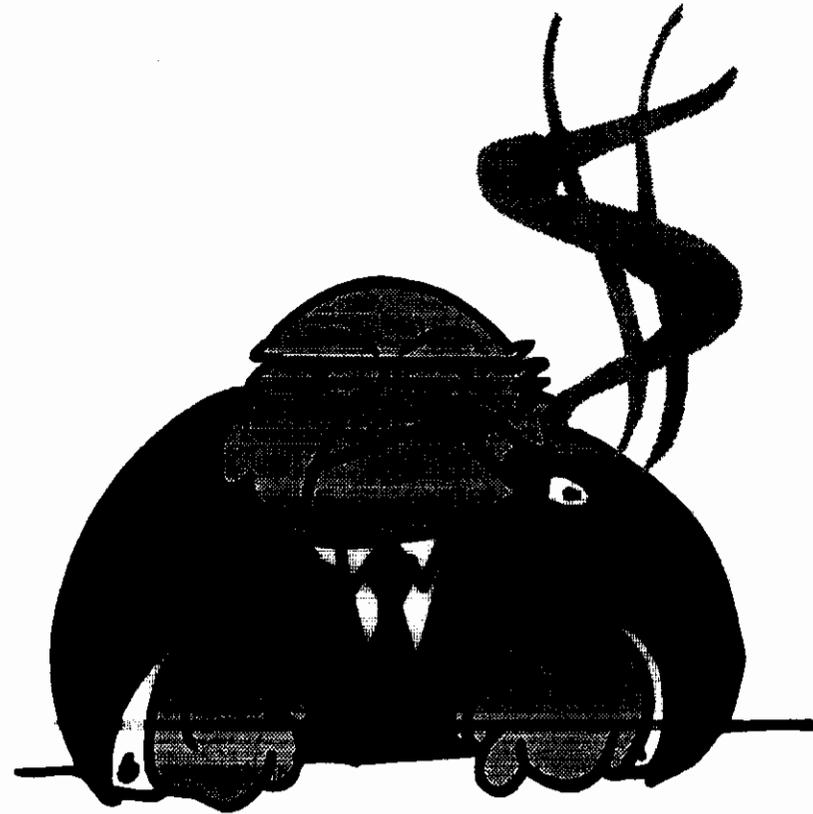
# ADVOCACY

- **Intermediaries  
between private  
companies and the  
government**
- **A Voice for private  
individuals and  
businesses**

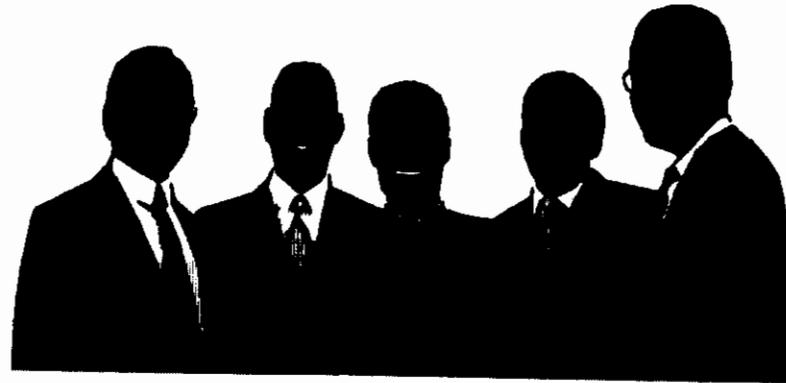


# ECONOMIC IMPACT

- **Help their members operate more efficiently and productively**
- **Create jobs**
- **Spend money on activities or services for members which stimulates job creation and economic growth**



# **SOCIAL IMPACT**



- **Professional development and skill building**
- **Collect and disseminate information**
- **Certification, codes of ethics, standards**
- **Community service and volunteerism**

# Agriculture-Led Export Businesses (ALEB) Project

- Agriculture = from the Farm to the Consumer's table
- ALEB Focus = Processed Foods
- GOAL: Increase export of processed foods from Egypt by 20% over 3 years (1999-2001)



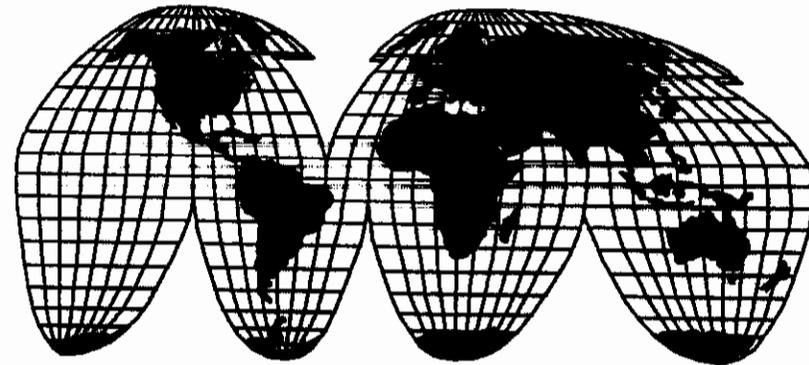
# Agriculture-Led Export Businesses (ALEB) Project

- What's next - for the period 2002 – 2004?
- ALEB Focus = Export of Processed Foods
- GOAL: Increase export of processed foods from Egypt by ??% over 3 years.



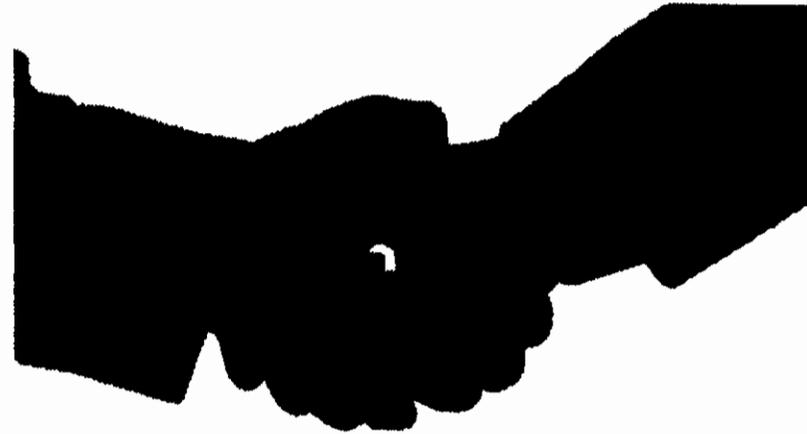
# **5 Ways to Increase Processed Food Exports**

- Market-Pulse (MIS)
- New Technologies –  
HAACP & GMP
- Business Management  
Training & SWOT
- **Strategic Alliances**
- **Strengthen Trade &  
Business Associations**



# Why Strengthen Associations?

- Powerful and efficient method to encourage businesses to cooperate
- More effective way to lobby the Government to support private business
- More efficient way to procure services and information for business



# BRAND NAME: "EGYPT"

- Bad publicity about one company affects all businesses
- Common problems need shared solutions
- Cooperate with your competitors to support Egypt's competitive advantage



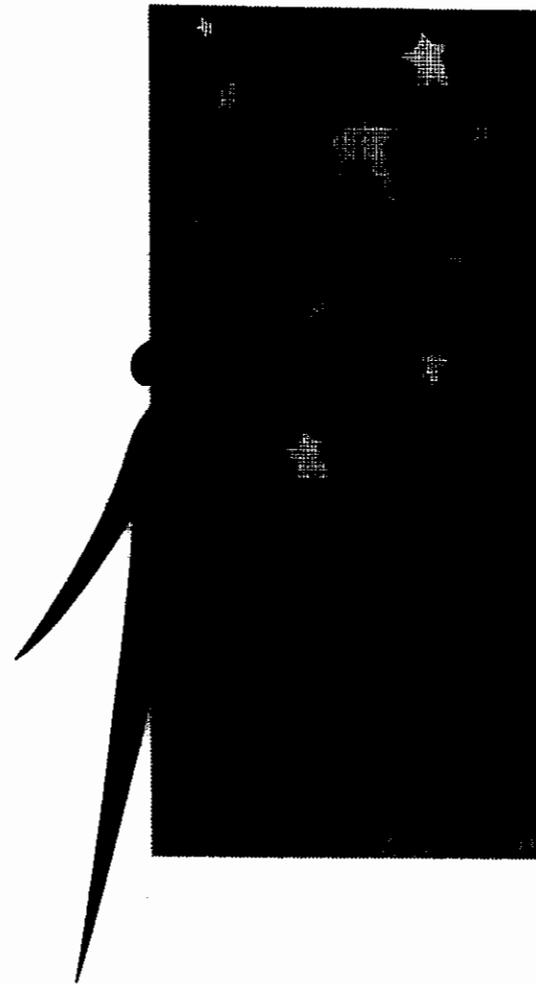
# ASSOCIATIONS - KEYS TO SUCCESS

- A Vision and know how to get there
- Sound Management
- Diverse Revenue Base
- Services to Recruit & Retain Members
- Policy Advocacy Program



# VISION

- MISSION STATEMENT
- GOALS
- STRATEGIC PLAN –  
how can we achieve  
measurable results that  
will satisfy our  
members?



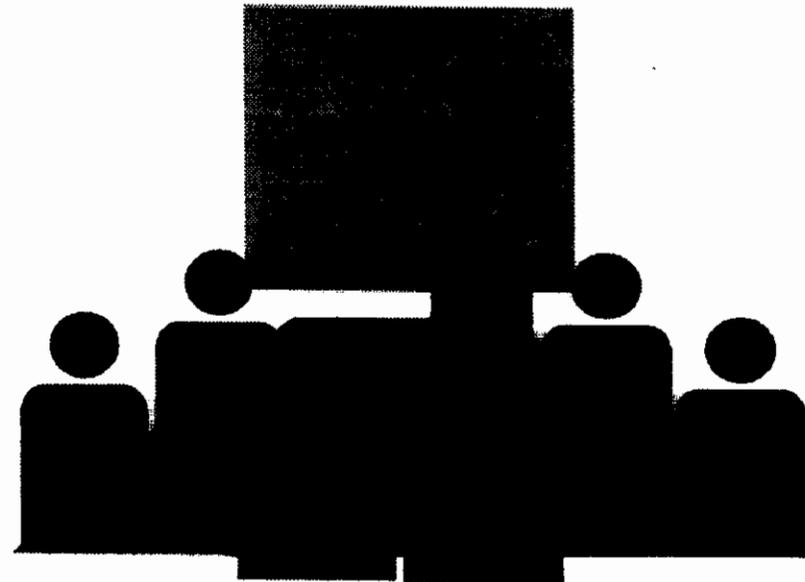
# STRATEGIC PLANNING

- Know the Assoc Mission
- Develop realistic goals to fulfill that Mission
- Develop a strategy to meet the goals and objectives
- Develop a work plan that defines clearly the steps to implement the strategy



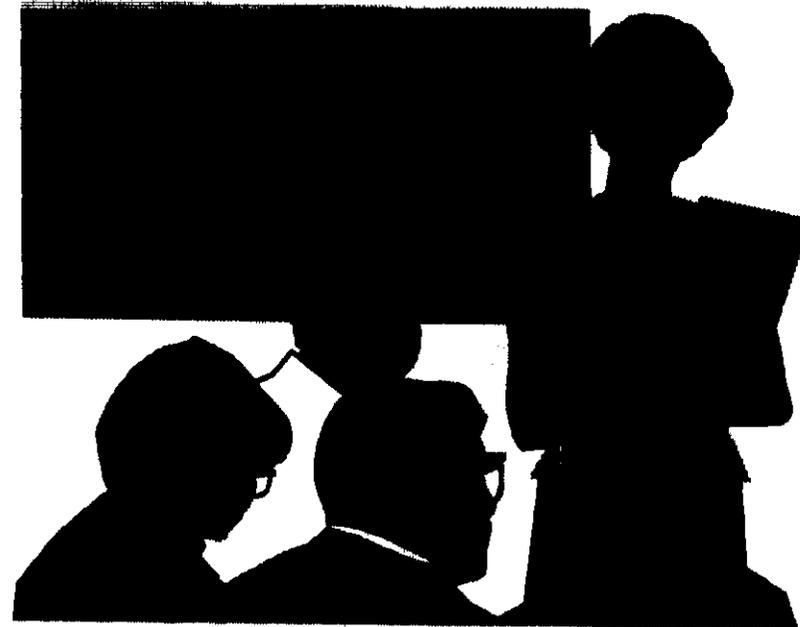
# SOUND MANAGEMENT

- Clearly Defined Roles and Responsibilities
- Member-approved Statutes and By-laws: published and available
- Member-approved Policies and Procedures: published and available



# SOUND MANAGEMENT

- Role of the Board of Directors
- Role of the Executive Director
- Role of full-time association staff
- Role of Committees
- Role of the members



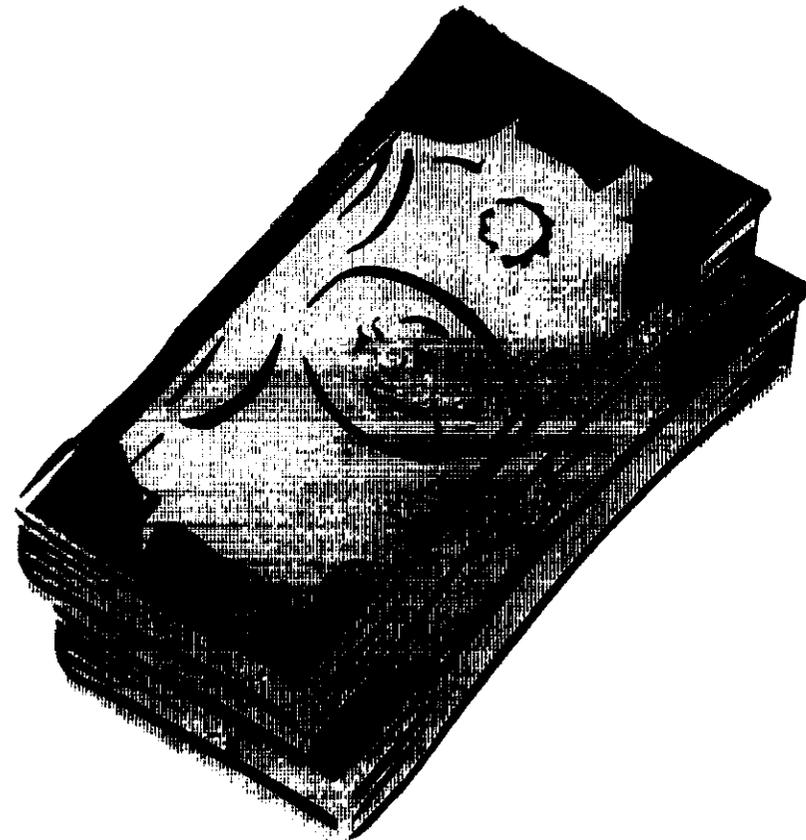
# SOUND MANAGEMENT

- Board sets broad association policies
- Executive Director develops procedures to implement policies
- Committees assist Boards or Executive Directors
- Day-to-day operations



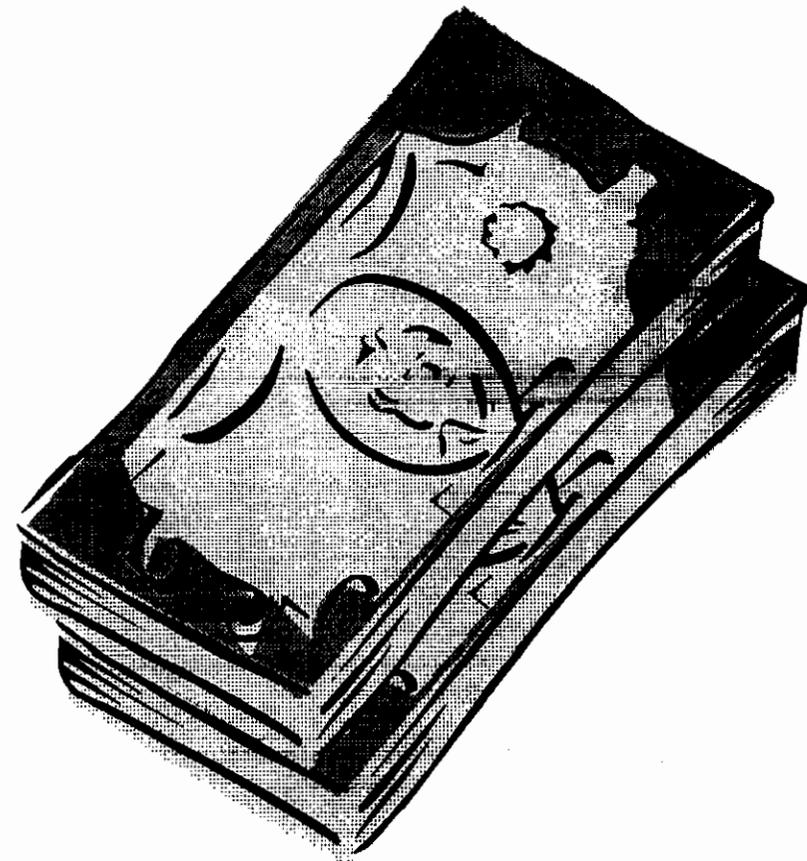
# DIVERSE REVENUE BASE

- Member's Dues
- Advertising:  
newsletter, www site
- Fees for Services:  
Certification, Jobs
- Conventions/Meetings
- Group Insurance



# Why have a Diverse Revenue Base?

- Financial Independence
- Offer more services to members
- Association services are either revenue positive, revenue neutral or revenue negative



# DIVERSE REVENUE BASE

- **Role of the Board of Directors & CEO**
- **Seed Capital**
- **Fund-Raising**



# SERVICES TO RECRUIT & RETAIN MEMBERS

- Know who your target audience is and know what they want
- Member Surveys – know what your members want
- Have various types of memberships: be **INCLUSIVE** and not exclusive.



# SERVICES TO RECRUIT & RETAIN MEMBERS

- Know what your core capabilities are – what your comparative advantage is and do it well.
- Strategic Alliances – deliver services to members using the comparative advantage of partners and clients.



# SERVICES TO RECRUIT & RETAIN MEMBERS

- Information that helps members do business
- Group discounts
- Advisory Services
- Business and industry training to solve real problems
- Represent members to Government – Policy Advocacy



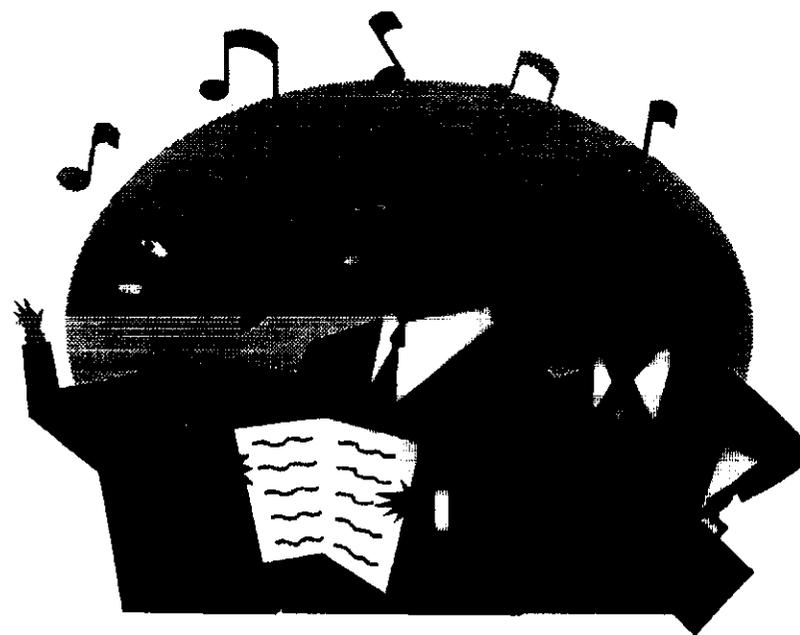
# POLICY ADVOCACY

- Service for Members
- Costs an Assoc money to do it well
- Research – know what the issues are
- Analysis – suggest ways to solve the problems



# POLICY ADVOCACY

- Design an effective campaign to persuade decision makers
- Take the initiative – forge strategic alliances with everyone affected by bad policies and regulations



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# POLICY ADVOCACY

- Communicate effectively the message – **advocate** on behalf of your members
- Publicize your success stories – especially to your members and allies



**SUCCESSFUL**



**ASSOCIATIONS**

THANK YOU!





## Agents of trust: business associations in agri-food supply systems☆

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### Abstract

The generation of trust between business partners is a strategic issue for firms in competitive agri-food markets. It is asserted that business associations can be important facilitators of trust between firms. Cross-national comparative research on the UK and Dutch potato industries is conducted to find out how and to what extent business associations perform functions that can facilitate trust. The results show that there are considerable national differences in the intensity and range of such functions performed by business associations. The findings indicate that, in spite of globalization trends, nationally distinct ways of generating trust via business associations continue to exist. © 2001 Elsevier Science Inc. All rights reserved.

### 1. Introduction

Descending national borders, consumer demand for higher food quality, safety and variety, and a host of technological developments is urging agribusiness firms to revise their strategies and organizational structures. To meet the flood of new challenges, firms among others renew and extend their cooperative relationships with suppliers, customers, and even competitors. This allows them to link core capabilities, skills, assets, and resources to gain competitive advantage within food supply systems. To build cooperative interfirm relationships, the generation of mutual trust is indispensable. Accordingly, the development and

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maintenance of trust between business partners has become a strategic management issue (cf. Lane & Bachmann, 1998; Smith Ring, 1998; Child & Faulkner, 1998).

This paper aims to investigate how and to what extent business associations perform functions that can facilitate trust between firms in highly competitive agri-food industries. The term 'business associations' covers both trade and industry associations. Trade associations have as members firms that operate at the same stage in a supply chain (i.e., a 'horizontal' membership base). Industry associations, in turn, have firms across a complete food supply chain as members (i.e., a 'vertical' membership base). An analytical framework will be constructed to guide the cross-national analysis involved in this study. In this framework, possible functions of business associations will be linked with bases of trust between exchange partners. Then, the empirical setting of this study, that is, the UK and Dutch potato industries, is briefly introduced. Next, methodological aspects will be addressed, followed by the presentation of the findings from the field study. Finally, the results will be discussed and conclusions will be drawn concerning the role of business associations as agents of trust between firms.

### *1.1. Bases of trust and functions of business associations*

Trust is regarded here as a mechanism that limits uncertainties of firms about the future behavior of exchange partners (Luhman, 1979; Lane, 1996). In other words, trust is seen as a set of expectations that managers of firms adopt about the future behavior of their exchange partners. Consonant with this perspective, Zucker (1986: 60) has distinguished three major bases of trust, including process-based, characteristic-based and institutionally-based trust. First, process-based trust is based on experiences that are built between exchange partners over time. In other words: by repeated interaction people learn to know each other. In this way reputations can be built, implying expectations that the behavior of the business partner will be more or less predictable on the basis of past experiences. The second type, characteristic-based trust, refers to groups wherein membership is based on a joint identity. Examples are kinship relations, religion, ethnicity, and socialization. Put differently, characteristic-based trust refers to stable conventions of social behavior monitored through social control within clearly bounded groups. Third, institutionally-based trust is tied to formal rules in a society. Examples are legal systems and regulations. Backed by the possibility of law-based sanctions, firms are able to reduce their perceived uncertainties about the future behavior of others in exchange relations by making use of—enforceable—written contracts.

The three bases of trust described here can be linked with a range of possible functions of business associations that have been identified in different studies on the role of trade and industry associations in a variety of industries in the United States, Europe, and Japan (see, e.g., Hollingsworth, Schmitter, & Streeck, 1994; Van Waarden, 1992; Best, 1990; Yamazaki & Miyamoto, 1988). The underlying idea is that by performing particular functions, business associations can facilitate the generation of trust between their members. Hollingsworth and his associates (1994: 7) have enumerated a broad range of possible roles and functions of business associations. These include the dissemination of information, technology transfer, channeling communication, influencing state agencies, initiating and coordinating joint research and development, and organizing vocational training. These functions are now

discussed in more detail and then subsumed to the three bases of trust discussed above. In this way, a conceptual framework is built that guides the empirical part of this study.

### *1.2. Functions that facilitate process-based trust*

Business associations can disseminate knowledge and information in a variety of ways and in different degrees of intensity. They can, for instance, act as brokers of information (Litz, 1997: 234; McEvily & Zaheer, 1997b) or as 'bridging ties' (Burt, 1992) in a network of firms. The knowledge and information disseminated by business associations helps firms to develop expectations about each other and to build reputations, which are essential to generate process-based trust. This type of trust also can be based on reputations that are built during joint activities such as pooling resources, knowledge, and operations (Child & Faulkner, 1998). These joint actions can be facilitated, initiated and/or coordinated by business associations. This is particularly true for activities that are not commercially sensitive such as fundamental research, vocational training and generic promotion. For example, the Brazilian shoe manufacturing industry benefited greatly from trade fairs organized by trade associations, which proved to be critical to firms seeking to conquer export markets (Schmitz, 1997: 8-10).

In a similar fashion, process-based trust between firms is likely to develop during concerted actions led by business associations in case of crises that harm the competitive basis of the entire industry. Examples are the growing concerns about genetically modified organisms, as well as the outbreak of swine fever in the Netherlands, chicken viruses in Hong Kong, dioxin-poisoned chicken in Belgium, and BSE in Britain in the second half of the 1990s. Business associations can initiate and/or coordinate joint action needed to deal with such crises, for instance by acting as a center in firm-government networks.

Process-based trust also can develop during joint efforts of firms that seek to influence government behavior via their associations. Business associations that promote their members' interests to governments are, in fact, lobby organizations (Greenwood, Grote, & Ronit, 1992). Apart from lobbying, business associations can also promote their member's interests by participating in policy development. In such a function, business associations are the providers of industry-specific knowledge needed for the development of sustainable governmental policies (Lane, 1992: 73).

### *1.3. Functions that facilitate characteristic-based trust*

Functions of business associations that reinforce industry cohesion are a stimulus for the development of characteristic-based trust. Industry cohesion, in this sense, refers to the development of a joint identity through socialization processes and social control among the members of business associations.

Industry cohesion is strengthened by business associations that function as a 'platform,' where managers of competing firms meet each other on a regular basis (i.e., horizontal cohesion). Through these meetings, for instance, firms may develop a joint strategic approach vis-à-vis external competitors, or initiatives to raise efficiency, skills and quality (Schmitz, 1997: 10). In such cases, business associations can facilitate socialization (Casson

Table 1  
Basis of trust and functions of business associations

Types of trust	Related functions of business associations
Process-based trust	<ul style="list-style-type: none"> <li>• Dissemination of information and/or knowledge</li> <li>• Promotion of interests (lobbying/participation)</li> <li>• Initiation and co-ordination of actions in case of industry-wide crises</li> <li>• Initiation of joint activities</li> </ul>
Characteristic-based trust	<ul style="list-style-type: none"> <li>• Platform for managers of competing firms (horizontal cohesion)</li> <li>• Platform for managers of firms across the supply chain (vertical cohesion)</li> </ul>
Institutionally-based trust	<ul style="list-style-type: none"> <li>• Development and monitoring of common rules, routines or procedures</li> <li>• Arbitration in case of conflicts</li> </ul>

& Cox, 1997: 180), commitment building (Smitka, 1991: 151), goal alignment (Porter, 1996), and cooperative learning (McEvily & Zaheer, 1997a). In a similar fashion, business associations can function as a meeting point for managers of firms that operate in different stages of the supply chain (i.e., vertical cohesion).

#### 1.4. Functions that facilitate institutionally-based trust

Business associations may also perform functions that enable their members to self-administer their industry. Self-administration implies the development of formal rules that form the basis of institutionally-based trust. Business associations can act as quasi-governmental organizations with statutory powers to sanction such rules (Best, 1990; Lane & Bachmann, 1996). In addition, self-administration can be based on the voluntary approval of general rules by members of business associations as well. Examples include general agreements of trade, agreements about the rejection of environmentally harmful production methods, and general quality standards (Lane, 1996). A distinct form of self-administration by business associations is the provision of arbitration services to solve conflicts between members (Van Waarden, 1992: 523). The idea of being judged by experts from within the industry instead of 'laymen' from courts helps to generate confidence that the parties in conflict are treated fairly.

Table 1 summarizes the business associations' functions linked to the generation of trust.

## 2. Empirical setting: the UK and Dutch potato industries

To gain insights in how business associations can function as agents of trust, a field study was conducted in the UK and Dutch potato industries. The potato industries in both countries produce potato varieties, seed potatoes, ware potatoes, and a range of potato products. In both countries, potatoes constitute an important income base for many farmers and are one of the major sources of nutrition for millions of people. The potato industry has a number of interesting features with respect to the aim of this study. First, the potato industry has a clear structure. The industry supply chain is relatively short and the different stages can easily be distinguished from each other, which is helpful to keep a clear view of the empirical field

during data collection and analysis. Second, a range of business associations is active in this industry. Third, many countries in Europe, Asia, the Americas, and the Middle East have a potato industry within their borders. This wide international presence provides a broad set of possible countries to choose from in case of future research for verification purposes. Fourth, given the increasing liberalization of international trade in food products, it is relevant to point out that the UK and Dutch potato industries are not the subject of any market regulation of the European Union (EU).<sup>1</sup> Fifth and finally, despite the involvement of large multinational enterprises such as ConAgra, McCain, Pepsico, and Unilever, the potato industries in both countries are characterized by the presence of both a few large internationally operating firms and a huge number of small and medium-sized companies with a clear domestic signature.

## 3. Methodology

In 1998 and 1999, data were collected about the functions of major business associations in the UK and Dutch potato industries. A selection was made that included the major trade and industry associations. In the Dutch potato industry not more than one trade association was active at each stage of the supply chain. These included the NFP, VBNA, and VAVI,<sup>2</sup> which are voluntary associations financed by their members. In the UK, multiple associations were found at each supply chain stage. The major ones were selected on the basis of interviews with industry experts including the editor of *Potato Review* and several managing directors of well-established potato firms. This resulted in the selection of the UK trade associations NASPM, SPTA, and PPA.<sup>3</sup> Similar to their Dutch counterparts, these are voluntary associations financed on the basis of a membership fee. The potato industry associations of both countries, the Dutch Commissie Aardappelen (CA) and the British Potato Council (BPC), were also involved in this study. Both associations are quasi-governmental organizations that are financed on the basis of a levy system. Finally, trade associations fully dedicated to seed potato breeders or potato growers could not be included in the selection, as they appeared to be absent in both the Netherlands and the UK.

Data were gathered about the functions performed by the business associations by making use of data triangulation (Wester, 1987). Multiple sources were used, including annual reports, statutes, journal articles, and interviews. However, interviews formed the major data source. The interviews were aimed to find out what functions the business associations actually performed according to their members. In other words, the interviews were designed to reveal the perceptions of potato firm managers with respect to the activities of 'their' business associations. The respondents for the interviews were the managing directors of major UK and Dutch potato firms. These firms were selected on criteria including market dominance and core business. After applying these criteria to the Dutch potato industry, the final selection included 12 enterprises: four firms with potato processing (par-fried products) as their core business, four firms with a major stake in ware potato trade, and four seed potato merchants. The selected potato firms dominated the Dutch potato industry with joint markets shares up to 80% per supply chain stage (Renia, 1997). However, the selection did not include autonomous breeder firms because all major breeding activities in the Netherlands

appeared to be performed by seed potato merchants. The selection of potato firms in the UK was made on the basis of the same criteria, resulting in a Group 17 firms: five potato processors, five ware potato merchants, six seed potato merchants, and one breeder.

To enhance reliability, the interviews at firms and business associations were conducted on the basis of an interview protocol (Yin, 1994: 64). The protocols provided a general introduction for the respondents, both structured and open interview questions, and also explanations about the meaning of the concepts used. An English or Dutch version of the protocol was sent to the respondents in advance, accompanied with the request to read it carefully beforehand to shorten the time needed for the actual interview.

The interview questions for the firms were developed on the basis of the analytic framework discussed earlier. The managers were provided with a list of possible functions of business associations, which were cross-tabulated with the associations selected for this study. The first question asked was if they were a member of one (or more) of the selected associations. Many UK and Dutch firms appeared to be a member of more than one association. Next, it was determined if, and in which measure, the functions listed were performed by these business associations. This was done by asking the respondents to rate the relevance of the functions on a three-point scale, which ranged from 'highly relevant' to 'moderately relevant' to 'not relevant.' Finally, the managers were asked to explain their judgment in an open discussion. These discussions were useful to obtain deeper insights into the respondents' understanding of the concepts used, which enhanced construct validity. The interviews held with the potato firm managers yielded a total of 28 responses on the role of trade associations in the Netherlands and 20 in the UK. Concerning the industry associations, 7 responses were obtained from Dutch managers and 12 from UK managers.<sup>4</sup>

To counter 'memory failure' (Mintzberg, Raisinghani & Théorêt, 1976: 250) and to track down other possible biases, the same list of functions was presented to, and discussed with, respondents from the business associations. Respondents were either the chairman or secretary of the associations, depending on who was considered most knowledgeable on the subjects under investigation. The interview protocol for the business associations also included topics about the establishment of the organization (when, why, and by whom), possible statutory powers, relations with the government, and their membership base.

To promote the internal validity, the principles of 'peer debriefing' and 'member check' (Wester, 1987) were applied, which helped to counter subjective influences of the researcher. Peer debriefing took place via meetings with colleagues at Erasmus University Rotterdam and via the presentation of preliminary findings at conferences in 1998 and 1999. Member check was applied by sending the respondents reports based on transcripts of the interview tape recordings.

#### 4. Findings

##### 4.1. The UK business associations

The findings about the functions performed by the UK trade associations are presented in Fig. 1. Clearly, the potato firm managers consider the promotion of interests as the most

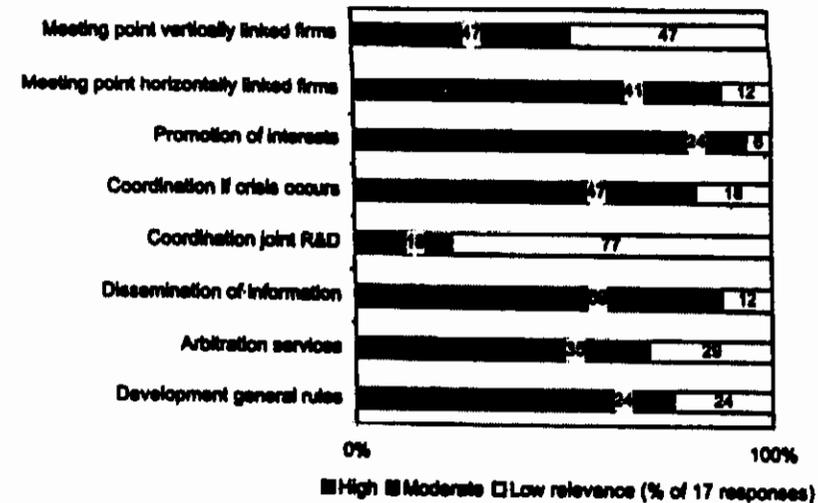


Fig. 1. Perceptions of UK potato firm managers on their trade associations.

important function of their trade associations by far. 71% of the responses on this point rate this function as highly relevant. Hence, the UK trade associations in particular distinguish themselves as lobby organizations. As one trade association's secretary put it: 'We lobby for self-interest as hard and often as we can.' However, the lobbying happens in an ad-hoc fashion and does not involve much contact between the managers of the firms involved.

Apart from lobbying, most (53%) of the UK managers perceive the development of common rules as a very relevant function of their trade associations. However, it became clear that this function is performed in the very limited sense of 'the development of general conditions of trade.' The general nature of these conditions of trade is limited as they are copyrighted, meaning that only the members of the associations are allowed to use them. In addition to this, most respondents made remarks that 'The provision of common rules is a task for the government'. In tune with this, it was pointed out that the trade associations have no statutory powers. Next, the facilitation by the associations of horizontal cohesion is quite strongly developed: 47% of the respondents rated this function as highly relevant. In addition to this, however, it was explained that the regularity of meetings and the number of members involved in such events is quite limited. The findings also indicate that the remaining functions of the UK trade associations are even less developed. The trade associations, to a certain extent, provide arbitration services. However, they are directly linked with the general conditions of trade developed for association members only. Moreover, most managers view the initiation and coordination of actions in case of industry-wide crisis as a task for the government rather than for their trade associations. Accordingly, the relevance of this function is largely perceived as moderate (47%). UK business associations also provide information dissemination services, including information about legal, technical, and market developments. However, as can be seen in Fig. 1, most potato firm managers (39%) think this function of their associations is just of moderate relevance. As one manager put it: 'The

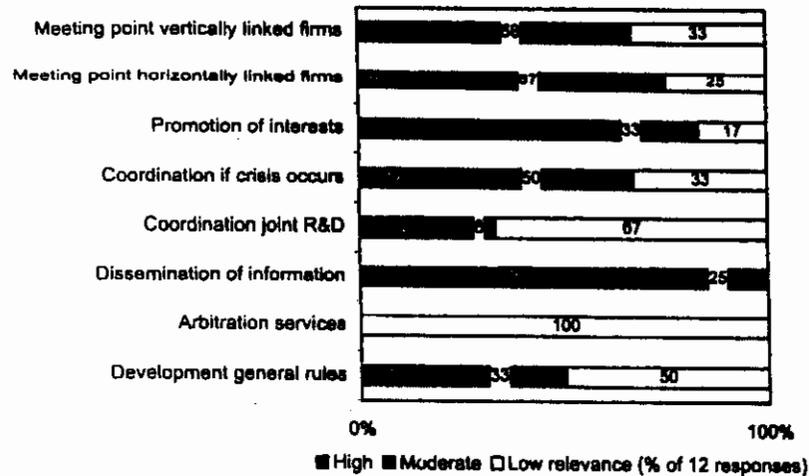


Fig. 2. Perceptions of UK potato firm managers on their industry association.

information that we get from them is very general in nature and has no significant impact on our operations.' Weakly developed functions of the UK trade associations are the initiation and coordination of joint activities (77% low relevance) and the facilitation of vertical cohesion (47% low relevance). Generally, joint R&D and promotion is regarded as something that should be initiated (and paid) by the government or the levy-financed BPC. With respect to the facilitation of vertical cohesion, it was explained that most managers of different firms just sporadically meet each other at some event organized by their association (see Fig. 2).

The UK potato firm managers consider two functions as highly relevant: the dissemination of knowledge and information (75% high relevance), and the promotion of interests (50% high relevance). The BPC is very active in the collection and dissemination of information and has well-established contacts with the British government, which are used to promote the interests of the industry. However, both functions do not really bring together potato firm managers. Rather, the functions are performed by people that are either appointed or elected by the members and operate on their behalf. The BPC is also involved in research, though not in a great extent yet. Accordingly, the potato firm managers do not rate this function very high (67% low relevance). The joint research and promotion projects are levy-financed and therefore not based on joint investments and decisions of the potato firms. Next, an active role of the BPC in case of industry-wide crisis is considered moderately relevant (50%). As one manager put it: 'We have not that much crises here. . . the only recent crisis was in fact the abandoning of the PMB, which was replaced by the BPC.' In a similar fashion, the organization is not seen as a meeting point for managers. The relevance of the development of general rules by the BPC is also limited (50% low relevance), which is quite remarkable. Owing to its past as the Potato Marketing Board and the continuation of its link with the government, the BPC has some statutory powers. However, to date, these powers only have

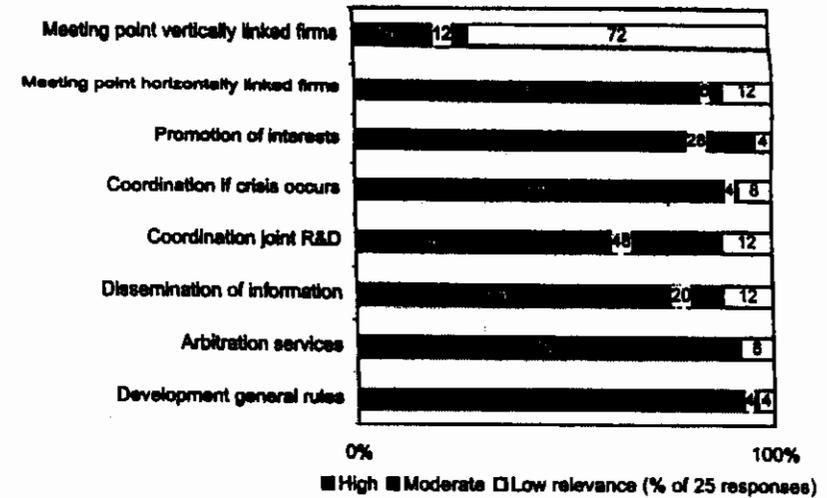


Fig. 3. Perceptions of Dutch potato firm managers on their trade associations.

been used to set up a levy system to finance the operations of this industry association. Finally, as indicated in Fig. 2, arbitration is not performed by the BPC at all.

#### 4.2. The Dutch business associations

The findings of the managerial perceptions on the functions performed by the Dutch trade associations are displayed in Fig. 3. According to the managers, most functions are performed to a great extent. The ratings for the functions vary from 68% to 92% high relevance, except for the coordination of joint R&D and the meeting point function for vertically linked firms. The managers largely perceive the vertical meeting point function not relevant as the trade associations are seen to link competing firms, not buyers and/or suppliers. The respondents also provided an explanation for the moderate relevance of joint R&D and promotion initiatives by the trade associations. In earlier times, the Dutch potato industry was populated by a large number of small firms who benefited from—in particular—joint promotion. Along with the consolidation in this industry (Rademakers & McKnight, 1998) and the growing importance of brands and breeders' rights on potato varieties, the importance of joint promotion efforts decreased, though not ceased to exist. Moreover, trade associations not always play a role in joint precompetitive R&D projects. In some cases they are initiated, carried out and paid for by the largest Dutch potato firms.

One of the most strongly developed functions of the Dutch trade associations is the development of general rules. This function includes the development of general conditions of trade, quality specifications and norms. Moreover, together with the industry association CA, the trade associations are involved in the development of covenants. The covenants concern agreements of an industry or industry segment with the government about codes of

conduct that substitute for regulations with regard to issues such as environmentally sound production. Clearly, Dutch potato firms prefer to structure and organize their business environment not on their own, but together with other stakeholders. In line with this, other very well developed functions of the Dutch trade associations include arbitration services, the an active role in case of industry-wide crises, and being a meeting point for competing firms. An elected group of senior potato firm managers performs the arbitration services, which are directly linked with the general conditions of trade developed by the trade associations. In case of industry-wide crisis, such as problems caused by the brown rot bacteria or negative publicity, Dutch trade associations often coordinate or initiate actions for their members. As one chairman put it: *'If something goes wrong that affects many of our members, it is just a question of time before they call us with the question: what are we going to do?'* Trade associations in the Dutch potato industry are also a regular meeting point for competing firms. During the meetings, senior managers discuss industry developments of common interest and take initiatives to resolve common problems. Issues include, for instance, pressures for environmentally sound production, governmental policies and technical developments. Apart from facilitating joint action, the platform function of the associations also promotes socialization among its members. As one respondent put it: *'The gatherings of the various commissions in these associations are social events as well.'* Managers and chairmen indicated that, although the members are competitors outside the meeting room, they view each other as colleagues as well. The promotion of interests is also perceived as very relevant function performed by the Dutch trade associations. The associations are seen as an important way to gain critical influence if common interests are at stake due to changing or new governmental policies and actions of pressure groups. Finally, the Dutch trade associations also provide well-developed knowledge and information dissemination services on market trends, statistics, research and governmental policies. Moreover, the trade associations are seen as a collective memory for the industry, as they keep a record of all the information they gather and distribute.

The findings about the functions performed by the Dutch industry association CA indicate that the Dutch potato firm managers think this organization is not very active (see Fig. 4). CA can be considered as the remains of the quite powerful semigovernmental 'Productschap Aardappelen,' which was abandoned in 1996. The present industry association is mainly viewed as an instrument that can be used to obtain a statutory basis for self-imposed rules (often developed at trade associations) for the industry. The membership of this organization is compulsory for potato firms, which are paying a levy to finance its operations. CA has no statutory powers itself but can draw these from the general, semigovernmental agribusiness agency to which it belongs. The industry association is also, to a limited extent, involved in levy-financed and government subsidized research and promotion activities. With respect to the dissemination of information, the potato firm managers pointed out that this organization mainly collects and publishes statistics about the industry. Moreover, if an industry-wide crisis occurs, the industry association plays a role to moderate negative effects. However, most managers think this role is at least not very visible and that, in most cases, the actions undertaken by their trade associations are sufficient. Finally, the remaining four functions investigated here are largely perceived as not very relevant for the industry association.

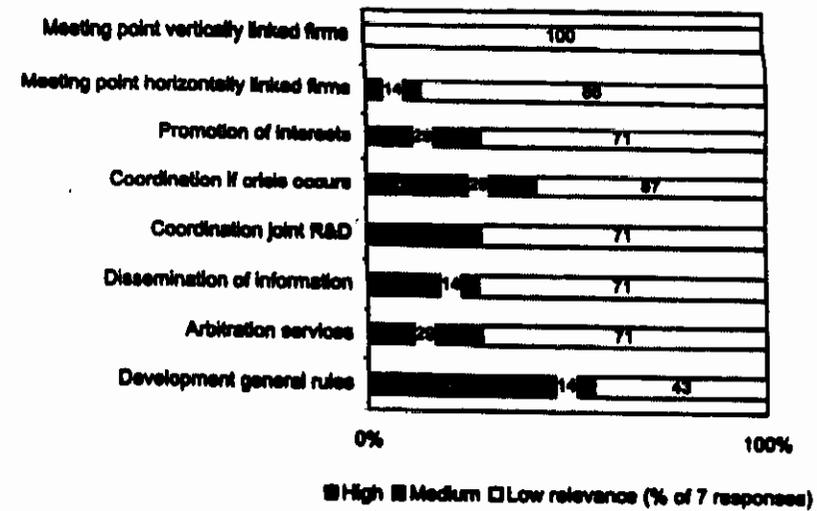


Fig. 4. Perceptions of Dutch potato firm managers on their industry association.

### 5. Discussion

The results from the field study show that the business associations in the UK and Dutch potato industries perform a range of functions that can facilitate the development of trust between their members. Table 2 provides a comparative overview of the results. The comparison makes clear that there are considerable differences between the UK and Dutch business associations. The Dutch trade associations are much more active in performing functions that facilitate trust than their UK counterparts. On the contrary, the industry association in the UK performs much more of such functions than its almost defunct counterpart in the Netherlands.

The nationally distinct patterns of functions performed by business associations indicate that there is a difference in the facilitation of process, characteristic, and institutional-based trust in the UK and Dutch potato industry. As shown in Table 2, the four functions that are linked to process-based trust are performed in moderate degrees by both the trade and industry associations in the UK. In the Netherlands, these functions are performed in a high degree by the trade associations, but virtually not by the industry association. The differences between the UK and the Netherlands that have been found are even more outspoken if the results from the discussions with the managers is taken into account. This is mainly due to the remarks of the UK managers, which indicated that most of the functions rated as 'highly' or 'moderately relevant' just to a limited degree contributes to the development of trust. The major reason underlying this is the fact that the potato firm directors and senior managers are not personally involved in most of the functions performed by their associations. Much is delegated to the officials of the associations or representatives. Therefore, there is not much contact between the managing directors of UK potato firms, although this is an important prerequisite for the development of process-based and characteristic-based trust between

Table 2  
Types of trust and related functions of business associations in the UK and Dutch potato industries

Types of trust	Related functions of business associations	Relevance for the UK business associations		Relevance for the Dutch business associations	
		Trade	Industry	Trade	Industry
Process-based	• Dissemination of information and/or knowledge	±	+	+	-
	• Promotion of interests (lobbying)	+	+	+	-
	• Initiation/co-ordination of actions in case of industry-wide crises	±	±	+	-
	• Initiation of joint activities	-	-	±	-
Characteristic-based	• Platform for managers of competing firms	±	±	+	-
	• Platform for managers of firms across the supply chain	-	±	-	-
Institutionally-based	• Development and monitoring of common rules, routines or procedures	±	-	+	±
	• Arbitration in case of conflicts	±	-	+	-

+ = high relevance  
± = moderate relevance  
- = low relevance

firms. Accordingly, the ad-hoc promotion of common interests, which is seen as an important function of UK business associations, cannot be considered as a very relevant for the development of process-based trust. In addition, the UK business associations cannot be seen as brokers of information that help firms to build their reputations or to develop expectations about their exchange partners. The knowledge and information disseminated by the UK associations is largely general, impersonal, and one-way directed in nature. Moreover, the coordination in case of industry-wide crisis also happens in a one-way direction and mainly consists of information on what is going on. Taken together, it must be concluded that UK business associations cannot be considered as facilitators of process-based trust. This is in contrast to the Dutch trade associations. In most cases (i.e., except for the dissemination of knowledge and information), the managing directors of the Dutch potato firms are closely involved in the functions performed by these organizations. Therefore, the Dutch trade associations can be considered as facilitators of process-based trust. However, also in contrast with the UK, the Dutch industry association plays no role in this at all.

Similar contrasts apply to the facilitation of characteristic-base trust by the UK and Dutch business associations. As pointed out earlier, personal contact on a regular basis between the managing directors is considered important to the socialization process that underpins the development of characteristic-based trust. Such regular contacts only take place at the Dutch trade associations. The Dutch industry association plays no role in this. In the UK, such contacts are facilitated by the BPC and the trade associations, but on a limited scale.

Institutionally-based trust is facilitated, to some degree, by the UK trade associations and

Table 3  
UK and Dutch business associations as facilitators of trust

	UK		Dutch	
	Trade associations	Industry associations	Trade associations	Industry associations
Process-based trust	-	-	+	-
Characteristic-based trust	±	±	+	-
Institutionally-based trust	-	-	+	-

+ = strong facilitating role  
± = moderate facilitating role  
- = no facilitating role

quite strongly by their Dutch counterparts. The development of this type of trust in the UK is mainly based on general conditions of trade and the accompanying arbitration services. However, the scope of these conditions and arbitration services is limited to the noninclusive membership base of the trade associations. By contrast, in the Netherlands, the trade associations enjoy virtually inclusive membership. Moreover, they are involved in the development of a much broader set of common rules and procedures than their counterparts in the UK. For instance, Dutch potato firms can rely or make use of standard quality testing procedures, covenants with the government, and arbitration services, which can be seen as a basis for institutionally-based trust.

Table 3 shows an overview of the above discussion. In sum, the Dutch trade associations can be seen as quite strong facilitators of process-based, characteristic-based, and institutionally-based trust. The Dutch industry association is not active in this respect. The Dutch 'casting' sharply contrasts with the role played by the UK trade and industry associations. The associations in the UK cannot be seen as agents of trust, except, to some limited degree, for characteristic-based trust.

## 6. Conclusions

Business associations can perform at least eight different functions that facilitate three types of trust: process-based, characteristic-based, and institutionally-based trust. The results of comparative field research in the UK and Dutch potato industries show that there are considerable national differences both in the range of functions and the degree in which these are performed by the business associations. It was revealed that, in contrast with their UK counterparts, the Dutch trade associations provide a broad range of well-developed functions that facilitate trust. Remarkably, the Dutch industry association turned out to be virtually defunct in this respect. In the UK, both the trade and industry associations only to some moderate degree perform functions that facilitate characteristic-based trust. All other possible functions relevant to the generation of trust are weakly developed.

The research findings indicate that, in spite of the ongoing internationalization of agri-food markets and industries, nationally distinct ways of facilitating trust development via business

associations continue to exist. This is in line with the emerging view in the wider management and organization literature that, paradoxically, trends of convergence and divergence in forms of economic organization in free market systems coexist (De Wit & Meyer, 1999: 395; Whitley, 1999). Managers of internationally operating agribusiness firms have to cope with this paradox. As to the development of long-term interfirm relations with business partners in different national contexts, it is therefore relevant to identify the role of business associations as possible agents of trust. Firms can use such knowledge to turn to their advantage the nationally distinct 'rules of the game' with respect to the generation of trust via business associations.

The present study has been limited to the UK and Dutch potato industries. Therefore, cross-national comparative research in more countries and different industries is called for to see if the insights obtained here can be provided with a broader empirical basis. The findings of the present study also give rise to research that helps to reveal the mechanisms underlying the national differences between business associations. In particular the business systems literature (Whitley, 1999) is considered as a useful conceptual basis for such research. This is because its emphasis on the influence of the government, cultural conventions, and a range of other key social institutions on the development of nationally distinct forms of economic organization. Therefore, future research on the basis of business systems literature may be useful to find explanations for the nationally distinct nature of business associations as agents of trust.

#### Notes

1. This is in sharp contrast to other major crops in the EU, such as grains and sugar beets. Regarding the resistance of a majority of EU member states against any market regime for the potato industry, it is not very likely that this situation will change in the future.
2. NFP: Nederlandse Federatie Pootaardappelen; VBNA: Vereniging ter Behartiging van den Nederlandschen Aardappelhandel; VAVI: Vereniging voor de Aardappelverwerkende Industrie.
3. NASPM: National Association of Seed Potato Merchants; SPTA: Scottish Potato Trade Association; PPA: Potato Processors Association.
4. Not all the UK and Dutch managers were willing or able to discuss the role played by this organization.

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Contact Michelle Trowbridge or Lucas Darnell

## **AFFI Wins Battle Over Mandatory Country of Origin Labeling Requirement House Agriculture Committee Strikes Down Provision**

Washington, DC – Preventing what could have been the first step down a slippery slope of additional and unnecessary mandatory food labeling regulations, the American Frozen Food Institute (AFFI) was instrumental in preventing a country of origin labeling requirement from inclusion in a House of Representatives bill to reauthorize H.R. 2646, the Agriculture Act of 2001. The House Agriculture Committee defeated the measure, which was introduced as an amendment by Rep. John Thune (R-S.D.), by a voice vote.

"This imported labeling requirement had the potential to be very damaging to frozen food companies in the U.S., with no benefit to consumers," said AFFI President and Chief Executive Officer Leslie G. Sarasin. "In fact, these additional markings on packages only serve to confuse consumers, particularly if it comes to the point at which every ingredient must be labeled with its country of origin. Stopping Congress from implementing this unnecessary regulation was crucial in preventing a domino effect of country of origin labeling requirements which would make such an absurd scenario a reality."

In the context of debate over Rep. Thune's amendment, the Agriculture Committee's Livestock and Horticulture Subcommittee Chairman Richard Pombo (R-Calif.) referenced testimony which AFFI made to the Subcommittee. He stated that the concept of ingredient country of origin labeling requirements had been studied in the Subcommittee and proved particularly problematic with processed products.

In addition to convoluting food product labels, the amendment also likely would have been viewed by U.S. trading partners as a non-tariff trade barrier, likely resulting in retaliation from other countries.

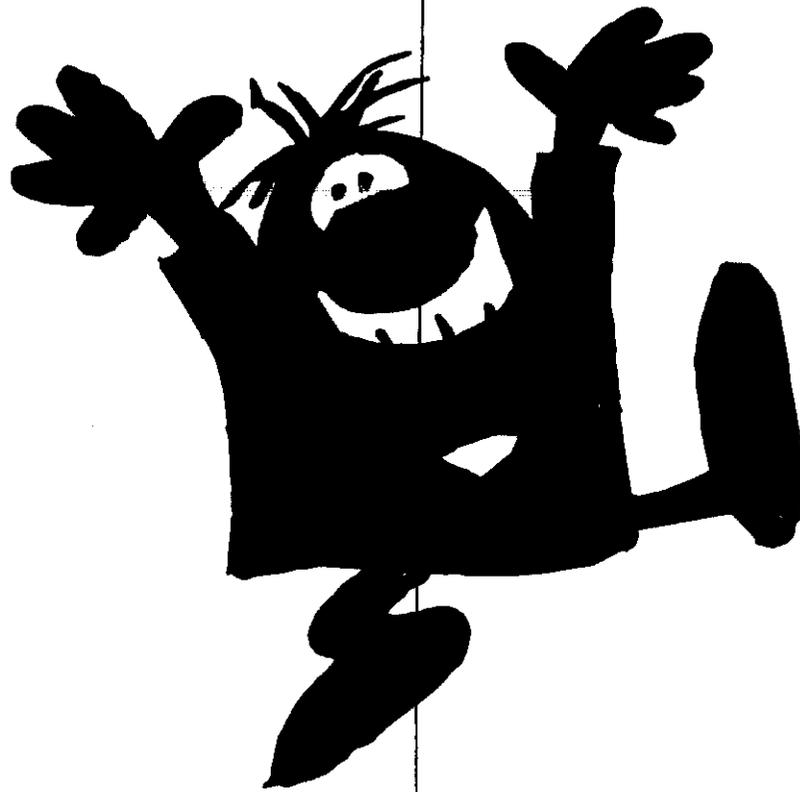
Sarasin continued, "Agriculture is one of the few industry sectors in which the trade balance is actually tipping more in favor of U.S. exports. Clearly, it does not make sense to impose labeling regulations that would in any way threaten the ability of U.S. food companies to sell their products in foreign markets. As we continue to move toward a more global marketplace, the need to eliminate unnecessary and unfair trade barriers becomes even more apparent. The voting down of Rep. Thune's proposal is really a vote of approval for protecting U.S. interests."

Today's vote in no way infringes on American producers' ability to voluntarily label their products. Consideration of the final version of the farm bill is expected in the full House in September. The Senate currently is debating its version of the bill.

###

*The American Frozen Food Institute is the national trade organization that has represented the interests of the frozen food industry for more than 58 years. Its 550 corporate members account for more than 90 percent of the frozen food production in the U.S.*

نشكركم!



جمعيات الأعمال



الناجحة

# حشد التأييد لإصلاح السياسات

- توصيل الرسالة بفعالية -  
حشد التأييد لصالح  
أعضائك
- الاعلان عن قصص  
نجاحك وبخاصة  
لأعضائك ومن يتعاون  
معهم إستراتيجيا



# حشد التأييد لإصلاح السياسات

- عمل حملة فعالة لإقناع صانعي القرارات
- اتخاذ المبادرة - التعاون الاستراتيجي مع كل من تأثر من السياسات واللوائح السيئة



# حشد التأييد لإصلاح السياسات

- هو خدمة للأعضاء
- يكلف الجمعية أموالا كثيرة للقيام بتلك العملية بشكل جيد
- إجراء البحوث: معرفة نوعية القضايا
- التحليل: اقتراح بعض الطرق لحل المشكلات



# خدمات تعيين الأعضاء والاحتفاظ بهم

- توفير المعلومات التي تساعد الأعضاء على القيام بأعمالهم
- تخفيضات جماعية
- خدمات استشارية
- تدريب عملي على حل المشكلات الحقيقية
- تمثيل الأعضاء لدى الحكومة
- حشد التأييد لاصلاح السياسات



# خدمات تعيين الأعضاء والاحتفاظ بهم

- معرفة أهم القدرات الرئيسية المتوفرة لديك: المميزات النسبية والقيام بها على أكمل وجه.
- التعاون الإستراتيجي: تقديم الخدمات للأعضاء عن طريق الاستفادة من الشركاء والعملاء.



## خدمات تعيين الأعضاء والاحتفاظ بهم

- معرفة الجمهور المستهدف واحتياجاتهم
- عمليات المسح والتقييم الخاصة بالأعضاء - معرفة ما يريده أعضاءك
- أنواع مختلفة من العضويات: ينبغي التوسع في نوع العضويات وعدم الاقتصار على نوع واحد منها



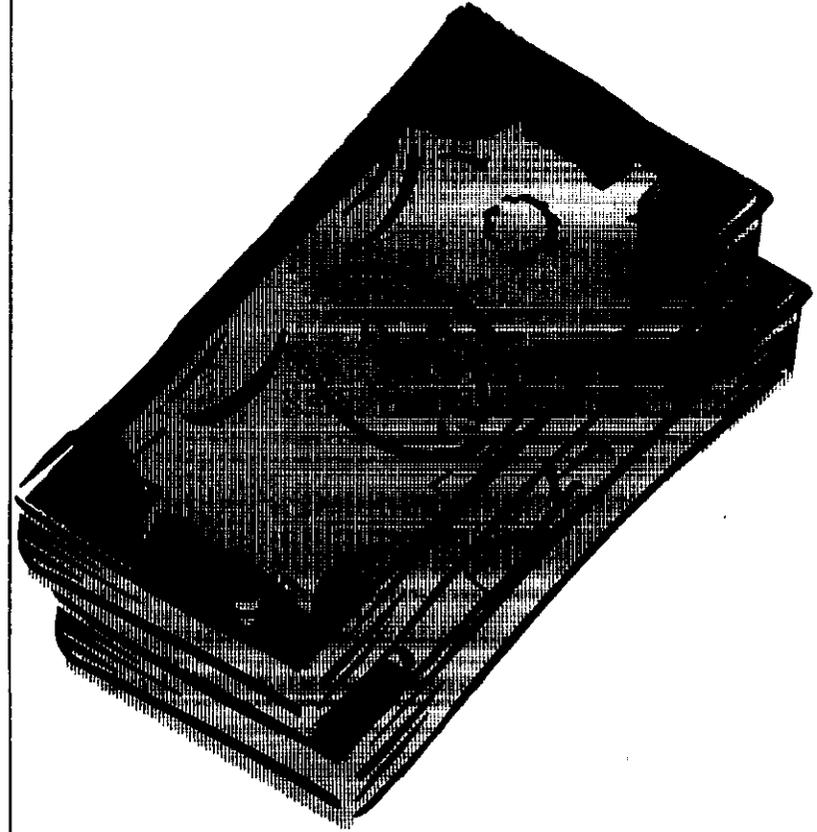
# مصادر الدخل المتنوعة

- دور مجلس الإدارة وكبير المديرين التنفيذيين
- رأس المال اللازم لبدء نشاط الجمعية
- جلب الأموال



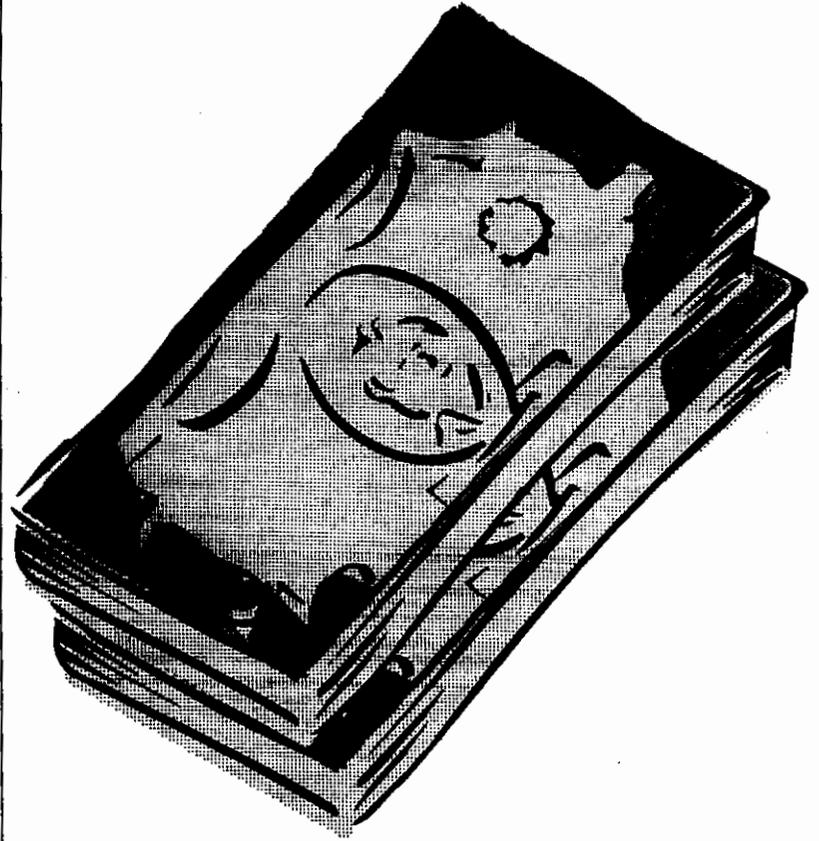
# لماذا يكون هناك تنوع في مصادر الدخل؟

- الاستقلال المالي
- تقديم خدمات أكثر للأعضاء
- الخدمات التي تقدمها الجمعية إما تكون إيجابية مولده للدخل أو مسببة لخسارة أو تغطي تكاليفها



# مصادر الدخل المتنوعة

- اشتراكات الأعضاء
- الإعلانات: المنشورات  
الدورية، مواقع الإنترنت
- مصروفات الخدمات:  
التصديق (الشهادات)  
والوظائف
- اللقاءات/الاجتماعات
- التأمين الجماعي



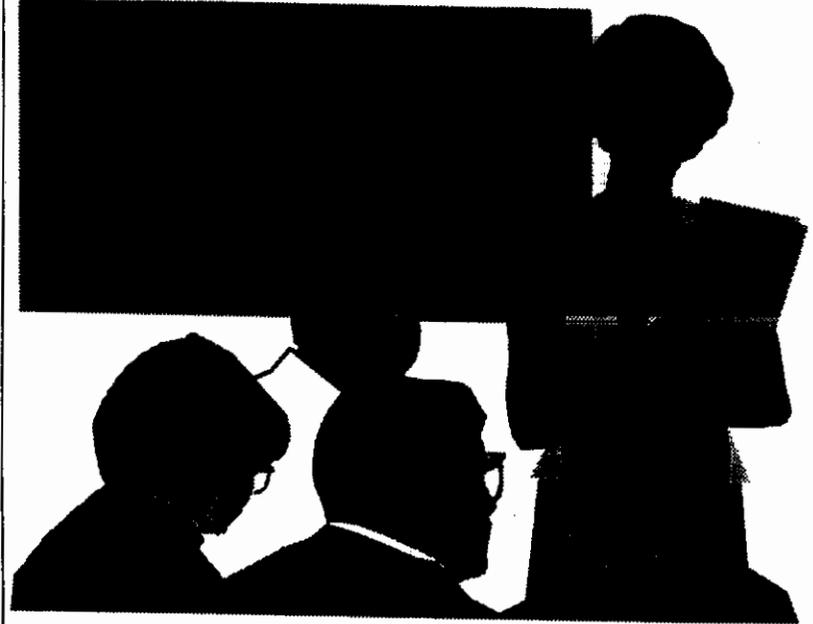
## الإدارة السليمة

- يقوم المجلس بوضع السياسات الخاصة بالجمعية
- يقوم المدير التنفيذي بوضع الإجراءات الخاصة بتنفيذ السياسات
- تقوم اللجان بتقديم المساعدة اللازمة للمجالس أو للمديرين التنفيذيين
- إتباع الإجراءات اليومية



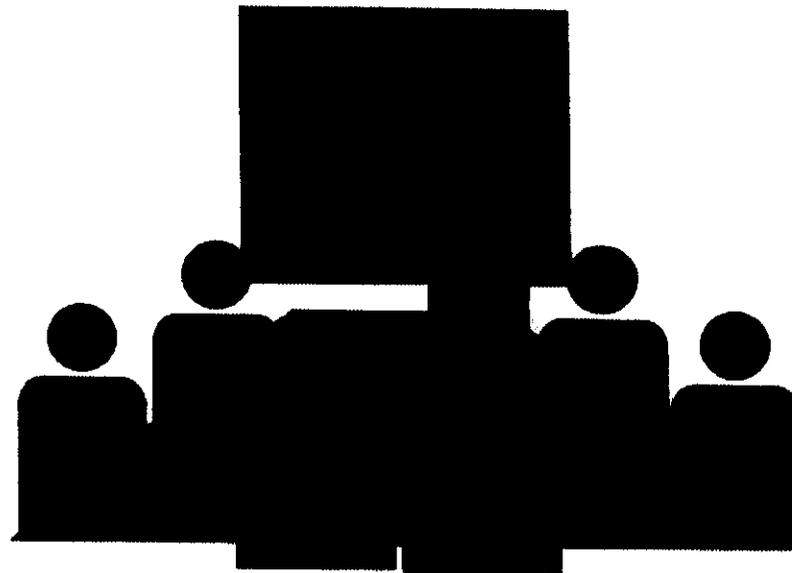
# الإدارة السليمة

- دور مجلس الإدارة
- دور المدير التنفيذي
- دور الموظفين الدائمين
- دور اللجان
- دور الأعضاء



## الإدارة السليمة

- مهام ومسئوليات واضحة
- نشر وتوفير لوائح وقوانين داخلية موافق عليها من قبل الاعضاء
- نشر وتوفير سياسات واجراءات موافق عليها من قبل الأعضاء



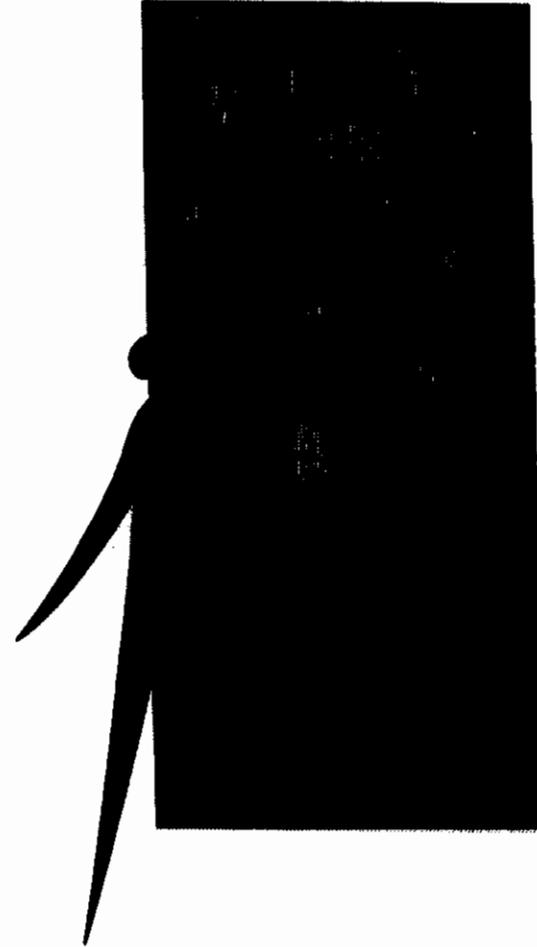
# الخططة الاستراتيجية

- معرفة مهمة جمعية الأعمال
- وضع أهداف فعالية لتحقيق تلك الرسالة
- وضع استراتيجية لوفاء بكافة الأهداف والأغراض
- وضع خطة عمل تحدد بوضوح خطوات تنفيذ تلك الاستراتيجية



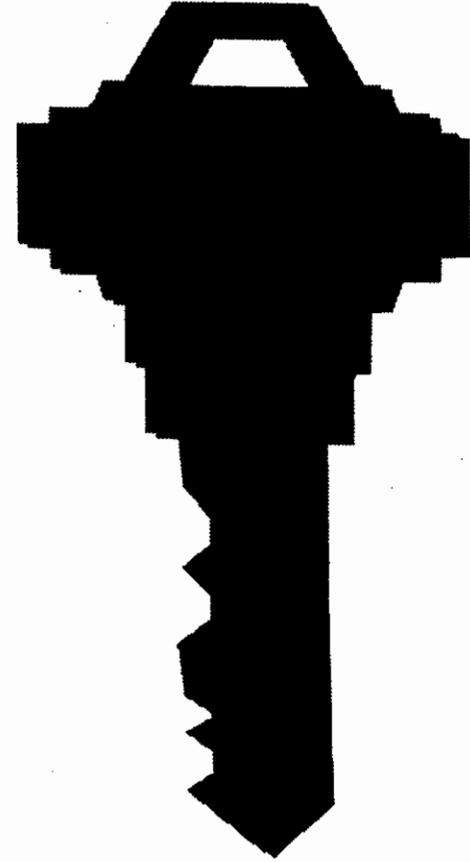
# الرؤية

- بيان الرسالة
- الأهداف
- الخطة الإستراتيجية -  
كيف يمكننا أن نحقق  
نتائج قياسية تحظى بقبول  
أعضائنا؟



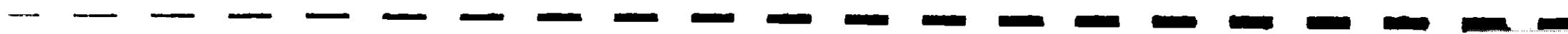
# جمعيات الأعمال - مفاتيح النجاح

- ضرورة وضع رؤية معينة  
وكيفية تحقيقها
- الإدارة السليمة
- مصادر الدخل المختلفة
- خدمات تعيين الأعضاء  
والاحتفاظ بهم
- برنامج حشد التأييد لاصلاح  
السياسات



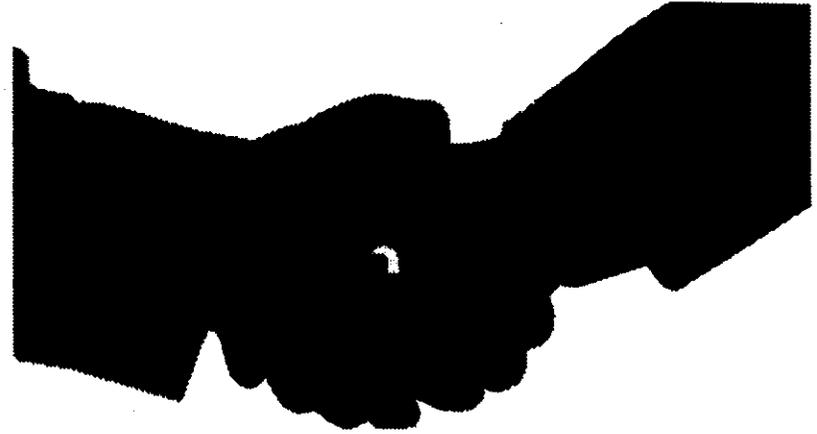
## الاسم التجاري: "مصر"

- إن الدعاية السيئة لشركة واحدة يؤثر على الشركات الأخرى.
- المشكلات الشائعة والمشاركة تكون في حاجة إلى حلول مشتركة
- تعاون مع منافسيك لتعزيز فرصة مصر وقدراتها التنافسية



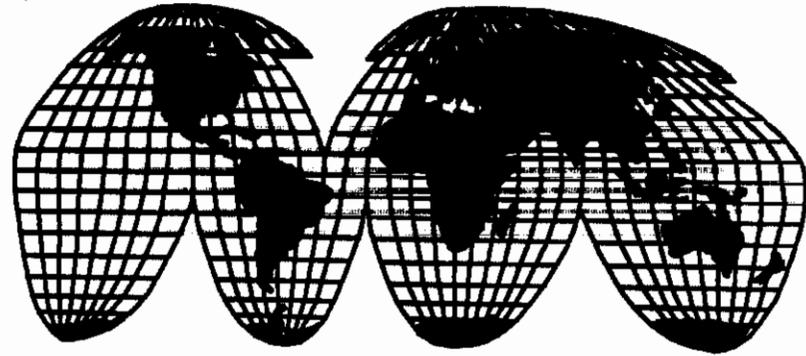
## لماذا يتم دعم جمعيات الأعمال؟

- طريقة قوية وفعالة لتشجيع التعاون بين الأعمال المختلفة
- طريقة أكثر فعالية للتفاوض مع الحكومة بشأن دعم الأعمال والمشروعات الخاصة
- طريقة فعالة لتقديم الخدمات والمعلومات للأعمال التجارية



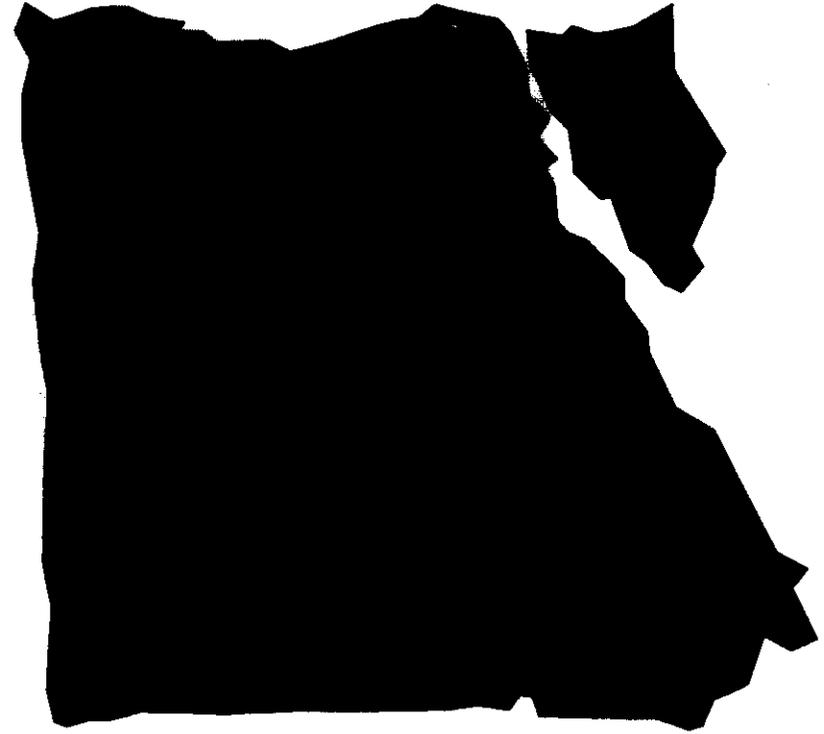
# خمسة طرق لزيادة صادرات الأغذية المصنعة بنسبة ٢٠%

- نظام نبض السوق - مصر  
(MIS)
- تكنولوجيات جديدة - نظام تحليل  
المخاطر وتحديد نقاط التحكم  
الحرجة (HACCP)
- التدريب على إدارة الأعمال وتحليل  
SWOT
- التعاون الاستراتيجي
- دعم جمعيات الاعمال وتعزيزها



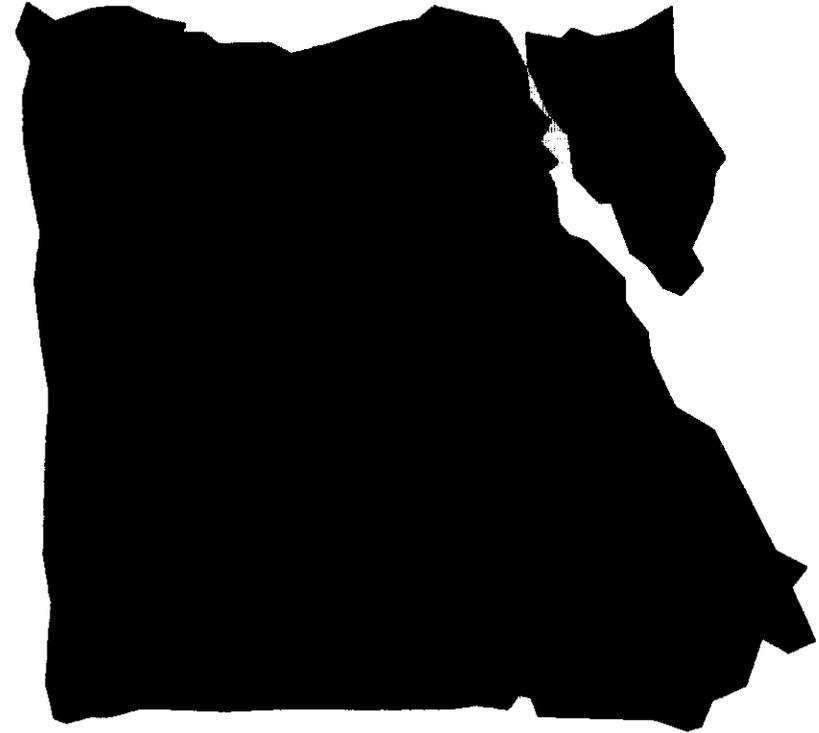
# مشروع دعم الأعمال الزراعية الموجهة للتصدير (ALEB)

- ماذا سيحدث في الفترة الأخرى من ٢٠٠٢-٢٠٠٤؟
- ما سيركز عليه المشروع: تصدير الاغذية المصنعة
- الهدف: زيادة صادرات مصر من الاغذية المصنعة بنسبة ٢٢% على مدى ثلاث سنوات

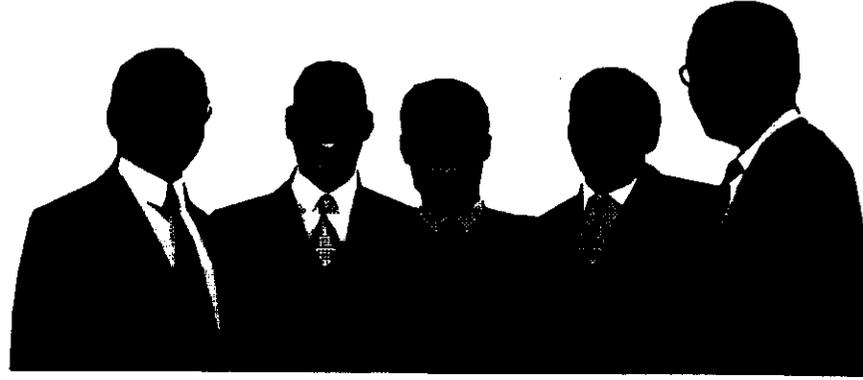


# مشروع دعم الأعمال الزراعية الموجهة للتصدير (ALEB)

- الزراعة = من المزرعة حتى مائدة المستهلك
- ما يركز عليه المشروع:  
الاغذية المصنعة
- الهدف: زيادة صادرات مصر من الأغذية المصنعة بنسبة ٢٠% على مدى ثلاث سنوات (١٩٩٩-٢٠٠١)



# الأثر الاجتماعي



- تنمية المهارات المهنية والعمل على بنائها
- جمع المعلومات ونشرها
- الشهادات، وميثاق الشرف والمعايير
- خدمة المجتمع والقدرات التطوعية

# الأثر الاقتصادي

- مساعدة الأعضاء على العمل بفعالية وإنتاجية أكثر
- خلق فرص العمل والمهام
- الانفاق على الأنشطة أو الخدمات المقدمة للأعضاء مما يحفز على وجود فرص للعمل والنمو الاقتصادي.



# حشد التأييد

- الوساطة بين الشركات  
الخاصة والحكومة

- صوت للأفراد وللأعمال

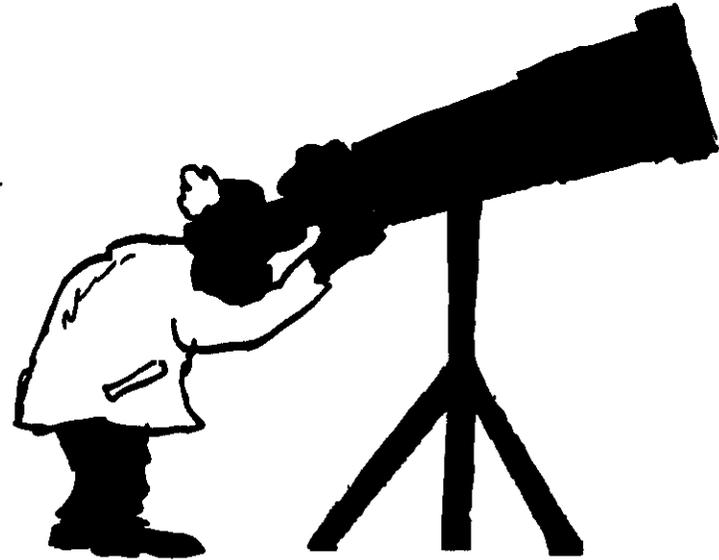


# كيف تقوم جمعيات الأعمال ببناء عالم أفضل وبخاصة لمصر؟

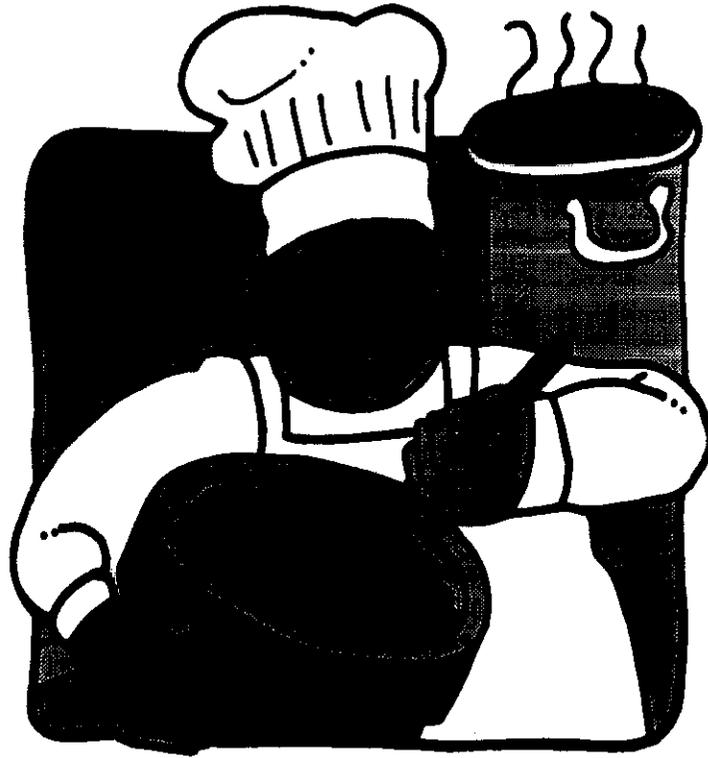
- العمل على حشد التأييد

- الأثر الاقتصادي

- الأثر الاجتماعي



# جمعيات الأعمال وبناء عالم أفضل - لمصر



الجمعية الأمريكية لمديري جمعيات الأعمال التنفيذيين  
(ASAE)

# جمعيات الأعمال وبناء عالم أفضل

## جدول أعمال ورشة العمل:

- الأربعاء ٢٤ أكتوبر، ٢٠٠١
- الرؤية والاستراتيجية
- التوجيه والإدارة
- خدمات الأعضاء
- الخميس ٢٥ أكتوبر، ٢٠٠١
- مصادر الدخل المتنوعة
- حشد التأييد لاصلاح السياسات
- الخاتمة



# جمعيات الأعمال وبناء عالم أفضل

ما سيناقش في ورشة العمل:

عروض يلقيها فريق  
خدمات جمعيات الأعمال  
حول الدروس المستفادة  
ومفاتيح النجاح الرئيسية.  
مناقشات يجريها فريق  
خدمات جمعيات الأعمال  
مشاركتهم بتجاربهم  
الخاصة.



# جمعيات الأعمال وبناء عالم أفضل

## الغرض من ورشة العمل:

تقديم المعلومات اللازمة  
ومناقشة كيفية قيام  
مؤسساتكم أو جمعيتكم  
بخلق مناخ مناسب  
 لأعضائها حتى يتمكنوا من  
القيام بأعمالهم على أكمل  
وجه في مصر في عام  
٢٠٠٢ والأعوام القادمة.



# مشروع ALEB - فريق خدمات جمعيات الأعمال

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- خبراء مؤقتين



# جمعيات الأعمال: بناء عالم أفضل



مشروع دعم الأعمال الزراعية الموجهة للتصدير (ALEB)

## البحوث والإحصائيات

إن الجمعيات تقوم بجمع البيانات القيمة ونشرها التي قد لا تكون متوافرة والتي يستخدمها صانعو القرارات والقائمون على العمليات التنظيمية والباحثون والصحفيون والمستهلكون وغيرهم لتميز عملية التفهم والتحليل الجيد للاقتصاد. ودائما ما تعتمد الحكومات على البحوث والإحصائيات التي تقدمها الجمعيات.

مثال: تقدم الجمعيات الأكاديمية والفنية الدولية لأعضائها فرصا هائلة لتبادل المعرفة والمعلومات والخبرات لزيادة قدراتهم الابتكارية.

## التطوعية وخدمات المجتمع

تقدم الجمعيات الكثير من الخدمات للمجتمع استنادا على أسس التطوعية والتعاون. وتستطيع الجمعيات عن طريق زيادة مهاراتها ومواردها على تقديم المعونات اللازمة للمحتاجين وفي وقت الأزمات، وتوعية الشباب وتنظيف البيئة. إن أنشطة الجمعيات تكون بمثابة رأس مال المجتمع الذي يتمثل في المجموعات المتصلة والأعراف والثقة التي تعزز من عملية التعميق والتعاون لتحقيق المنافع المتبادلة. وكل ذلك يتحقق عن طريق الترابط الشديد بين تلك الجمعيات. إن المجموعات المرتبطة الاجتماعية من شأنها زيادة الإنتاجية عن طريق خفض التكاليف الخاصة بالتعليم بالأعمال. ونجد أن الترابط والتماسك الاجتماعي هلم بالنسبة للمجتمعات حتى تنتعش اقتصاديا بصفة مستمرة.

مثال: تتمكن الجمعيات الخيرية من خلال أعضائها المتطوعين من التخفيف من الأزمات عن طريق بناء منازل للمشردين وتقديم الخدمات الطبية في حالات الطوارئ وتوفير كافة المساعدات الإنسانية اللازمة.

## الأثر الاجتماعي

### التنمية المهنية وصلية بناء المهارات المستمرة

إن المهمة الأولى والرئيسية لأي جمعية هي التعليم والتدريب. وفي كثير من قطاعات الصناعة والمهن، نجد أن الجمعيات هي المصدر الرئيسي للتعليم المستمر. تقوم الجمعيات بتدريب أعضائها على الأمور الفنية والمهنية وأساليب الأعمال والقضايا القانونية مما يزيد من جودة الخدمات المقدمة للمجتمع. إنه بفضل الجمعيات، نجد أن القوى العاملة أصبحت ذات قدرة تنافسية عالية وزادت مهاراتها في أحدث الأساليب والاتجاهات والتكنولوجيات.

مثال: تساعد جمعيات الأعمال الدولية على إعداد الأعضاء على ترويج خدماتهم على المستوى العالمي وهو أمر هام بالتنمية للأصل والصناعات التي تسعى للحصول على فرص لها في الأسواق الغير مأهولة.

### المعلومات

تقوم الجمعيات بجمع المعلومات ونشرها فيما يتعلق بالصناعات والقضايا والاتجاهات مما يزيد من يعطي خلفية قيمة للقرارات التشريعية والتنظيمية والسياسية. إنه عن طريق إطلاع العامة على كفاءة وجودة وسلامة المنتجات والخدمات، نجد أن الجمعيات تساعد على ترسيخ الثقة فيها في السوق.

مثال: تعمل الجمعيات المهنية الدولية كوسيط دولي للمعرفة لأعضائها عن طريق جمع أحدث المعلومات الفنية وتحليلها وترجمتها ونشرها في مجالهم

### وضع المعايير وميثاق الشرف والشهادات

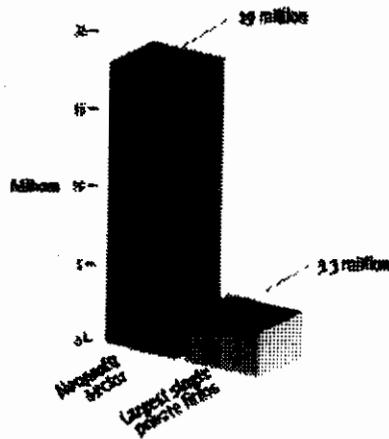
إن الجمعيات تلعب دورا رائدا في مجال وضع المعايير الأداء والمعايير الفنية والسلامة ويراعج الشهادات المهنية. إن كافة تلك الجهود تساعد على تقليل المخاطر التي قد يواجهها العملاء في السوق. وتوفر الجمعيات للعالمي الضوابط الأموال عن طريق تلبية تلك الوظائف الحيوية الهامة بدلا من الحكومة. إن وضع المعايير يساعد على تقديم لغة دولية واحدة تعمل على تقليل الحواجز التجارية. إن تلك المعايير تشكل سوقا كبيرا بدلا من الأسواق الصغيرة وذلك لو طبقت في جميع أنحاء العالم.

مثال: إن المعايير الدولية التي تضمها الجمعيات التجارية والمجموعات الأخرى قد قدمت إسهامات عديدة للمجتمع الحديث فيما يتعلق بكافة المجالات من بطاريات وديسكات كمبيوتر إلى مكينات الفاكس والمكالمات الهاتفية.

## التوظيف

إن القطاع الذي لا يستهدف الربح في تلك الـ ٢٢ دولة يعين لديه أكثر من ١٩ مليون موظفا دائما. وعلى حد المقارنة، فإن هذا القطاع يقوم بتعيين أكثر من فرد عن شركات القطاع الخاص في تلك الدول (حوالي ٢,٢ مليون موظفا) وكذلك في العديد من قطاعات الصناعات القومية. وبالتأكيد، فإن هذا الرقم لا يتضمن القطاعات التي لا تستهدف الربح التي ستزيده بالطبع.

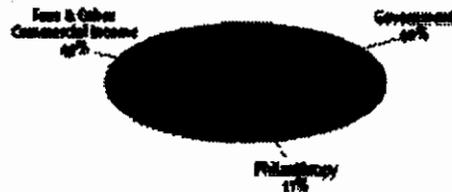
FULL-TIME PAID EMPLOYEES IN THE NONPROFIT SECTOR



## جلب الدخل

على عكس الانطباع السائد بأن القطاعات التي لا تستهدف الربح لا تجلب أموالا وأنها تعتمد على التبرعات والحكومة، نجد أن المصادر الرئيسية للدخل الذي لا يستهدف الربح يأتي من الائتمراكات والدخل التجاري الأخر (٤٩%)، يليه التبرعات/التعاقدات مع الحكومة/القطاع العام (٤٠%). وتقدر المصادر الخيرية الخاصة (التبرعات والمنح وما إلى ذلك) حوالي ١١% من الدخل الذي لا يستهدف الربح.

REVENUE SOURCES FOR NONPROFIT SECTOR



## الأثر الاقتصادي

إن الجمعيات، عن طريق جمع الأوراد والأصنام والحكومات معاً، تعمل على تحقيق الخير والرفاهية المحلية والقومية والدولية. إن الجمعيات تساعد أعضائها - سواء كانوا أفراداً أو شركات - على العمل بفعالية وإنتاجية أكثر مما يؤدي إلى جلب دخول أكثر. إن الجمعيات تخلق مئات الآلاف من فرص العمل والوظائف وهي تلقى مبالغ معقولة من المال تعمل على دعم النمو الاقتصادي. وعلى سبيل المثال، فإن الاجتماعات التي تعقد بين الجمعيات دائماً ما تجلب دخلاً كبيراً للمجتمعات المحلية بفضل مندوبيها الذين ينقون الأموال في الفنادق والمطاعم ومراكز عقد الاجتماعات. وفي حين أن الجمعيات مغطاة من الضرائب (لا تحاسب ضريبياً على عوائدها) فإنها دائماً ما تطالب بسداد ضرائب على الرواتب والمبيعات والملكيات وبعض الضرائب الأخرى وهكذا نجد أنها لا تستنزف الضرائب لكنها تسهم فيها شأنها شأن أي مؤسسة أخرى.

## قوة اقتصادية كبيرة

طبقاً لدراسة أجرتها جامعة جونز هوبكنز

Johns Hopkins University (Global Civil Society: Dimensions of the Nonprofit Sector, Johns Hopkins University, Baltimore, 1999)

لأن نفقات القطاع الذي لا يستهدف الربح في ٢٢ دولة يقدر بـ ١,١ تريليون دولاراً أمريكياً. ومتوسط تلك النفقات هو ٤,٦% من إجمالي الناتج المحلي (GDP) في تلك الدول.

والحقيقة أنه في حالة ما إذا كانت تلك القطاعات في تلك الدول عبارة عن اقتصاد قومي منفصل، فإنها ستكون الاقتصاد الثامن الأكبر في العالم و متقدمة بذلك عن البرازيل وروسيا وأستراليا وكندا.

الدولة	إجمالي الناتج المحلي بتريليون دولاراً أمريكياً
١. الولايات المتحدة الأمريكية	٧,٢
٢. اليابان	٥,١
٣. الصين	٢,٨
٤. ألمانيا	٢,٢
٥. فرنسا	١,٥
٦. المملكة المتحدة	١,١
٧. إيطاليا	١,١
٨. نفقات لا تستهدف الربح	١,١
٩. البرازيل	٠,٧
١٠. روسيا	٠,٧
١١. أستراليا	٠,٥
١٢. كندا	٠,٥

## أثر حشد التأييد

### الترايط المؤسسي

إن الجمعيات هي منظمات هامة لا يمكن الاستغناء عنها حيث تلعب دور الوسيط بين الأفراد والأعمال والحكومات. إن تلك الجمعيات تلعب دوراً مزدوجاً لكونها الآلية التي يتم بمقتضاها توصيل آراء هؤلاء الأفراد للمسؤولين الحكوميين وقناة الاتصال التي تتمكن الحكومة من خلالها من الاتصال بهم.

مثال: الجمعيات الدولية تقوم ببذل جهوداً كبيرة لمراقبة ومتابعة الاتفاقيات الدولية الخاصة بالتدهور البيئي العالمي وانتهاكات حقوق الإنسان والممارسات التجارية التي تعمل بمبدأ المعاملة بالمثل.

### رفع صوت المواطنين

إن أنشطة إقامة علاقات ترايط مع الحكومات التي تقوم بها الجمعيات تعمل على رفع صوت الأعضاء في قرارات الحكومة المؤثرة على أعضائها ومهامهم والتجارة والمشكلات. إن جمعيات الأعمال تقوم بجمع المعلومات ونشرها فيما يتعلق بقضايا السياسة العامة وتقوم كذلك بالتنبؤ بقضايا السياسة العامة التي تؤثر على الأعضاء، وتساعد الأعضاء على التفهم الجيد والوصول إلى اتفاق جماعي بشأن مواقف تلك المشكلات. إنه عن طريق جذب انتباه المشرعين والقائمين على العمليات التنظيمية للقضايا والمشكلات التي تؤثر على أنشطة الأعضاء وعملهم، تقوم الجمعيات بمساعدة المسؤولين الحكوميين على اتخاذ قرارات سليمة في هذا الصدد.

مثال: مع التزايد المستمر للمنظمات الحكومية الدولية (مثل منظمة التجارة العالمية ومنظمة الصحة العالمية)، تقوم الجمعيات الدولية بلعب دور كبير في ربط تلك المنظمات الدولية التي تتجاوز الحدود السياسية والقومية بقطاعات الصناعة الخاصة والتجارة والمهن. وفي نفس الوقت، فإن للجمعيات الدولية كد عهد إليها مهام استشارية كبرى لإقامة علاقات مستمرة مع المنظمات الحكومية الدولية من أجل استمرار مناقشة الاهتمامات المتبادلة.

تجارية أو منظمات، يجب أن تحصل على مزيد من الدخل بعد إتفاق مصروفاتها حتى تتمكن من البقاء. مع ذلك، فإين أي زيادة في الدخل إن توزع على الأعضاء أو أي فرد آخر لكنها مستغل بالقطع في تحضيق أغراض الجمعية لخطة المجتمع.

إليه عادة ما تسمى تلك المنظمات بالمنظمات التي لا تستهدف الربح أو المنظمات الغير حكومية، لكنه توجد تسمية شائعة أخرى لهذا القطاع وهو المجتمع المدني (كلمة مدني تشير للمواطنين وهم القادة الفعليين والرتبوسيون للعمل الجماعي المعقل لدخل المجتمع). إن الجمعيات تمثل مجالا واسعا من الاهتمامات الجماعية بما في ذلك المهنة والقطاع الصناعي والأصل التجارية والخيرية. وعن طريق حشد الأفراد والهيئات الأكاديمية والحكومة والجمعيات المتباعدة الآراء، تكون جمعيات الأصل بمثابة قوة جماعية كبيرة لكبر بكثير من مجموع هؤلاء وحدهم. إن عمل الجمعيات متشابه مع نموج المجتمع ككل وكل فئاته، ولقد أصبح المواطنون وقطاع الأصل والحكومات يعتمدون اعتمادا كبيرا على القوائد الاجتماعية والاقتصادية التي تقدمها لهم الجمعيات.

ما هي الجمعيات الدولية وما الذي تقوم به؟

إليه مع تقوم صلية العولمة والاعتمادية فيما بين الأمم، نجد أن الجمعيات الدولية تزداد عددا وسيادة. وطبقا لاتحاد الجمعيات الدولية Union of International Associations ببروكسيل، يوجد حاليا أكثر من ٢٢,٠٠٠ منظمة دولية غير حكومية في جميع أنحاء العالم وهو عدد أخذ في الازدياد على مدى العقود القليلة الماضية. أن الجمعيات الدولية تلعب دورا كبيرا في المجتمع وفي الاقتصاد العالمي في الوقت الحالي عن طريق تسهيل صالوات التجارة والاتصالات ووضع المعايير والتشارك في المعرفة والمعلومات وعمل مجموعات متصلة.

وحيث أنه لا يوجد تعريف محدد للجمعية الدولية (حتى من قبل الأمم المتحدة)، فإله دائما ما تعرف بتركيزها على ثلاث دول أو أكثر من الدول المنتشرة جغرافيا دون سيادة دولة على أخرى فيما يتعلق برسالة تلك الجمعية وعضويتها ونظم إدارتها ومصادرنا المالية ومنتجاتها أو خدماتها. ونجد أيضا أن مفهوم الجمعية الدولية قد أصبح أكثر مرونة بسبب العولمة التي تجذب الجمعيات المحلية والقومية والإقليمية إلى الصلحة الدولية. وبالتالي، فإن العديد من تلك الجمعيات تقوم بوضع برامجها الدولية وفروعها لتتبعها لها وتقوم أيضا بتوسيع قاعدة عضويتها بالخارج.

## جمعيات الأعمال وبناء عالم أفضل

لا شك أن مجموعة صغيرة من الأفراد الملتزمين وحسن التفكير يمكنها أن تغير

العالم إذا اجتمعت. وهذا هو ما حدث بالفعل.

مارجريت ميد، عالمة علم الإنسان

نجد أنه توجد طفرة عالمية كبرى بالنسبة لجمعيات الأعمال في جميع أنحاء العالم حيث نجد ازديادا هائلا في الأنشطة المنظمة الخاصة والتطوعية. وبالرغم من أن المنظمات أو الجمعيات التي لا تستهدف الربح معروفة بأنشطتها على المستوى المحلي، فتلك الجمعيات لا يكاد يتضح تأثيرها أو قيمتها إلا قليلا على الصعيد العالمي. إنه من أجل أن تحقق تلك الجمعيات التي لا تستهدف الربح النجاح المنشود في القرن الحادي والعشرين، فإنه يجب عليها أن توضح قصص نجاحها الخاصة بتأثيرها الشامل على ملايين من البشر. لقد أوضحت البحوث مؤخرا صورة أوضح لأثر تلك الجمعيات وإسهاماتها للمجتمع. لذلك، فإن قصص نجاحها يجب ألا يشترك فيها العامة والأوساط الإعلامية وصانعو القرارات فصب بل أيضاً أعضاء الجمعيات والمجالس ومويديها.

إن تلك الحملة الخاصة بجمعيات الأعمال التي تساعد على بناء عالم أفضل تسعى إلى تعزيز المفهوم الخاص بالجمعيات ككونها المساهم الأكبر في خير ورفاهية المجتمع واقتصادياته. تسعى تلك الحملة كذلك إلى تعزيز الوعي والتفهم الخاص بتلك الإسهامات في جميع أنحاء العالم وكذلك الخدمات التي تقدمها الجمعيات الدولية العاملة في عدة دول من هذا العالم الذي ترتفع نسبة استقلاليته يوما بعد يوم. إن المرحلة الأولى من تلك الحملة هو نشر الوعي بين القطاع الجمعيات نفسه حتى تتمكن من توضيح نجاحها مع الغالبية العظمى من عامة الشعب.

لقد أثبتت الأبحاث مؤخرا الأثر الاقتصادي والاجتماعي والسياسي الهائل للقطاع الذي لا يستهدف الربح على المجتمع الدولي مما كان له أصدائه الواسعة بالنسبة لصانعي القرارات ورجال الأعمال والأوساط الإعلامية وكذلك هذا القطاع الذي سيتفهم نجاحه بصورة كبيرة. وستكون النقاط التي ستوضح لاحقا هي الأساس الفعلي لتأكيد مقولة أن الجمعيات تساعد بالفعل على بناء عالم أفضل.

لتتخذوا موقفا فعليا ينبغي أن توضحوا قصص نجاحكم وتشاركوا فيها مع أعضائكم المحليين والدوليين وروساء مجلس الإدارة والإدارات الدولية وفريق الدعاية والعلاقات العامة.

ما هي تلك المنظمات التي تلقد "ثورة الجمعيات العالمية"؟

إن الجمعيات، التي يمتد نشاطها في كل دولة من دول العالم، هي عبارة عن منظمات تعتمد على الأعضاء ولها كيان قانوني خاص غرضه الأسمى هو خدمة العامة من المجتمع. إن الجمعيات في جميع أنحاء العالم تمنح قيمة كبيرة وواسعة للمجتمع من خلال ما تقدمه من منافع لأعضائها. وعليه، فإن الجمعيات التي لا تستهدف الربح دائما ما تعفى من ممداد الضرائب على عوائد دخلها. وتلك الجمعيات مثلها مثل أي أعمال

نشكركم على مشاركتكم في ورشة العمل هذه.

ويرحب بكم فريق خدمات جمعيات الأصيل د. محمد زكي جمعة والسيدة سوزان راشد وأنا بمنتجع ستيلادى مارى (سويس إن) هنا فى البحر الأحمر بالعين السفنة. ونحن إذ نتطلع للعمل والتعاون معكم فى اليومين القادمين لاتخاذ بعض الخطوات الفعالة معا لتعزيز جمعياتكم حتى يتمكنى لكم ولأعضاء جمعياتكم بناء عالم أفضل.

وتفضلوا بقبول فائق الاحترام والتقدير،

توم هيرابوى

مدير خدمات جمعيات الأصيل

#### جمعيات الأصيل المدعوة للمشاركة:

جمعية رجال الأصيل للإنتاج والتصنيع الزراعى EAGA

الجمعية المصرية للتقوى ESAS

الجمعية المصرية للمستثمرين وأصحاب الأصيل بالمنصورة EIBA

الجمعية المصرية للتوريد ECCA

الجمعية المصرية لتزويد الطرية والفكهات والطور ومستحضرات التجميل

الجمعية المصرية لمتهمى ومجهزى ومصدري البهات الطيبة والطرية

الجمعية المصرية للطهاة

الجمعية المصرية-الفرنسية للأصيل CAFÉ

الجمعية المصرية-الإنجليزية للأصيل

تغيير بعض القوانين أو اللوائح أو السياسات ليحققوا التقدم في أعمالهم. مع ذلك، فإنه يتسنى لأعضاء الجمعيات، عن طريق الانضمام لأي جماعته من جمعيات الأعمال، إدراك أنهم سيستمررون في إحداث التغيير اللازم في القوانين واللوائح والسياسات المعمول بها والصادرة في بلدكم وذلك من خلال رفع أصواتهم الجماعية لدى الحكومة.

**الأثر الاقتصادي:** إن الأفراد المطلعين على فوائد الانضمام لجمعيات الأعمال ينضمون إليها لدرابتهم التامة بإمكانية مساعدتها لهم في إدارة أعمالهم بفعالية وكفاءة وبالتالي بأكثر إنتاجية مما يجعلهم يدرون دخول ومكاسب أكثر لجمعياتهم. إن جمعيات الأعمال تقوم بإنفاق مبالغ من المال، عند تنفيذ رسالتها وتقديم خدماتها لأعضائها، التي تحقق الدخل والعمالة المطلوبة للاقتصاد المحلي.

**الأثر الاجتماعي:** إن كافة جمعيات الأعمال في جميع أنحاء العالم تقدم البرامج التدريبية والتعليمية اللازمة لأعضائها الذين يمكنهم تحسين مهاراتهم الفنية عن طريق الانضمام لتلك الجمعيات. علاوة على ذلك، فإن جمعيات الأعمال تقدم لأعضائها كمية كبيرة من المعلومات الخاصة بقطاع الأعضاء الصناعي والاتجاهات الجديدة في الاقتصاد المحلي أو العالمي. وتقوم جمعيات الأعمال في بعض الدول بوضع المعايير الخاصة بالصناعة والأعضاء، متضمنة ميثاق الشرف وبرامج منح الشهادات. وجدير بالذكر أن جمعيات الأعمال قوة هامة لتنظيم مهام الأفراد فيما يقدمونه من خدمات للمجتمع وأنشطتهم التطوعية الأخرى التي تعزز من عملية الارتقاء بمجتمعاتهم المحلية بوجه خاص وكذلك كافة الأمم على وجه العموم. والحق، فإن فوائد الشبكات الاجتماعية، التي ستفيد منها الأعضاء عند الانضمام للجمعيات، هي إحدى جوانب بناء الجمعيات لعالم أفضل وهو أمر لا جدال فيه بالنسبة لكثير من المصريين الحاضرين اليوم الذين يعملون بفعالية في جمعياتهم نظراً لاهتمامهم بالجوانب الاجتماعية لكونهم أعضاء بجمعياتهم.

وفي الصفحات التالية، ستجدون بعض المصادر التي ستحفزكم على التفكير في جمعياتكم وكيفية قيادتهم لها لجعل مصر مكاناً أفضل للعمل والحياة. وسوف نقدم بعض المواد التي تتعرض لقواعد بناء الجمعيات الأساسية وسنناقش أثر تلج الجمعيات على العالم وعلى المستوى القومي والدولي وسنتعرض لبعض القضايا التي نؤمن بأن مجتمع جمعيات الأعمال المصري ينبغي عليها التفكير بصدها في أكتوبر ٢٠٠١. ذلك لأن تلم القضايا سوف تؤثر تأثيراً كبيراً على البيئة التي تعمل بها جمعياتكم في الحاضر والغد وفي غضون الخمس-العشر أعوام القادمة.

إننا نود أن نعبّر عن عميق تقديرنا وامتناننا لـ ASAE التي سمحت لنا باستخدام وترجمة بعض من مطبوعاتها التي وضعت خصيصاً لموضوع 'جمعيات الأعمال وبناء عالم أفضل'. إن ASAE هي مؤسسة عضويتها من الأفراد تتألف من ٢٣,٧٠٠ مديرين تنفيذيين وموردين. إن الهدف الرئيسي لتلك الجمعية هو تعزيز قيمة الجمعيات التطوعية في المجتمع ودعم المهنيين من الأفراد الذين يقودونها. ويقوم أعضائها بإدارة جمعيات الأعمال، والجمعيات ذات العضوية الفردية والمنظمات التطوعية في الولايات المتحدة الأمريكية وفي ٤٤ دولة في جميع أنحاء العالم. وتمثل تلك الجمعية كذلك موردي المنتجات والخدمات لجمعيات الأعمال. وهي تقوم بإدارة 'المركز الدولي للموارد The Global Resource Center تحت إشراف السيد إدوارد إل. بوتر، المدير التنفيذي المعتمد للجمعيات. والعنوان هو:

**American Society of Association Executives (ASAE)**

**1575 I Street NW**

**Washington, DC 20005-1103**

**USA**

**Tel: (202) 626-2828**

**Fax: (202) 408-9633**

**Web site: [www.asaenet.org](http://www.asaenet.org)**



٢٤ أكتوبر، ٢٠٠١

يسر فريق خدمات جمعيات الأصيل بالمشروع تقديم ورشة عمل اليوم حول 'جمعيات الأصيل وبناء عالم أفضل'.

لقد قمنا بدعوتكم كبار المديرين القانونيين، ورؤساء جمعيات الأصيل، وأعضاء المجالس والموظفين الرئيسيين لدى العديد من جمعيات الأصيل المصرية لكونكم أكثر الأفراد الذين تعاونوا معهم على مدى العامين والنصف الماضيين. وكما تعرفون فإن مشروع ALEB هو مشروع تموله الوكالة الأمريكية للتنمية الدولية USAID وقد بدأ نشاطه في مصر في يناير ١٩٩٩. والهدف من المشروع هو زيادة صادرات مصر من الأغذية المصنعة لذلك فإن كثير من الخدمات والأنشطة التي يمولها المشروع موجهة لشركات تصنيع الأغذية الفردية أو شركات الخدمات التي تقدم الخدمات المكاملة لأنشطة تلك الشركات. مع ذلك، فإننا نطمح كذلك أن رجال وسيدات الأصيل، في قطاع الخدمات الذي يعمل مع شركات تصنيع الأغذية وفي المجالات ذات الصلة، يرغبون في الانضمام لجمعيات الأصيل لتحسين مهاراتهم، ولاكتساب المعلومات التي ستساعدهم على القيام بأعمالهم، ولتحمل أصواتهم في المناقشات والقرارات الخاصة بالسياسات العامة، ولتقدموا ما يستطيعون تقديمه لقطاع تصنيع الأغذية ولبلدنا. لذلك، فإن مشروع ALEB يعمل كذلك على دعم جمعيات الأصيل حتى يتم تقديم الخدمات المساندة لقطاع تصنيع الأغذية وشركات الخدمات المكاملة له.

إن الهدف من ورشة العمل هذه هو مناقشة كيفية قيام جمعياتكم بالمساعدة على تهيئة مناخ أفضل في مصر لأعضاء جمعياتكم حتى يتسنى لهم القيام بأعمالهم جيداً في عام ٢٠٠١ والأعوام التالية له.

إنه استناداً على معلوماتنا وخبرتنا واسمعة المجال مع جمعيات الأصيل الأمريكية والأوروبية والمصرية، فإننا نرغب في مشاركتكم أهم مفاصل النجاح الرئيسية لجمعيات الأصيل. إننا نعرض تقديم بعض الخدمات الفنية المعينة والبرامج التدريبية والمشورة اللازمة في هذا المجال لجمعياتكم لادعائها ومساندتها طبقاً لما نعرفه عن حالة الصناعة في مصر. لكننا نرغب في معرفة منكم مدى استغانتكم ووجه عدم استغانتكم مما تمنناه لكم على مدى العامين والنصف الماضيين. ولقد أوضحتم بعض تلك النقاط بالفعل عن طريق استغانتكم أتم أو زملائكم لنملاج التقييم التي كانت توزع عقب كل ورشة عمل أو برنامج تدريبي لنا. ونود أن نوضح أن ورشة العمل اليوم ستكون فرصة لكم لمناقشة اهتماماتكم الخاصة بجمعيات الأصيل مباشرة وكذلك مجتمع تلك الجمعيات ككل في مصر.

ونحن ندين بالكثير للجمعية الأمريكية لمديري الجمعيات القانونيين (ASAE) للسماح لنا باستخدام اسم الحملة الدعائية التي قامت بها وذلك لزيادة الوعي بين أعضائها على المستوى الخاص والعامة حول كيفية بناء جمعيات الأصيل لعالم أفضل يمكننا أن نعمل ونحيا به.

كيف يتسنى لجمعيات الأصيل بناء عالم أفضل؟ حسبما تشير حملة ASAE، فإن جمعيات الأصيل تساعد على تحسين حياتنا بطرق واضحة أو غير واضحة في كثير من الأحوال. إن لجمعيات الأصيل أثراً اقتصادياً واجتماعياً وتشريعية على الأمم التي تتواجد بها وكذلك على العالم الذي يقوم فيه أعضاء تلك الجمعيات بإدارة أعمالهم.

**الأثر التشريعي:** لنسأل معظم الأفراد لسبب انضمامهم لأي جمعية أصيل ومنجد أن الإجابات التي عادة ما منحصل عليها هو أنهم يرغبون في تغيير بيئتهم القانونية أو التنظيمية أو السياسية التي يعملون بها. وهم ينضمون لجمعيات الأصيل لأنه على دراية تامة بأن عملهم الفردي لن يكون وحده فعالاً لرفع قضاياهم أو مناقشتها لدى مسؤولي الحكومة أو الهيئات التشريعية بها حول أسباب

جمعيات الأعمال وبناء عالم أفضل  
ورشة عمل لفريق خدمات جمعيات الأعمال بمشروع ALEB  
المحتويات

ناب ترحيب - د. توم هيرلوي

معية الأمريكية لمديري الجمعيات التنفيذيين (ASAE) "جمعيات الأعمال وبناء عالم أفضل"  
أثر حشد التأيد  
الأثر الاقتصادي  
الأثر الاجتماعي

جمعيات الأعمال وبناء عالم أفضل: المفاتيح الرئيسية لنجاح الجمعيات - د. توم هيرلوي  
مقدمة عن ورشة العمل

موجز عن مشروع ALEB

خمس مفاتيح لوجود جمعيات أعمال ناجحة

علاء اللقمة: جمعيات الأعمال في مجال أنظمة إمداد الأغذية الزراعية

مارتين إف إل ريدماركز

مراجعة خاصة بالإدارة الدولية للأغذية والأعمال الزراعية ٢ (٢٠٠٠) ١٩٣-١٥٣.

مهد الأغذية المجددة الأمريكي (AFFI) - مثال عن نشاط ناجح لحشد التأيد الإصلاح السياسات

كتيبات مرجعية وكتيبات مناقشات مفصلة

تستخدم في ورشة العمل هذه وفي إدارة جمعيتك

دليل الوثائق الداخلية الخاص بمجالس الجمعيات التي لا تستهدف الربح: تشكيل إطار عمل للقيادة الفعالة

كيو آرثر زيتلان وسوزان إي دورن

المركز القومي للمجالس التي لا تستهدف الربح

واشنطن العاصمة

المسؤوليات الرئيسية للمجالس التي لا تستهدف الربح

ريتشارد تي إنجرام

المركز القومي للمجالس التي لا تستهدف الربح

واشنطن العاصمة

جلب الأموال والمجالس التي لا تستهدف الربح

فيشر هاو

المركز القومي للمجالس التي لا تستهدف الربح

واشنطن العاصمة

جلب الأموال دون خوف للمجالس التي لا تستهدف الربح

جي وورث جورج

المركز القومي للمجالس التي لا تستهدف الربح

واشنطن العاصمة

التعاون الاستراتيجي للمنظمات التي لا تستهدف الربح

تشارلز إي بارتلنج، مدير جمعيات معتمد

الجمعية الأمريكية لمديري الجمعيات التنفيذيين (ASAE)

واشنطن العاصمة

**جمعيات الأعمال وبناء عالم أفضل**  
**ورشة عمل لفرق خدمات جمعيات الأعمال بمشروع ALEB**  
**جدول أعمال ورشة العمل**

الخميس ٢٥ أكتوبر ٢٠٠١ - اليوم الثاني

١٠:٠٠	استكمال اليوم الثاني من ورشة العمل
١٠:٠٠	عرض لد. توم هيرايهي حول ' أهمية تنوع مصادر الدخل بالنسبة لجمعيات الأعمال الناجحة' عروض لجمعيات الأعمال المصرية حول مصادر دخل الجمعيات مناقشة حول دور إشتراكات الأعضاء مناقشة حول دور أنشطة جلب الأموال مناقشة حول الخدمات سواء كانت إيجابية مولده للدخل أو مسببة لخسارة أو تغطي تكاليفها الختام
١٢:٣٠	استراحة
١:٠٠	عرض لد. محمد زكي جمعة حول: ' أهمية حشد التأييد لإصلاح السياسات الخاصة بجمعيات الأعمال الناجحة' عروض خاصة بجمعيات الأعمال المصرية حول أنشطتهم في مجال حشد التأييد لإصلاح السياسات مناقشات حول أي من السياسات والقوانين واللوائح أو الإجراءات لا تزال تثبط صلاحيات تصدير الأغذية والاستثمارات الخاصة واستيراد المعدات أو التكنولوجيا الجديدة؟ أي من الوزارات أو الهيئات الحكومية التي ينبغي اللجوء إليها لتغيير الوضع الراهن؟ ما هي الجهات التي ستقدم معها حلقات تعلمون إستراتيجي لتغيير الوضع الراهن؟ الختام
٣:٠٠	استراحة
٣:٣٠	نظرة عامة حول نتائج ورشة العمل والتيها فريق خدمات جمعيات الأعمال (د. توم هيرايهي، د.جلين باترسون، د.محمد زكي جمعة، والسيدة سوزان رائد) نظرة عامة حول نتائج ورشة العمل والتيها جمعيات الأعمال المصرية أفكار فريق خدمات جمعيات الأعمال حول الخطوات التي سيتم اتخاذها فيما بعد أفكار جمعيات الأعمال المصرية حول الخطوات التي سيتم اتخاذها فيما بعد مناقشة عامة الختام
٤:٠٠	انتهاء اليوم الثاني من ورشة العمل
<p>نرجو من حضراتكم أن تستكملوا استمارة التقييم الخاصة بالمشروع قبل مغادرتكم. وذلك الاستمارة تنطبق باليوم الأول فقط من ورشة العمل. نحن في حاجة إلى أن تقوموا باستكمال تلك الاستمارات حتى نعرف رأيكم في محتويات ورشة العمل والعروض المقدمة ومديري ورشة العمل والمقر الذي عقدت به. إن ردودكم سوف تعزز من قدرتنا على عقد ورش عمل أكثر فائدة وفعالية في المستقبل. ونشكركم.</p>	

جمعيات الأعمال وبناء عالم أفضل  
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جدول أعمال ورشة العمل

ربما ٢٤ أكتوبر ٢٠٠١ - اليوم الأول

٠٠:١	التسجيل بالفندق وورشة العمل
٠٠:١	كلمة الترحيب ونظرة عامة: د. توم هيرليهي
١١:٠٠	فريق خدمات جمعيات الأعمال - عرض لد. جلين باترسون حول أهمية وضع رؤية معينة والأهداف الاستراتيجية الخاصة بالجمعيات الناجحة* عروض لجمعيات الأعمال المصرية لرؤيتهم وأهدافهم الخاصة مناقشة عامة الخاتمة
١٢:٣	استراحة
١٣:٠٠	فريق خدمات جمعيات الأعمال - عرض لد. محمد زكي جمعة حول أهمية القيادة والإدارة السليمة لجمعيات الأعمال الناجحة* عروض لجمعيات الأعمال المصرية خاصة بإدارتهم الخاصة مناقشة حول قانون المنظمات الغير حكومية (مصر) والإدارة مناقشة حول دور اللوائح الداخلية والسياسات والإجراءات مناقشة حول دور مجالس الإدارة مناقشة حول دور كبير المديرين التنفيذيين مناقشة حول دور مجموعة الماملين مناقشة حول دور اللجان مناقشة حول دور الأعضاء خاتمة
١٣:٠٠	استراحة
١٣:٣٠	فريق خدمات جمعيات الأعمال - عرض لد. جلين باترسون حول أهمية الخدمات الموجهة للأعضاء في جمعيات الأعمال الناجحة* عروض لجمعيات الأعمال المصرية خاصة بالخدمات التي يقدمونها لأعضائهم أمثلة للخدمات الممكن تقديمها لأعضاء الجمعيات مناقشة حول خدمات الأعضاء: التكاليف والفوائد مناقشة حول خدمات الأعضاء: إما تكون إيجابية مولده للدخل أو مسببة لخسارة أو تغطي تكاليفها الخاتمة
١٥:٠٠	نهاية اليوم الأول
١٧:٠٠	تناول العشاء في مطعم فندق ستيل دي ماري

نرجو من حضراتكم أن تستكملوا استمارة التقييم الخاصة بالمشروع قبل مغادرتكم. وتلك الاستمارة تنطق باليوم الأول فقط من ورشة العمل. نحسن في حاجة إلى أن تقوموا باستكمال تلك الاستمارات حتى نعرف رأيكم في محتويات ورشة العمل والعروض المقدمة ومديري ورشة العمل والمقر الذي عقدت به. إن ردودكم سوف تعزز من قدرتنا على عقد ورش عمل أكثر إفادة وفعالية في المستقبل. ونشكركم.

مشروع دعم  
الأعمال الزراعية  
الموجهة للتصدير  
(ALEB)

لسادة صلات  
لصناعات الغذائية  
المصرية

مشروع تموله:  
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عالم أفضل

٢٤-٢٥ أكتوبر، ٢٠٠١

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