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Partner of German Business

# BMO Toolbox

**Tools and Materials for Enhancing  
Business Membership Organizations**



BMO Toolbox  
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### ***Special Notes:***

The Toolbox has been developed by SEQUA on behalf of UNIDO's Private Sector Development Department. Originally designed as the basis for a web-based tool, it also serves as a **comprehensive manual on all aspects of BMO development**.

#### **Part A**

contains all seven topic selected. The chapters provide a comprehensive overview of the specific topic in connection with BMOs. It includes links to further materials and literature.

#### **Part B**

is the list of supporting references. It is the result of more than 3000 checked registrations, materials, manuals and reports somehow touching upon BMOs. 65 titles have been selected and classified worthwhile to be further assessed and utilized.

#### **Part C**

contains a list of website links useful for BMO development.

## The Toolbox Chapters

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BMO Toolbox

**Tools and Materials for Enhancing Business Membership Organizations**





## **WELCOME TO THE UNIDO BMO TOOLBOX**

In any economy **Business Membership Organizations (BMOs)** like chambers or trade associations play an important role. BMOs are representatives of the business community. They **advocate their members' interests** vis-à-vis government and **deliver a wide range of services** for enterprise development.

Private sector development is an important part of UNIDO's strategy to alleviate poverty. In order to enhance its programs in this area UNIDO is looking for a closer and more effective cooperation with BMOs.

This Toolbox offers a comprehensive **access to all relevant aspects of BMO development**. It serves both, **program managers** who are in the situation to work with a BMO as well as **BMO staff or Board members** who want to upgrade their organizations and are in search of ideas and instruments to support their efforts.

For all major BMO topics the Toolbox contains **general overviews** that provide an introduction to the topic and summarize good practices and state-of-the-art knowledge. Additionally, more than 60 carefully selected and commented **supporting references** (studies, reports, manuals, etc.) are an integral part of the Toolbox. A list of useful **website links** complements the Toolbox.

The Toolbox has been developed by SEQUA on behalf of UNIDO's Private Sector Development Department. We hope it serves your interests. Please feel free to send comments or suggestions for improvement.

## **1. BMO IDENTIFICATION AND BENCHMARKING**

Business Membership Organizations (BMOs) are crucial partners for **reaching out to entrepreneurs** and enterprises. They are a suitable **entrance point** for promoting economic reforms as well as for developing and providing demand-oriented business services for small and medium and other enterprises. Furthermore, BMOs can serve as a host for specialized facilities and can take over delegated functions by authorization of the government.

Working with or in a BMO requires an understanding of its **tasks and functions**. The first section will provide an overview of BMOs and their characteristics. BMOs can be weak or strong, professional or unprofessional. The second section will describe different **levels of BMO development** that are also appropriate to **classify BMOs**. The third section deals with the **accreditation** process of BMOs that is done in order to ensure organizational quality. **Benchmarking of BMOs** allows the comparison of similar organizations. Section four will deal with this issue. Finally, section five will discuss the role of **BMOs as project partners**. It will give recommendations for donors how to identify, assess and cooperate with BMOs.

- [1.1 Definition and Characteristics of BMOs]
- [1.2 Phases of BMO Development]
- [1.3 Accreditation of BMOs]
- [1.4 Benchmarking of BMOs]
- [1.5 BMOs as Project Partners]

### **1.1 Definition and Characteristics of BMOs**

The term BMO refers to any organization in which companies or individual entrepreneurs are members. Thus, it refers to **chambers of commerce, business associations, federations** and apex bodies as well as **employers' organizations** or others. BMOs have the **twofold function** to **lobby** their members' interests and to deliver a wide range of requested **services**. Since they are intermediary, networking and self-regulative bodies they can fulfill this **double function**.

These features demonstrate another important aspect of BMOs: their role in **promoting democratic governance** and participatory development and as an important pillar of civil society.

There are various types of BMOs, which have some characteristics in common and can be distinguished by others. Sub-chapter one discusses these characteristics of BMOs and introduces the different **types of BMOs**. Chambers are special kinds of BMOs. The second sub-chapter will describe the **different chamber systems** that exist around the world in order to understand their constitutional background.

- [1.1.1 Types of BMOs]
- [1.1.2 Chamber Systems]

### 1.1.1 Types of BMOs

All BMOs have certain common characteristics: first, they are **non-profit organizations**. Their primary objective is to take **collective action for their members** though they usually are forced to generate income and to cover their costs, too. Secondly, they are (in some countries strive to be) **guided democratically** by the decisions of their members (or elected representatives of members). Membership is (should be) **open to all eligible enterprises** willing to join. Thirdly, they **finance** their operations by a mix of membership fees, service charges, voluntary grants and public subsidies.

A general distinction needs to be made between **associations** and **chambers**.

**Business or industry associations** are generally organizations constituted under private law focusing on single sectors, firm sizes, clusters, industrial estates or functions. They are characterized by a **relatively homogeneous membership** structure. Their members have corresponding interests and face similar problems and needs, e.g., how to sustain competitiveness or how to find export markets. Theoretically, it ought to be easier to harmonize the interests of their members and engage in advocacy on special economic issues. These features enable associations to provide very specific services, e.g. an industry-wide exchange for raw materials, the formulation and implementation of industry standards, or gender-specific entrepreneurship training. There is a wide range of **different types of associations**:

- **Trade or industry associations** are the most common types of business associations in all countries. They consist of professionals or business owners of a more or less narrowly defined industrial sector or trade. Next to advocacy efforts, their most important function is the regulation of horizontal coordination among member companies and of vertical coordination along the supply chain. (cp. [Doner and Schneider] p. 264-267)
- **Small-scale enterprises' associations** mostly arise from the self-help efforts of the small producers of a certain region or enterprise cluster. Therefore, they offer services, which relate to the specific needs of SMEs.
- **Women's organizations** also develop from the need to alleviate economic biases against a certain group of entrepreneurs. In many ways comparable to small-scale enterprise associations, they focus on women-specific concerns and engage in gender-related advocacy (also see [Chapter 7.2.2]).
- **Industrial estate associations** represent (all) firms of an industrial estate. Often these associations take care of various tasks, which concern the management of the estate.
- **Employers' associations** are essential players in the labor relations of every country. Thus, they are usually concerned with labor standards, wage negotiations, staff training, etc. Most often, they combine all the enterprises of a specific trade or industry; however, they may also organize different sectors in accordance with their counterparts, the trade or labor unions. (see [IFC, Building the Capacity of Business Membership Organizations] p. 13-14).
- **Apex Bodies / Federations** are BMOs formed by other BMOs at lower administrative levels. In general, federations serve as an umbrella organization at national level. Their membership can either be made up exclusively of business organizations or be mixed with individual enterprises. BMOs at local level might be obliged by law to be a member of their respective national federation. Apex bodies and (con) federations are preferably used for high-level interest representation, for mediation between different BMOs when it comes to forming a unified opinion of business and for services, which

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are too costly for a single BMO. They are the appropriate bodies for starting nationwide initiatives or can act as contact points or hosts for complex facilities like investment promotion desks or cleaner production centres.

- **Bi-national chambers** are associations specializing in the promotion of economic activities between two countries. They comprise individual enterprises and associations from both partner countries, thus disposing of a unique pool of knowledge on two national markets. They are therefore a tool for bilateral trade promotion (see [IFC, Building the Capacity of Business Membership Organizations]: p. 14).

**Chambers** are multi-sectoral business organizations representing the business community in a **specific geographic region**. They can be constituted either by public or private law and they comprise enterprises and individuals engaged in trade, industry and services or even in the agricultural sector. Since a chamber has a **heterogeneous membership**, it has to balance the often conflicting demands of all branches and sectors. Entrepreneurs may not find it very profitable to pay fees for this kind of general interest representation of regional businesses. Chambers often need additional sources of income like service delivery. On the other hand because of their broad membership base and their regional coverage, chambers are well suited for performing functions delegated by the government (like issuing ATA carnet, export certificates etc.).

### 1.1.2 Chamber Systems

The history of chambers has basically two roots. The oldest predecessors of today's chambers are the medieval European corporations and merchant guilds. These organizations were local self-help bodies established and run by merchants in order to protect and regulate their trades. Originally, these chambers were the foremost advisory bodies to state administrations. This French model is characterized by **obligatory membership** and a special **chamber law** which defines its status and tasks. It was adopted by several states in continental Europe including Germany, Italy, Austria, the Netherlands and Spain during the late 19th and early 20th centuries. Therefore, chamber systems under public law are frequently referred to as "**Continental**" models.

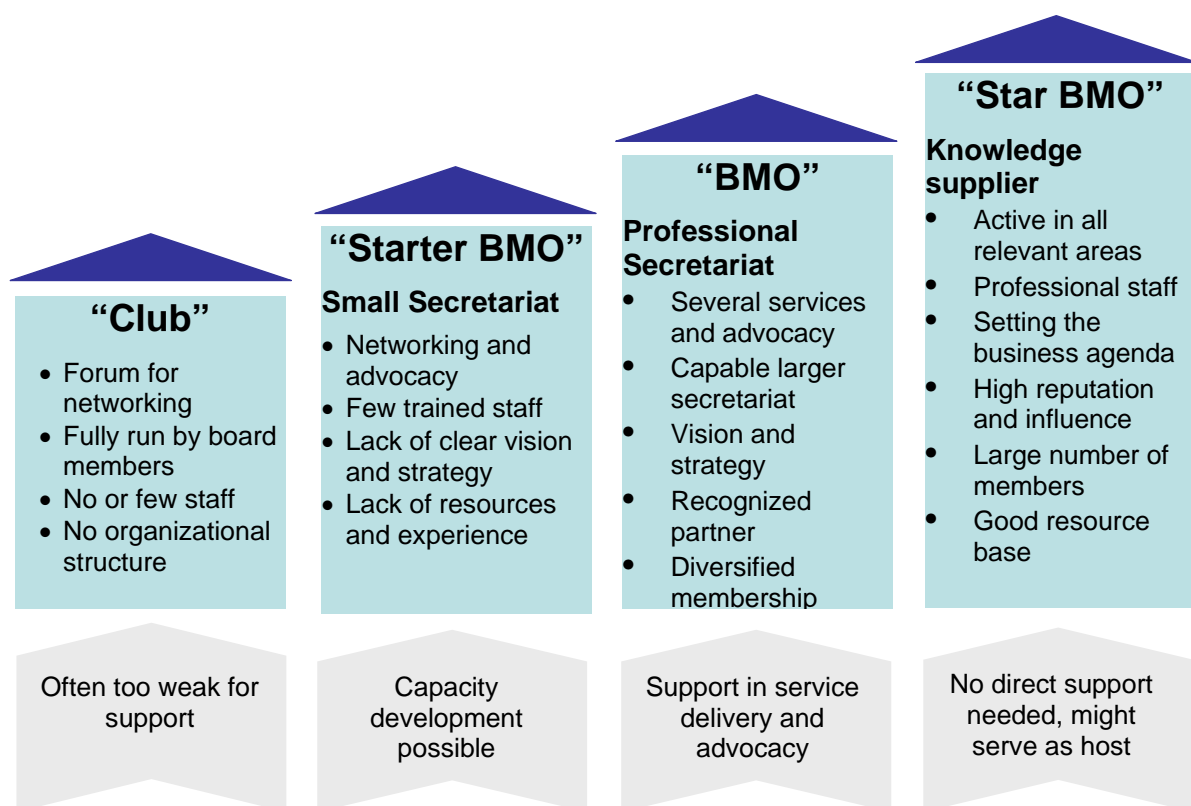
A different chamber system emerged in Great Britain. Following the liberal tradition of British economic policy there is no law specifically governing chambers. Instead, chambers are established under **private law** only requiring registration either in the business or association register. **Membership is voluntary, regional coverage is not regulated** and the tasks of chambers are not legally defined. The worldwide importance of this chamber system – often referred to as **Anglo-Saxon or Anglo-American model** - resulted in part from its introduction into the British colonies. (see [CIPE Primer 1995] p. 4-5).

The public law status under the Continental model gives BMOs preferential treatment vis-à-vis the government, usually expressed through a formal consultative status and the **delegation of certain public functions**. The Anglo-Saxon model, by contrast, does not have a specific legislation regulating chambers. Membership is voluntary. Therefore, chambers have to act in a more competitive and pluralistic environment. For further comparison of **strengths and weaknesses of both systems** please refer to the table developed in [IFC, Building the Capacity of Business Membership Organizations].

## 1.2 Phases of BMO Development

In the following some light will be shed on the **phases** of BMO development as well as on the **classification** of BMOs. Stage of development refers to the organizational performance level of a BMO. The graphic below shows the ideal evolution or **different developmental stages** of a BMO. However, it is not necessarily said that each and every BMO will pass through all stages. Some start at stage two whereas others might stop at a certain level or need external support to achieve a higher level.

### Phases of BMO Organizational Development



Source: SEQUA

The stage of development or **level of organizational performance** refers to the management of the BMO, but also to its range of services and its capability to lobby members’ interests. The judgment on **possible donor support** (at the bottom of the graphic) is fairly general. Of course, also a BMO at the “Club Stage” can qualify for donor support, if it has a very committed leadership and has already undertaken some activities.

Some countries like Nepal have a country wide classification system (A to D) and annually the best chambers of each category are being awarded and even promoted to a higher category. Of course it is important **not to compare apples and oranges**. Thus BMOs need be classified according to type first, before performance is measured and compared.

A **more qualified classification** would serve the purpose to **cluster BMOs of the same type** with respect to:

- state of development
- number of members
- size of area/coverage or sector
- financial turnover
- level of representation (district, province, state, nation etc.)
- and other features depending on the country.

Classification into different **clusters** enables a better assessment of BMOs as well as focused networking (e.g. twinning or sister-ship arrangements, see [Chapter 5.1]). It might be useful for a BMO to conduct a short self-assessment with regards to its organizational structure and performance. An easy and short tool has been developed by SEQUA [<http://www.sequa.de/en/index.php>].

### **1.3 Accreditation**

An **accreditation process** defines **standards** of BMO organization, planning and performance. The process helps to identify strengths and weaknesses of the BMO.

In the Anglo-Saxon system almost anyone can register as a chamber. Therefore the large apex bodies introduced a **system of accreditation** for ensuring **standards of quality and performance**. The US Chamber of Commerce introduced an accreditation system in which chambers (distinguished between state and local level) must meet minimum standards in different areas of expertise including: governance, finance, staff, government affairs, program development, communications, technology and facilities.

The **accreditation criteria** as applied by the US Chamber of Commerce are as follows:

#### **I. Governance**

There is a clearly developed purpose and mission that is shared by Board members and staff alike. The organizational structure is defined and the Board of directors and staff are clear about their roles and responsibilities.

#### **II. Finance**

The chamber conforms with all Internal Revenue Service and state accounting regulations. The chamber operates on a budget approved by the Board of Directors. A recognized auditing firm annually reviews the chamber's financial documents.

#### **III. Human Resources and Staff**

The chamber meets all federal and state regulations governing employers and acts as a catalyst in the professional development of its staff. Each staff member recognizes his/her responsibility for implementing the decisions of the Board of Directors.

#### **IV. Government Affairs**

The chamber actively participates in public policy decision-making affecting economic and business issues.

#### **V. Program Development**

The chamber has a formal system in place to plan, document, and exercise short- and long-term goals. Methods to monitor and evaluate chamber's status on goals are used throughout the year.



**VI. Communication**

The chamber has identified target markets within its membership and has devised clear plans to communicate with them.

**VII. Technology**

The chamber has the technological ability to effectively communicate with membership and can efficiently implement its program of action.

**VIII. Facilities**

The chamber conforms to all federal, state, and local building, fire, health, and safety regulations.

**IX. Benchmarking**

The chamber exhibits excellence or has gained organizational knowledge through action, planning, and experience.

Depending on the **chamber's ability to meet the criteria** in the accreditation process it will be **rated as** 3-stars, 4-stars or 5-stars chamber. For more **details** see: <http://www.uschamber.com/NR/rdonlyres/eiw45eymiagxquxpctj7swsa3jifremymru3kg57xvd a50lfazzfxinnncyc2jiep6bdio6ujpqylzjt27v4epnrvdh/stateeligibility.pdf>.

The US criteria differ slightly from those applied in the UK. In 1995, the British Chambers of Commerce BCC introduced a **phased approach** that would lead applicant chambers through an **approval process to full accreditation**. In addition to the US criteria, accredited chambers are required to use a combined code of principles of good corporate governance, be an investor in people and work with a business improvement tool.

## 1.4 Benchmarking

**Benchmarking** is used to measure **achievements and efficiency**. It is a tool to check the **level of organizational performance**. Benchmarking offers the possibility for BMOs of **comparing** themselves (within the same category/class) with other BMOs as well as with best practice. It is a tool for continuous improvement. Benchmarking provides useful data for the BMO, its members and even apex bodies. It reveals **strengths and weaknesses** of a BMO.

Furthermore, it should be mentioned that BMOs which are able to demonstrate successful **benchmarking efforts** will be seen as **quality BMOs**. They will be more attractive to government, donors and others for cooperation.

An easy, but comprehensive **BMO benchmarking tool**, based on an excel sheet, has been developed in a SEQUA partnership project between bfz and FIEPE in Brazil. It has been further refined and slightly adapted and adjusted to country specific conditions. Basically, the tool is a **guided interview** with high-level personnel of the BMO. The **questionnaire** requires about 1-2 hours depending on the specific situation. Right upon the completion of the questionnaire, one **can view results** both in tables and charts. In an **immediate appraisal** it can be compared to national average or best performing BMOs given that the figures have been inserted. However, it should be considered that **only BMOs belonging to the same category be compared**; do not mix apples and oranges. The questionnaire [<http://www.sequa.de/en/index.php>] addresses the following topics:

- |                          |                         |
|--------------------------|-------------------------|
| 1. Leadership/Management | 6. Personnel            |
| 2. Management technique  | 7. Lobbying and Society |
| 3. Strategy and Planning | 8. Services             |

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- |                             |                           |
|-----------------------------|---------------------------|
| 4. Clients and Membership   | 9. Finance and Accounting |
| 5. Information and Know-how | 10. Results and Processes |

The US Chamber of Commerce provides **best practice documents** collected from a number of chambers that have recently been accredited. These documents are actual samples that have been submitted and are **available for reference purposes** in the accreditation process. The following link leads to best practices from the US to the above topics:

[\[http://www.uschamber.com/chambers/accreditation/best\\_practices.htm \]](http://www.uschamber.com/chambers/accreditation/best_practices.htm)

### 1.5 BMOs as Project Partners

From a donors' perspective BMOs are **ideal entry points for private sector promotion**; they ensure outreach and legitimacy. However, the right partner needs to be found and assessed. The first sub-chapter will help to identify the **basic issues** that a donor should clarify when selecting a BMO partner. The second sub-chapter introduces and describes the relevant **assessment criteria** that can be used; and sub-chapter three finally gives some **general recommendations** for a successful cooperation with BMOs.

[1.5.1 How to Pick a Partner]

[1.5.2 Assessment Criteria]

[1.5.3 Recommendations for Partnership with BMOs]

#### 1.5.1 How to Pick a Partner

There are many ways of working with a BMO. From a donor's perspective one can think of different means and methods to support a BMO. The first step is to **select one or several partners**.

The **kind of cooperation** will determine the choice of partners as well as the method of choice. A donor might be interested in SME promotion of a **certain region**. In this case he will select the **respective chamber** and build its capacity to be the SME promoter. Or a donor is interested in a specific topic and will look for a BMO that **is interested and appropriate** to contribute to this topic. Sometimes donors look for a **BMO to host a specific facility** like a trade information desk or a cleaner production centre (cp. [Chapter 4.2.3]).

Partner **selection depends on the partnership's objective**, but whatever a donor is trying to achieve the BMO needs to be assessed in a holistic manner. For **first assessments** a **questionnaire** has been developed (see [<http://www.sequa.de/en/index.php>]). It should be **adjusted** according to the thematic focus and focal points of cooperation. The **criteria** can then be weighed accordingly. In order to compare various BMOs in a first assessment another tool based on an excel sheet (see [<http://www.sequa.de/en/index.php>]) can be used to get a **rapid ranking** and overview.

From experience in development cooperation, quite often a **multi-partner structure** is useful. Instead of putting all eggs into one basket the donor can **build on several partners**. This makes the project **less vulnerable and dependent**. Further, a multi-partner structure enhances networking and exchange within the country and can produce **synergy effects**. But at same time the level of complexity rises.



### 1.5.2 Assessment Criteria

The **different characteristics** of BMOs can be assessed by **specific criteria** that allow an organizational analysis. Typical **issues for such an analysis** of BMOs include: status and governance, membership/outreach, leadership, resources, communication, policy dialogue and services. (see also [IFC, Building the Capacity of Business Membership Organizations]: 21ff).

The following list covers **different organizational aspects and features** that should be considered for an BMO assessment.

- **Status and governance of BMO** refers to legal and structural features of an organization. The legitimacy of democratically governed organizations is high. A legitimate representative of the private sector has a bigger say in government consultation processes than other bodies. Regular elections ensure members active participation in the organization. Thus, for a BMO assessment, it is important to assess the level of ownership, transparency, accountability and legal status of a BMO.
- The criterion **membership/outreach** is very important for assessing a potential partners' standing. The ideal BMO would cover 100% of enterprises including those who produce the highest output. This enables the BMO to develop and act on majority positions. With regard to donor interventions a large membership base ensures good multiplying effects and eases the outreach to enterprises. In addition high membership ensures high income on membership fees and very likely high demand for income generating services, thus ensuring a reliable resource base for the BMO.
- **Leadership** is essential in BMOs though difficult to be assessed by external persons. One way is to look at the BMOs vision and mission statement, if available. A strategic plan developed by key stakeholders in a BMO should exist and should be regularly followed-up. However, it is the office bearers who are the warrants for an applied vision. For a donor it is important to ensure that the leadership of a BMO is committed to the joint targets that have been agreed upon.
- The aspect of **resources** concerns staff, finance and facilities. The level of resources available is a decisive factor for the performance of a BMO. A large number of highly qualified and committed staff (low level of fluctuation) in addition to up-to-date computer equipment and good office facilities can be considered success criteria. A sustainable income base enhances functional autonomy. Preferably a mix of sources (membership and service fees, sponsorships, income from rent etc.) allows for flexibility and autonomy.
- **Communication** (see [Chapter 2.3.2]) and mobilization includes a BMOs' ability to induce members to commit resources and abide by organizations rules and decisions designed for further collective goals. Internal communication should ensure transparent decision-making and mediation of members interests; good external communication increases an organization's visibility inter alia legitimacy/weight/importance.
- **Advocacy** (see [Chapter 4]) constitutes a BMO's impact on policy making. Cooperation with government and access to government are important aspects of a business organization. Members do anticipate benefits from their membership, e.g. a more conducive business environment. A well placed BMO with good government links will attract more members and increase its legitimate representation.

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- **Services** (see [Chapter 3]) are usually the direct and immediate benefit expected by an entrepreneur when joining a BMO. When BMOs can offer services, crucial benefits and privileges to members, membership is very attractive. Thus a BMO is required to offer need-oriented services with two objectives: first, to gain and retain members and second, to reach and keep up financial sustainability. **Delegated functions** (e.g. business registration, im-/export licenses, organization and supervision of vocational training, commercial arbitration, industry regulation etc. (see [Chapter 3.4]) are special types of services. In an assessment it should be analyzed which kind of services a BMO provides. It is a good criteria to assess the performance level of a BMO.

For an assessment and selection of a BMO as project partner the above criteria have to **weighed and detailed** according to the needs and requirements of the project. Results of the assessment should be documented as they may serve as **baseline** for project monitoring as well as **exit and/or entry criteria** for cooperation.

The comprehensive assessment of a BMO either internally or externally is to be seen as a **process** and not a one stop event. For a thorough assessment one needs to have the chance to talk (unobserved) to the staff, look at the membership list or database, information files, statistics, and have access to minutes of meetings, job descriptions, procedure manual, annual work plan, budget etc. In general, after the first assessment has been carried out, a **SWOT analysis** (see [Chapter 6.1]) can provide more insight and analysis. In addition, the implementation of small **pilot activities** gives quite a good impression on a potential partner's capacities.

While looking for a **BMO to host a specific facility**, like an investment promotion desk, cleaner production center, training center etc., some **additional aspects** need to be considered when assessing a BMO. These include legal status of facility, applicable tax regulations, governance and control of facility, relation to similar providers, building facilities, space, etc..

**Additional** examples and models for BMO assessment can be found in the section on BMO accreditation and benchmarking (see [Chapter 1.3 and Chapter 1.4]).

### 1.5.3 Rules in Partnerships

A good general orientation for best practice in the cooperation between donors and BMOs is summarized in the '**Ten Rules for Donor Intervention**' (see [IFC, Building the Capacity of Business Membership Organizations]: p 83 – 87). These rules address the following issues:

1. **Clear objectives** in program design; importance of an integrated approach
2. **Participatory** approach and demand-orientation
3. **Long term** view
4. Striving for **financial sustainability**
5. Pilot or **orientation phase**
6. **Selection** of partners
7. **Number** of partners
8. **Twinning** arrangements
9. Clear **exit strategy**
10. Avoidance of **market distortions**

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Some other **recommendations on donors and BMOs** in project cooperation are:

- **Ownership** of projects must be with BMO and not be with donor.
- Donor supported activities of BMOs must address demand-oriented issues and priority BMO needs and **not issues which donors prefer**. There is a temptation for donors to 'push' ideas, which are on the agenda of donors or to engage in activities in which **they** have experience. Given donor funding, a BMO may undertake tasks which are not a priority. When donor funding ceases, this activity will end.
- The **best tool for measuring the interest** of a BMO is **BMO activity**, e.g. to promote business services or to work on internal capacity improvement. The **readiness of a BMO to invest** funds or extra staff/board time for joint activities is a good indicator to measure commitment. Therefore BMO support by donors should be based on **adequate contributions** of the BMO partner. The volume of contribution will be different, depending on the state of development of the BMO.
- Regarding **financial sustainability** keep in mind that for commencing a cooperation with a BMO, support for tasks, that are high on the agenda of the respective BMO and that bring visible direct returns and income in a short time, are ideal as starters. Support for a fair, a cooperation exchange, a trade mission may be good examples. A difficult advocacy issue on the other hand takes time and is - even if positively resolved for the business community - not a good income earner for the BMO.
- There is sometimes a kind of **donor competition** in cooperating with particular BMOs. This is ridiculous and may be used by recipient BMOs to **'squeeze' donors** for higher funding. Similarly, BMOs may want to obstruct donor contacts with other BMOs. This is absurd as well. Donors **do not own BMOs and vice versa**. It may be that several donors work with one BMO, each one in a particular field of interest. In this case **donors should cooperate closely** with each other and the BMO to avoid overlapping and to exploit the advantages of this multiple cooperation.
- Donors have a particular responsibility for supporting BMO partners in **networking** with other BMOs, with private sector service providers and with government. This will enhance the effects of BMO projects, will achieve a suitable sharing of work among BMOs and the private sector (no distortion of markets) and will, regarding policy dialogue, finally lead to a more suitable business environment. The special emphasis that donors should devote to encourage networking will help to overcome a reluctance of some BMOs to network with these partners for reasons of image or pride.
- Donors should commence BMO projects with a view to **end cooperation** with individual BMO partners **after a certain time or after reaching specific objectives**. There is a tendency among donors to prolong projects with well-performing partners, because they are easy to work with and they request continuation of cooperation for new targets of the same function (e.g. commencing cooperation for conducting a local fair, then suggesting a region wide fair etc) or for new functions (e.g. commencing cooperation with membership development, then proposing donor support for conducting fairs, etc.). It is also attractive for donors to continue cooperation with good partners for strategic reasons (e.g. with a federation of chambers and/or associations) as they may be effective in advocacy purposes for the sector or business community as a whole and in policy dialogue. Two questions should be considered **when deciding on continuation of partnerships**:
  - Has the past cooperation achieved its targets to an extent that the BMO capacity for undertaking specific functions/tasks (for which cooperation was chosen) can be called sustainable?

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- Can the respective BMO partner already be used as a model case for particular development, in networking with other BMO of the country in specific functions/tasks?

If the answer for the two question is 'Yes', cooperation with **new** partners in the same country is preferable to a continuation. Contact with former partners should nevertheless be kept, e.g. by **encouraging twinning/sister-ship, cooperation** between new and old partners and also by inviting them to experience-sharing workshops. 'Strategic' partners may be kept on board with support for specific advanced issues, i.e. in the field of advocacy. See also [IFC, Building the Capacity of Business Membership Organizations]: p. 86.

## **2. ORGANIZATIONAL DEVELOPMENT**

Well organized BMOs **work effectively and efficiently**, enjoy active membership participation and have an excellent reputation in public. However, many BMOs do not have the **organizational strength and management capacities** to achieve this status. This chapter will support BMOs in improving their management. It deals with the **internal features of BMOs** describing how BMOs are **organizationally structured and operated**.

The first section will start with rules (laws, statutes) which define the **structure of BMOs**. It presents the role of **Committees** and identifies problems which **BMO Boards and Secretariats** may have. The second section deals with the major issue of **BMO planning** including how to develop **BMO vision and mission** statements as well as strategic **work plans**. The third section provides valuable tools for **Human Resource Development** in BMOs, informs on **meetings and other types of communication** as well as on **BMO financing** and the important issue of **membership development**.

[2.1 Structure of BMOs]

[2.2 Strategic Planning]

[2.3 Management of BMOs]

### **2.1 Structure of BMOs**

All BMOs have **statutes or bylaws** which regulate the structure and governance of the organization. Usually, BMOs are structured as follows: General Assembly, Board and Secretariat. The **General Assembly** of members is the highest ranking body of a BMO. It elects the members of the Board. The **Board** (President, Vice Presidents, Treasurer, etc.) governs the BMO. Board members are working for a BMO on a honorary basis. The day to day work is done by a **Secretariat**, which is the operative arm of a BMO. The Secretariat is headed by a Secretary General or Executive Director. **Committees** are an important instrument of BMOs for internal discussion and preparation of decisions. They are made up of members and are assisted by BMO staff.

The following sub-chapters will deal with each level of the **BMO structure** in more detail.

[2.1.1 Statutes and Bylaws]

[2.1.2 General Assembly and Board]

[2.1.3 Committees]

[2.1.4 Secretariat]

#### **2.1.1 Statutes and Bylaws**

Statutes or bylaws **regulate the operations, governance and structure** of a BMO. They include the BMO's organizational structure as well as the rights and obligations of its members (e.g. to vote and to be elected as board members). Sometimes the statutes or by-laws are introduced by a statement of ethics, which identifies **special principles** that should **govern the work** of the BMO, its leaders and staff in the pursuit of the vision and mission of the BMO (see [Chapter 2.2]). Such principles could be e.g. loyalty, confidentiality, cooperation, accountability.

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**Examples** of statutes or bylaws and of other regulations are given in [SPEED Ghana/GTZ/DANIDA/SBS, Improve your business association], as well as in [ILO, Governance of Employer's Organizations] p. 14.

It is important to note that statutes and bylaws of BMOs will depend on the legal framework of the relevant country. In general, **brief laws and regulations** will provide **more flexibility for BMOs** to develop their own statutes and bylaws.

**Chambers** that fall under the **continental model** (see [Chapter 1.1.2]) have to refer to a **chamber law** as legal basis. This law regulates major issues for the structure and operation (e.g. delegated functions) of a chamber. Other chambers and most **business associations** do not adhere to such a regulation. They have to register with the relevant state agency (e.g. Ministry of Commerce) that sets the requirements/conditions for incorporation and operation. For further details and an overview of the different **structures of chambers** in various countries (Germany, USA, Philippines, Thailand, etc.) see [CIPE, Primer].

### 2.1.2 General Assembly and Board

The **General Assembly** is the highest authority within a BMO. It is the central body for decision-making and election of Board members. The General Assembly usually convenes in the **Annual General Meeting (AGM)**. An AGM either is a meeting of all members of a BMO or an assembly of delegates that have been elected by the members before. For a detailed presentation of the rights and obligations of the General Assembly see [GTZ, Promoting Trade Associations in South Eastern Europe]. Also see [SEQUA Manual on Organising and Managing Chambers of Commerce and Industry] p.12, 27, and 86 for a sample of AGM Minutes.

The **Board** governs the BMO. Usually, Board members are elected for a one- to two-year term. The President heads the Board. Vice-Presidents and the Treasurer are responsible for specific areas. As stipulated in the statutes a Board consists of 8 to 20 or even more members. A detailed list of the functions and duties of the Board, its President, and other board members can be found in [GTZ, Promoting Trade Associations: A Primer ...]. A good summary on the role of the Board and leaders is also given in [SEQUA, Manual on Organising...] p.13-17 and 22-24.

In many cases, statutes or **bylaws** of a BMO will only describe the duties of the Board, President, etc. in brief and **general** terms. More specific duties and responsibilities could be put into **job descriptions**. It is **important that a more specific listing exists** to guide and monitor the performance of a BMO Board, its President or other elected members.

The following table gives an overview of **typical problems and possible solutions** concerning the work of **BMO Boards**:

Problem	Solution
Board is <b>too slow</b> in decision-making	Reduce size of board; reduce its scope of responsibility; shift work to Committees (among others to Executive Committee); empower Secretary General to decide.
Scarcity of <b>qualified</b> board members	Establish 'grooming' pattern, i.e.: potential board members must complete a 'career' path within the BMO before they can move to higher positions.
<b>Lack of continuity</b> in Board policy	See 'grooming' pattern above; only elect 50 % of board members at any one time; keep past President(s) on the board.
Board/Committee work <b>difficult to measure</b>	Develop board/committee job descriptions and work plans with performance indicators (see <b>strategic planning</b> ). Evaluate work against indicators.



### 2.1.3 Committees

Committees that are made up of members are an important instrument for the functioning of BMOs. Usually, BMOs have a number of committees on various issues in place. Committees are appointed by the board or – depending on the statutes – elected by the general assembly. There are **standing committees** and **ad hoc committees**. **Standing Committees** deal with **issues of a recurring nature** (e.g. customs and taxes; finance and administration of the BMO, etc.) and therefore exist continually. **Ad hoc Committees are established for a special reason**, e.g. when the BMO wants to conduct a fair, an anniversary, work on a special issue for advocacy etc. Due to their nature those committees are dissolved when the task has been completed.

Depending on the given statutes, the BMO Board or President may – with the approval of the Board – appoint Chairpersons for Committees. These Chairpersons would then select Committee members (from the BMO members) and possibly also a limited number from the public, if provided for by the statutes. In many BMOs, Committees and their Chairpersons are elected by the AGM.

In difference to the above Committees, an **Executive Committee** is often established (according to the statutes and not elected) to function as a short-cut BMO unit to facilitate **quick decisions**. Members of such a Committee are usually the President, the Vice President and one or more other important Board members. The Secretary General should be included in this Committee in a non-voting role to give practical advice.

**All Committees report to the Board**, which may or may not adopt recommendations that have been developed by the Committee. The connection between Committees and the Secretariat is usually ensured by involving the **Secretary General** or an authorized staff person as non-voting Committee member.

The following table gives an overview of **typical problems and possible solutions** in the work with **Committees**:

Problem	Solution
Committees are <b>slow</b> to pick up BMO-relevant issues and in delivering results	Request Committees to submit work plans which should include issues (in addition to those given by the Board), targets, activities, time tables, budgets. Work plans should be approved by the Board. Request regular reports from committees.
Committees and/or their Chairpersons have their <b>'trusted' staff</b> in the Secretariat and give him/her work orders (loyalty conflict! with Secretary General)	Nothing wrong with trust, but the Secretariat must insist on work procedures which ensure that Secretary General is responsible for work orders to staff. Board to design relevant rules for all Committees to that effect.
Committees and/or Chairpersons follow their <b>own business interests</b> and not those of the Board	See solution 1. If necessary, exchange Chairpersons and Board members.
Committees organize their own funding and staff and become <b>independent</b> from BMO	Nothing wrong with this in principle, but work must be in accordance with BMO interests. See solutions 1 and 3.

For more information on Committee work see [SEQUA, Manual on Organising...] p. 17 -20.

### 2.1.4 Secretariat

The **Secretariat** is the **operative arm** of the BMO. Usually, the Secretariat is headed by a **Secretary General or Executive Director** who is appointed by the Board (in a few countries he/she is elected by the BMO members, which gives him/her greater standing). The Secretary General or Executive Director is head of the BMO staff, hires the personnel and distributes the work. For the tasks of the Secretariat and the Secretary General see [GTZ, Promoting Trade Associations] p. 93/94 and 100/101.

The Secretary General may set up **BMO Division within the Secretariat** to structure the work. These divisions should have their own targets (including financial targets!), work plans and, preferably, even their own budgets for activities. A Secretariat Division budget would not include cost of personnel and other general costs, e.g. rent, electricity etc. These costs should remain with the Administration Division, which is usually located with the Secretary General's office. All divisions should report to the Secretary General. The Secretary General must find solutions against the tendency of Divisions to act without much **internal networking**. On this, see also [Chapter 2.3.2] below.

The Secretary General will also – when required – appoint staff to support the Board and Committees and will have to ensure that this staff keeps him/her informed of the work of the relevant committee. Respective regulations should be included into the staffs' job descriptions. For internal structure of Secretariats see [SEQUA, Manual on Organising...] p. 20-22, 26-28 and 73.

The following table gives an overview of **typical problems and possible solutions** in the work of **Secretariats**:

Problem	Solution
<b>President or Board hire staff</b> (common in many developing countries) instead of Secretary General (loyalty conflict/'untouchable' staff)	Put right of hiring into job description of Secretary General. Have clear job descriptions for President and Board.
Secretary General has to ask approval of President or Board even for minor decisions (again, common in dev. countries). This issue often stems from the early days of the BMO when <b>Board members</b> still had an <b>executive role</b> . They don't want to relinquish it but have no time to still play the role effectively.	Empower Secretary General with proper job description that clearly assigns functions. Possibly also provide new title: Executive Director.
Complaints about the <b>quality of the Secretary General</b> (also widespread).	As Board members still want a share of power in execution, they do not look for high-caliber staff and advertise a low-salary job. Result: low qualification of Secretary General, poor work output. Therefore, change the job description and salary.
<b>Secretary General changes</b> with each new President. The new President may fear the experience/power of the present Secretariat General and wants to have a new one whom he can steer	Base all personnel decisions on objective job evaluations (see text on job assessment below). Contract Secretary Generals for longer time periods overlapping with Presidents' terms.



## 2.2 Strategic Planning

**Planning** is an activity that BMOs should regularly conduct before beginning with their tasks. In the planning process all factors which affect the expected results should be considered. **Strategic planning** defines the objectives and priorities of a BMO's operations and should be the basis for all of their activities. The following sub-chapters will explain in more detail **why planning** is necessary and **how BMOs should organize the planning process**. It is described how the mission and vision building of BMOs can be done and it is demonstrated how the annual planning should be structured and managed effectively.

[2.2.1 Planning: What for and Why]

[2.2.2 Mission and Vision Building]

[2.2.3 Annual Planning]

### 2.2.1 Planning: What for and Why

**Strategic Planning** should be applied by BMOs to all tasks they intend to take on. Precise planning will establish clear objectives for desirable achievements, will apply BMO means (human resources and finance) economically and in time, and thus ensure that maximum results are achieved. Strategic planning includes the following:

- A BMO self-analysis (**Weaknesses/Strengths**) and a situational assessment of BMO concerns (**Opportunities/Threats**), abbreviated **SWOT**. For more information on **SWOT analysis** in BMOs see [SEQUA, Manual on Organizing...] p. 61-63.
- An **identification of potential strategic areas** which could be undertaken with regard to results of a SWOT analysis: building on strengths and using opportunities to overcome weaknesses and threats of the BMO.
- Decisions as to **which priority issues** should be addressed, **which** precise **objectives/results** should be achieved, **with whom** (networking partners, see [Chapter 3]) and through **which activities**.
- Since BMOs cannot usually address **all** concerns they have, **prioritization is needed**.
- A **formulation of targets for the strategic areas** and decisions on **how** and **when to monitor** and evaluate these targets and how to **feed the results back into planning**.

As a result of these efforts BMOs will have appropriate strategic plans, which are generally valid for a period of 5 years, but should still be revised annually. These **plans**:

- Provide a **framework** within which all subsequent BMO decisions can be taken.
- **Profile the organization**, and thereby may motivate/involve members.
- Are valuable tools for **informing partners**, e.g. for networking purposes.
- Assist in **benchmarking** (see [Chapter 19]) and in performance monitoring and **evaluation** (see [Chapter 6])
- **Stimulate change** and are a good basis for future plans.

## 2.2.2 Mission and Vision Building

The essence of a BMO **mission** statement is a **description of the purpose of the BMO**, of what it stands for, e.g.: *“The mission of the Association of ..... is to represent the interests of its members, and to serve them and the businesses of .....(area/region)”*. However, such a mission statement is rather basic and not exciting. A more attractive version might be: *“The aim of the association of .... is to deliver value for money. It strives to ensure that the business community of .... is well served so that it can operate and develop successfully”*.

There is no best **mission statement**. However, such statements should be **brief, attractive, and challenging** to be good. For more reading on mission statements see several examples in [ILO, The Effective Employers’ Organisation, Guides 1-4] p. 8-11.

More recently, the term ‘**vision**’ has become prominent and is **often used as a motivational and advertising tool** with sometimes idealistic phrasing, e.g.: *“Aspiring to be the most valued and respected BMO of the region/country of ....., serving the interests of its members, shaping regional/national policies, leading the business sector towards sustainable global competitiveness ...”*. There is nothing wrong in using **vision statements** to describe a long-term goal to be achieved, followed by a mission statement which is more descriptive of the present BMO position. It is recommended, however, that both statements be kept **brief and realistic**. Long statements will not be remembered by board, staff and members, and goals that are too ambitious are de-motivating to all.

A third component of vision/mission statements may be **Values**. They represent the priorities of a BMO **culture**, e.g. trustworthiness, serving a community, member-orientation, etc.

All three elements – **Mission, Vision and Values** – can well be combined into **one** statement to promote the BMO, e.g.: *“Our mission is “to help (=value) the London business to succeed, by promoting their interests and expanding their opportunities (= mission) as members of a world-wide business network (vision)”*.

The above statement by the London Chamber of Commerce contains three elements and achieves three targets: it is **brief, realistic and reasonable**, it **can be remembered** and **describes the main purpose of the chamber**. For a **checklist** for BMO Mission statements, see [ILO, The Effective Employers’ Organization, Guides 1-4] p. 12.

**Vision/Mission/Value Statements** are usually part of the strategic plan and are the **banner** of a BMO for a longer period of time (say **5 years** or an even longer period). They will have to be reviewed periodically to monitor whether they are still attractive and convincing enough and whether they provide sufficient information on the purpose and aim of the BMO.

A **revised or new formulation of a BMO statement** to guide its future may be the result of a planning workshop that typically precedes a new budget year or follows the election of a new BMO Board.

## 2.2.3 Annual Planning

**Planning Workshops** can be undertaken for **many purposes**, e.g. for planning a membership campaign, for a specific BMO project (e.g. a fair) or for increasing a BMO’s income. Here, we concentrate on **annual planning workshops of BMOs**, because these are regular and very important BMO activities, and because their pattern can also be used for other types of planning workshops. For further information on general project planning see [Chapter 6] and [UNIDO, Cameroon Facilitator’s Guide:...].p. 39f and 51f.

All BMO usually conduct some form of planning for the coming year, which may be the calendar year or the relevant BMO budget year. The result of this kind of planning is a **guideline for the work to be undertaken in the coming year**. It is recommended that planning starts with an assessment of the achievements of the previous year. The planning should also include a review of the strategic plan and the present vision/mission of the BMO.

Annual planning

- **takes into account the strategic plan and vision/mission** of the individual BMO and reviews it according to the present situation,
- defines **clear results** that should be achieved **for major tasks** that **have been prioritized** in the strategic plan
- **lists a number of activities** that are seen as important in achieving these results
- **determines how** (method) and **when** (time) the planned activities should be implemented, **how** they should be **financed** and **who** should be **in charge**.
- **defines** a number of **performance indicators** to monitor achievements of future work.

In order to achieve such an output, the following steps are recommended:

### **Step 1 Review of Achievements**

The planning should start with an **assessment of the achievements of the past year** as measured against the results planned. This work is usually conducted by the BMO's staff and Board. **Members of the BMO should receive a report** which includes the findings of the assessment. The depth of the assessment and form (oral or written) of the report will vary from one BMO to another. If the BMO Board feels that the current vision/mission of the BMO needs to be reviewed or replaced, the report may include a proposal for revision.

### **Step 2 Discussion of Current Priorities**

It is important to give **BMO members** sufficient opportunity **to discuss the present state of the BMO** as well as the issues which the BMO should address in the future. Thus they can **contribute their views**, which sometimes will differ from the Board. Thereby, members will provide valuable input for developing the future BMO plan of action. An open discussion will also motivate members to personally assist the BMO in its work and ensure their support for the future plan.

The discussion can take place at an **AGM** to which all members are invited or at a different special function. If many members want to participate in the discussion, a facilitator is required. Feedback from members can also be obtained by a **members' survey** (see [ILO, The Effective Employers' Organisation, Guides 1-4] p. 18f). Member surveys, however, take time and cannot be undertaken before every planning event.

In general, a **small association** can often work more quickly than a larger BMO when doing a situation analysis and when discussing the past and future, as its membership is small and its services are few. A **larger BMO** will need more time to achieve results that are commonly agreed upon.

### Step 3 Revision of Strategic Plan

The first task of Step 3 is to put the results of the assessment and of feedback from members together (this can be done by the Secretary General), and **then to revise the priority areas defined in the strategic plan**. This is a job for the Board, which is always free to call on members and others for assistance. It is also the Board who will have to **re-define realistic targets for prioritized issues** (e.g. 10 % growth in membership, 15% greater overall BMO income from service A, B and C, etc.). The board is well advised to include the Secretary General in this work to draw on the practical experience of the staff. It should not be forgotten to define or revise **performance indicators** for each specific target.

### Step 4 Elaboration of Work Plans

Based on the strategic plan this step reaches to an operational level and encompasses **deeper planning for the prioritized targets** with regard to **activities, budgets, timing**, etc. It also includes detailed planning for **routine tasks** of the BMO (e.g. an annual fair, information services, staff assessment, etc). This job is usually **done by the BMO Secretariat** for all tasks of the BMO. Elected Board members may assist and supervise the Secretariat in this work.

The final product is a **work plan for the BMO**. It defines the work to be done in detail, including results and indicators, activities, resources needed, responsibilities and timing. If different BMO Departments exist, they will produce different work plans for each Department. These form the basis of a **combined work plan** for the BMO. The combined work plan is submitted to the BMO Board for approval.

If the financial requirements of the **proposed budget** exceed the projected income of the BMO, (which must also be calculated) the work plan must be revised.

The following table gives an **example of a BMO work plan for one selected target** in the field of BMO training services:

<b>Specific Target:</b> 150 days of training for members; up from 100 as of March to Feb next year				
<b>Activity</b>	<b>Performance Indicator</b>	<b>Time/Duration</b>	<b>Budget</b>	<b>Responsibility</b>
Undertake training needs assessment	Results of assessment available	December, 3 weeks	External cost: ....	Training Dep.
Plan short-term training according to needs	Training plan (Curriculum) for short- term trainings available	Jan/Feb. to 10 Feb.	No external cost	Training Dep.
...	...	...	...	...
...	...	...	...	...
Evaluate all courses	Evaluation results available	Evaluate courses from March onward	Cost for evaluation forms	Instructor/ Training Dep.
Ensure that evaluation results are fed into new planning of courses	Recommendations available, reports of Training Dept contain evidence of application	Continuous throughout the year	No external cost	Training Dep.

The above **description of annual planning** appears complicated, but it is a routine affair for many BMOs and not very different from the approach taken by business enterprises. The **greater the depth of the planning process, the lower the risks** of failure for the BMO!

For further reading on vision, mission, strategic and financial planning, work plan, see [SEQUA, Good Practices for Working with Sector Units] p. 20f and [SEQUA, Manual on Organising ...] p. 5f, 61-63, 67-70.

## **2.3 Management of BMOs**

Management is the link between structure and achievement of objectives. It is not sufficient for a BMO to establish an effective organizational structure and to draw up a comprehensive and practical work plan. The **BMO needs management** in order to really achieve what has been planned. This section deals with the management of BMOs. It raises the issue of **organizing and developing their financial and personnel resources**.

The first sub-chapter will introduce various possibilities of improving knowledge, motivation and **performance of BMO staff as well as board members**. The second sub-chapter will highlight the importance of **communication** as an instrument for successful management. The third sub-chapter concentrates on the **financial resources** that are needed for the BMO's operations. Finally, the fourth sub-chapter highlights the issue of **membership development** as a crucial challenge for all BMOs .

[2.3.1 Human Resource Development]

[2.3.2 Internal and External Communication]

[2.3.3 Income and Financial Management]

[2.3.4 Membership Development]

### **2.3.1 Human Resource Development**

The performance of BMOs is determined by the performance of its players. These are both, BMO leaders as well as BMO staff. Investment in these players to improve their knowledge and motivation is a decisive factor for BMOs to become more professional and successful. Therefore, **Human Resource Development for staff and BMO leaders** should be an important element of any organizational development.

There are different ways to make progress in Human Resource Development for BMOs

#### **a) Exchange with other BMOs.**

Elected BMO leaders are usually in business and they travel. In this connection they will often have (or could have) meetings with other BMOs in their home country and abroad. They can thus provide their BMO with **examples of how other BMOs function**. The Board (best together with the Secretariat) can easily prepare a list of **'want-to-know issues'** which the travelers can take along and respond to after their return, in writing or verbally (e.g. during the next Board/staff meeting).

**Staff exchange with other BMOs** is also a valuable tool that can be arranged with other BMOs at home or abroad.

#### **b) Introduction for new Board members**

New Board members may have no previous experience of BMO work. In order to speed up their learning curve, BMOs should develop **introduction folders** (to be distributed to



newcomers) containing e.g. BMO statutes, vision/mission statements, work plans, budgets, introduction papers to the Secretariat, etc. A half-day (or longer) **induction workshop** (possibly linked with a golf tournament or other teambuilding event) is another method of getting **new Board members** ready for work.

**c) Introduction for new staff**

**Brief instruction** sessions with relevant **background information for new staff** should be arranged. Furthermore, new staff will need a one-to-one introduction and **systematic coaching** for some time.

**d) Training workshops for staff and Board members**

Donors conduct a number of **chamber management workshops**, which BMOs should look out for (in-country and abroad). They are open for Board members, Secretary General or Secretariat staff. BMOs should use these workshops as an opportunity to generate ideas for **improvement and change**. However, this will only work if participants **get the opportunity to share their new knowledge and ideas with the BMO**: Have a breakfast meeting for this!

A BMO can also organize **its own training workshop** for staff and/or Board development. The materials of this Tool Box can easily be used as background for such a workshop. It is even possible to organize such a training workshop together with other BMOs from the 'neighborhood'.

**e) Background Materials**

**Libraries** should contain not only material of value for members, but also for BMO staff and elected officers. The publications mentioned in the **Supporting Reference Section** of this **Tool Box, should have a prominent place in BMO libraries**. Knowledge of some BMO publications could be made a precondition for promotion of staff.

**f) Job descriptions and incentives**

**Job descriptions** are important instruments for staff development, particularly when they include **quality requirements**. They should be reviewed and adjusted to the actual work of the BMO regularly. Job descriptions also serve as a basis for assessing performance and deciding on incentives.

Generally, BMOs have to become more innovative in creating incentives. They increase loyalty and productivity. **Staff incentives** can be: promotion to a higher position, a salary increase, a bonus for good work in cash or kind (e.g. to accompany a trade delegation to a foreign country), a nomination (e.g. best staff of BMO in 2007) or even a training course.

**Job rotation** within the BMO is another instrument to increase productivity and motivation of new and existing staff.

**g) Staff Evaluation/Assessment**

Normally, the person supervising an employee should assess his/her performance. The assessment should **include work performance and general qualities** and use a numerical grading system to arrive at objective results. It is often the case that employees rate themselves better than their superiors do. Assessments therefore have to be conducted tactfully.

**Staff assessments** should be conducted **at least once a year**. A very positive assessment could/should be followed by incentives, so as to reward the efforts of the staff to serve the BMO well. A negative assessment should be accompanied by specific advice on how performance can be improved. The results of assessments must be kept **confidential** by the BMO, they must be revealed only to the employee and must be signed by him/her. If the employee strongly opposes to accepting the final assessment score, a review by a higher

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superior can be made possible. There are many assessment forms that can be used. One example is given in [Manual on Organizing....] p.80.

### 2.3.2 Internal and external Communication

There are **various types** of communication: **external** and **internal**. Further there is **top-down, bottom-up, horizontal, and two-way** communication. In addition, communication can be **informal** or **formal**. There are four **basic rules for effective communication**:

- **Precisely know/define the message** you want to communicate
- Express the message in terms **easily understood** by the target group or person and generally **acceptable** (mind cultural differences!)
- Choose the **best means** of communication (verbal, written, etc.)
- Choose the **best channel** (circular, meeting, advertising, etc.) for the message

While top-down communication has its merits and advantages in internal communication, **two-way communication involves members and staff more** and is therefore often preferable. **Meetings** belong to the most prominent types of two-way communication in BMOs.

The following table gives an overview of **typical problems and possible solutions** with regard to the **organization and success of meetings** in BMOs:

<b>Problem</b>	<b>Solution</b>
Meeting <b>objective(s) not clear</b> to participants	Define specific objectives, prepare agenda, circulate objectives.
Too many or <b>too few participants</b> for meaningful discussion	Take strategic decision on who should participate, inform the participants and organize decision making.
<b>Lengthy, chaotic debate</b> ; too much time wasted	Select manageable number of topics and discuss these only, set specific objectives to be achieved, set timetable for each topic in advance and follow the plan, choose good facilitator.
<b>Unclear results</b> at the end of meeting	Summarize results at the end of each topic's discussion and at the end of the meeting.
<b>No follow-up</b>	Prepare and distribute brief report on results of meeting, list follow-up actions and responsibilities that were discussed and decided. Monitor progress.

Also ensure that the meeting venue and the seating arrangements are conducive for discussion (round table better than classroom style; etc.).

**Meeting reports** are often too long and boring, often they are not prepared, or if, not read. A brief report would only contain: Date of meeting, objectives, participants (annex list circulated during the meeting), results, but **not (!) proceedings**.

For further reading on communication see [IFC, Building the Capacity of Business Membership Organizations] p. 61-62 and [ILO, Governance of Employers' Organizations] p. 29-31 and [ILO, The Effective Employers' Organization , Guides 1-4] p. 24.

### 2.3.3 Income and Financial Management

BMOs are **non-profit organizations**, but they have to **cover their cost of operation**. In general, sources of income for a BMO could be:

- Membership fees
- Rental fees or other business investments
- Earnings from government programs, delegated functions, subsidies
- Business services to members and non-members
- Donations from members
- Donor-funded support/projects
- Earnings from social functions/events

The contribution to total income of each of the sources varies greatly from one BMO to another:

- **Small associations** (particularly in developing countries) **rely heavily on membership fees and donations**.
- A chamber in Bangalore/India generates most of its income from **renting out chamber-owned buildings/offices** that have been built with earlier member donations.
- Chambers of the **continental type** draw a high percentage of their income from **membership fees**, because business enterprises must by law be chamber members, hence their membership is large and **all have to pay** membership fees.
- **Governments** in many countries **support BMOs**, e.g. by providing them with rent-free buildings; in other countries, even staff salaries (or a portion thereof) are paid by the state.
- Governments may also support BMO events, e.g. training of entrepreneurs. Government support for BMO programs is in most cases a result of good lobbying and of the quality of the BMO which strives for this support.
- Governments can also **delegate functions** to BMOs which are income-generating, e.g. issue of Certificates of Origin, licenses, permits, testing certificates for materials, etc. Delegation of government functions to chambers is widely done in countries which have continental type of chambers.
- A high **income from services** is not easy to achieve, because BMOs have to compete with other business support providers (among them private enterprises) on the market.
- A chamber in Thailand derives its main income from organizing an annual football cup event. Other BMOs earn from golf tournaments. Both activities may be good as crowd draws and money earners but are not compatible with the main mission of a BMO: to support business enterprises. From this angle, earning income by **conducting commercial fairs** is a better alternative.

Some BMOs hesitate to charge members for BMO services (at all or above cost), because their understanding of BMO principles forbids '**profit making**'. This attitude keeps BMOs chained to low income and donations, which are **not a reliable source of income** and which **may come with 'conditions'**. **Government subsidies** may also be given only to 'well-behaving' BMOs.



The only solution for **BMOs to grow beyond the threshold of membership fee income** without strings attached and within their vision **is to develop business services which earn an income higher than the cost** of these activities. When BMOs conduct income-generating activities, they **will remain non-profit organizations** because their aim will remain to be non-profit. A surplus income from services is meant to cover the costs of the BMO's operations and **not** to generate a profit for its members. For more information on income generation see [SEQUA, Guiding Business Membership Organizations] p. 22. Furthermore, for the issue of how to earn an income from business services see [Chapter 3].

**Financial Management** of BMOs includes **forward planning of expected income and expenditure**, budgeting, as well as cash flow calculation, accounting of actual income and expenditure, preparing statements of accounts (e.g. on income, profit and loss, etc.) and balance sheets.

The actual bookkeeping and accounting of BMOs will depend on the regulations of the relevant country and for the relevant type of BMO (e.g. different for a larger BMO than for a small association). The **prevailing regulations in each country** will prescribe the books and records that BMOs have to keep and provide rules for tax-acceptable vouchers and receipts, for inventory as well as for profit and loss account statements, balance sheets and audit procedures.

A necessity in financial management is **cash flow planning** which projects the amount of incoming and outgoing cash on a monthly or weekly basis, so that BMOs retain liquidity.

For further reading on financial management of BMOs, see [ILO, Employers' Organizations and the Promotion of SME] p.10-12 and [SEQUA, Guiding Business Membership Organizations]p. 22-25.

### 2.3.4 Membership Development

Members are the reason for a BMO to exist. More members mean more income and more political power for a BMO. Therefore, **membership development should be a central issue for each BMO**. This topic deals with the questions of how to gain new members, how to keep them, how to administer members, and how to structure membership fees.



## Tools and Materials for Enhancing Business Membership Organizations

Membership recruitment is often left to the Membership Officer or to a special department of a BMO, which/who also handles membership administration. However, it should be remembered that **membership development is a task for all BMO staff/leaders and departments**. A visitor to a BMO who comes for an inquiry should be asked by any BMO person whom he/she meets (be it board or staff) whether the visitor would like to know more about the BMO and be given a brochure, if interested. A visitor should always be asked whether he/she might consider membership!

**Board members should set examples in winning new members.** A chamber Board in the Philippines has fixed annual target numbers for its Board members for winning new BMO members (highest target for the President!). Failure to achieve the target is fined (amount: one annual membership fee per number of failures). Some BMOs offer **incentives to staff** who refer new members (condition: new member must stay at least one year). In order to make membership attractive for new members BMOs can offer **free, non-voting trial memberships** or a discount rate for a certain period.

In order to develop an **effective strategy** to attract or retain members it is important to **know why members leave** or why non-members are not interested in joining. Undertake a **survey** or conduct a **group discussion** in order to learn about the reasons and find solutions to overcome obstacles.

Furthermore, you should put emphasis on the **collection of data** when members register. **Complete data on members** are a treasure trove for BMOs, as they **are a basis for many business services(!)**. Specific data help to identify special needs of members and targets for services.

All efforts to win or keep members are in vain if the BMO does not have **convincing services** (including advocacy) and has no **presence in the market and in public discussion** on business issues. BMOs have to realize that they are in competition with many other institutions that may also offer strong business benefits (Clubs, Rotary/Lions, prestigious NGOs, political Parties, BDS providers, etc.). BMOs have to accept that **membership development** needs a permanent and more innovative approach and act accordingly.

There is a **good publication** on attracting new members and membership administration. You find it here: [SEQUA, Attracting New Members/Membership Administration]. It explains the importance of a growing membership for BMOs and provides **several ways** on how to increase membership. For retaining members you may refer to the checklist on p. 26 in [ILO, The Effective Employers' Organisation , Guides 1-4].

One of the important reasons for discussions within BMOs about membership fees is that **members are not clear** about **what services they can expect for their membership fees**. Usually, members expect **'free services'** to include simple information services, postage costs for circulars and other mail of the BMO, use of the web site of the respective BMO, use of the BMO library, standard entry into the BMO Directory, ordinary advocacy, possibly also a free copy of the BMO newsletter, etc.

A decision on fees and free services depends on the actual situation (financial position of BMO, fees/free services of competitors, etc.). **Members must be informed which kind of free services they will get** from their BMO. When the costs of free services are calculated or at least estimated, the result will help to define the amount of the membership fees to be charged (total cost of free services: number of members = ...% of membership fee).

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The following table gives an overview of **typical problems and possible solutions** with regard to the **membership fees**:

<b>Problem</b>	<b>Solution</b>
Present <b>membership fee is too low</b> to finance free services.	Fast track: Reduce free services or raise membership fees. If necessary, subsidize free services from other income sources for a limited time. Long-term: increase membership fees annually, at least in line with inflation.
Is an admission / <b>registration fee</b> justified?	Yes, as registration of new members costs staff time and causes other cost (e.g. membership card, etc). A new member will be ready to pay these fee as he is willing to join the BMO.
Should <b>membership and registration fees be the same</b> for all?	Not advisable. Larger enterprises can afford higher membership fees. For fee structure, use easily available criteria such as number of employees. Consider a bonus/discount for long-staying members.
Membership <b>fees are paid late</b> . <b>Reminder process too costly</b> .	Provide discount or other incentives for early payment. Limit payment intervals (e.g. twice a year only). Make payment easy (standing order for bank transfer). Limit no. of reminders and period for reminding. Stop services for non-paying members. Eliminate non-paying members from member list and directory.
Is a <b>one-off payment for membership fee</b> advisable?	Some BMO allow one-time payment of membership fee (usually charging 10, 15 or 20 years of annual fees). This should only be considered if a large amount of funds is needed, e.g. for construction of own building. Advantage: large amount at one time, no reminders in future. Disadvantage: no more fees from this member for a long time (in which present fees would rise).
Should a BMO only charge service fees, but <b>cancel any membership fees</b> ?	Not advisable. Some services are difficult to charge for: e.g. advocacy, low level info service, etc. Without membership fee, no feeling of togetherness and belonging will develop within the BMO.
Should many <b>different types of membership</b> be introduced?	No. This increases administrative costs. All members should have the same rights. However, members can be classified by BMOs according to industrial branch, size, etc.. This facilitates communication, advocacy and service delivery. Members should be enterprises, not individuals.

### 3. BUSINESS SERVICES

BMOs around the world have developed a **large number of different business services** in order to **serve their members' needs** and to **generate additional income**. This chapter will focus on **main services rendered by BMOs** as well as on **usual problems and observations with regard to their delivery**. In addition, referrals will be given for further information regarding specific services. While this chapter concentrates on business services, different forms of lobbying, which are another kind of BMO service, are dealt with in [Chapter 4].

The first section helps a BMO **to decide which business services to deliver**. The next two sections will introduce and describe the most common as well as other **typical BMO services**. The fourth section will concentrate on **delegated functions** as special kinds of services. Section five will summarize **success factors** in service delivery by BMOs.

- [3.1 Which Business Services to Deliver?]
- [3.2 Most Common BMO Services]
- [3.3 Other BMO Services]
- [3.4 Delegated Functions]
- [3.5 Success Factors for Service Delivery]

#### 3.1 Which Business Services to Deliver?

The **first question** which BMOs have to ask themselves is: how can we best assist members in developing their businesses? This question may be answered in a **SWOT** workshop, i.e. by analyzing the **Strengths, Weaknesses, Opportunities and Threats** of the BMO. For details on SWOT see [Chapter 6]. It is very important to define the **target group of the service**. Thus, the above question may be asked with regard to **all** members or to a **group** of members (e.g. SMEs, exporters, etc), to the business community in general or to the BMO members only.

The **second major question** is: What are the **most important needs** of the target group that has been chosen? This can be done via a survey (cp. see for an example of a membership survey [[www.sequa.de](http://www.sequa.de)]) of the relevant enterprises or by a workshop with representatives of this group. A ranking of needs will then be possible.

The **third major issue** is to decide **what** the BMO can do about the priority needs of the members/selected target group **and when** to do it. When deciding these issues, **the BMO must consider its capacity**. The capacity of the BMO includes, among others, the means to finance the respective activities (e.g. by fees for the selected service(s)) and the staff's ability of implementing them.

A **fourth step** is to **draft a plan** for implementing the selected service(s), which would include: results to be achieved, planned activities, a time table, responsibility (BMO itself to carry out activities or outsourcing?) and performance indicators (see: [Chapter 6]) to measure progress and results.

**Small and medium enterprises are the typical clients** of BMOs. **Usually, bigger enterprises** are to a large extent **not clients for BMO business services**, apart from a few (e.g. trade missions). They can easily buy services from the private sector or employ service specialists, while small enterprises cannot afford to consult or employ such specialists. Thus, to take special care of small enterprises, some BMOs have created **small enterprise divisions** in order to develop services that are tailor-made for this group.

For further reading on service delivery compare [SEQUA, Manual on Income Generating Services] and [IFC, Building the Capacity of Business Member Organizations] p. 44-52, p. 100-103.

### **3.2 Most Common BMO Services**

Business services that are offered by BMOs to member enterprises focus on: **business information, networking support, training and advice** and **trade missions**.

A more complete list of possible services provided by BMOs would include:

- General and tailor-made services (the latter for individual enterprises or special target groups (see [Chapter 7]))
- Supporting networking among business enterprises (B2B) and promotion of sub-contracting (see [Chapter 5])
- Promoting value chains, clusters, export consortia and other entrepreneurial groups (see [Chapter 5])
- Promoting SME development
- Information services (incl. business library) and publications
- Training for business and skills training
- Providing office services (e.g. internet etc.)
- Fair/exhibition support
- Organizing trade mission and hosting incoming missions
- Advisory services and consultancy
- Support for financing business
- Delivering public services/delegated functions (e.g. certificate of origin etc.)
- Other business services (e.g. business incubator, quality seal, industrial estate, product/manpower exchange, etc.)

The following sub-chapters will deal with **six of the most common business services** in more detail.

[3.2.1 Business Matching]

[3.2.2 Information Services]

[3.2.3 Training]

[3.2.4 Consultancy]

[3.2.5 Fairs and Exhibitions]

[3.2.6 Trade Missions]

### 3.2.1 Business Matching

There are different kinds of business matching services **ranging from simple information to support for joint ventures**. These various types of services demand lower or higher BMO capacities. For an illustration of **capacity requirements** see [SEQUA, Setting up a Business Matching Service] p. 7f. In general, **four different levels** of business matching services within a BMO can be differentiated. Required resources (manpower and equipment) will increase when moving from level 1 to level 4!

Level	Business Matching Services	Implementation Difficulty
Level 1	Information service on trade and business opportunities E-newsletter and Web pages	Easy to implement
Level 2	Market contact services Incoming and outgoing missions (a) Participation in trade fairs Buyer-Seller meetings Promotion of linkages between big and small companies Partner identification service (z)	Easy to implement  Increasing need for in-house expertise from (a) to (z)
Level 3	Market identification and market research	Outsourcing recommended
Level 4	Joint venture and business collaboration services	Difficult to implement

[GTZ, Promoting Business Linkages] provides an overview of different types of business linkages. An interesting chapter of [SEQUA, Manual on Income-Generating Services] p. 60-65 describes the set up and implementation of a business to business '**Cooperation Exchange**' which has **good income potential** for BMOs. Problems involved in providing this service and respective solutions are also given.

**Entrepreneur meetings** that are organized by the BMO are a very common way of facilitating business matching. They are a good means to support business to business (B2B) networking in that they **bring together entrepreneurs** (often including members and non-members) of the same or different sectors. Entrepreneur meetings **can be conducted without high costs** and can lead to **concrete results for many participants**. The main problem with these meetings is often that they are not well prepared, insufficiently focused regarding aims and results, not conducted in an organized manner and consequently result in a deficit for the BMO (see [SEQUA, Manual on Income-Generating Services]). **Success factors** for effective and efficient entrepreneur meetings include:

- Specific target setting; and **careful organization including cost calculation**
- **Good marketing**
- Careful **selection of participants**
- Good **evaluation as basis to plan next meeting**

### 3.2.2 Information Services

As entrepreneurs are **highly interested on any relevant information for their business**, the provision of information services is a wide-spread task of BMOs. Many BMOs provide simple information services, like providing suppliers' addresses or government contacts. Others run proper **information centers** based on a comprehensive database. All BMOs should at least have a functioning **membership database** for information services.



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Often members expect all information services free of charge. But collection and dissemination of information cost money, thus a BMO should **fix specific rates for information services** from the beginning and publish them, so that members know the **difference between free and chargeable services**.

**Critical success factors** for introducing a **sustainable information service** can be summarized as follows:

- Strong **support for the service by BMO leaders** and Secretary General
- The information service **answers the needs of the target group**
- Information service is **effectively promoted and published**
- Strong **linkages with other information services** in the country have been built up
- Pro-active and **professional staff is committed** to the service
- Strong **income orientation** to make the service at least self-financing.

The [ZDH/SEQUA, Manual on Developing and Operating an Information Service] provides very useful and complete information on BMO information services. It lists **basic and more advanced information services**, contains **guidelines** on how to set up a business information center, defines **requirements** in terms of manpower and equipment and describes **typical problems** of BMO information services. Appendix II gives details on how to organize and manage a **membership database**.

**Publications** are important means for the **communication of BMOs** (also see [Chapter 2.3.2]) with members and others. BMOs produce various types of publications: **newsletters and circulars** (e.g. about actual business developments, new regulations, etc.) **member directories**, BMO profile flyer, **event and training calendar**, **business survey results**, **industry sector reports**, **manuals** (e.g. how to file tax reports, how to calculate cash flow in your business, etc.). Publications can be produced **in-house or outsourced** (partly or fully). A good publication policy should be based on a **strategic marketing plan** that helps to reach the target group and the pre-planned results including income targets.

The **major problems concerning BMO publications** and their solutions are illustrated in the following:

<b>Problem</b>	<b>Solution</b>
They are <b>not attractive enough</b> (not up-to-date, not useful for business, poor content etc.).	<b>Check and improve the objectives</b> of each publication; <b>outsource a portion of the writing</b> , editing, printing and delivery; establish an effective <b>editorial board</b> ; better <b>monitor the impact</b> of publications; overhaul the distribution practice (e.g. more via electronic media and internet) etc.
<b>Income is insufficient</b>	<b>higher fees for better publications</b> ; including <b>advertising in publications</b> ; joint production of <b>publications with other partners</b> (companies, government, NGO); <b>sponsorships for publications</b> (or portions thereof) by members, etc.

Today, BMOs should have a **website** in order to **make use of the internet** to reach out to members, potential members, foreign partners as well as the general public. Most BMO websites contain information on the **BMO profile, general and specific news, members** (by industry and/or enterprise name), **business matching/trade inquiry forms**, etc. There should be a close link between the website and the other information services the BMO provides. It is recommended to **evaluate websites of other more advanced and successful BMOs** for inspiration.

### 3.2.3 Training

**Training workshops and seminars** are comprehensive services of BMOs for members and/or non-members to **improve the knowledge and skills of managers and staff** of enterprises. See [IFC, Building the Capacity of Business Membership Organizations]: 57f. In order to make a training offer successful BMOs should consider the following factors:

- Locate the **market gap**
- Focus on **practical implementation topics**
- Create **demand-oriented training** offers
- Try to attain **publicly recognized certificates** for your training courses
- Apply **train-the-trainer** principle
- Look for **continuity of training** services
- Implement a **good marketing scheme**
- Do a thorough **evaluation of each training course**
- Brainstorm for **follow-up activities**

From the BMO perspective offering training services involves **some risks**. Sometimes, there are many other training providers and there is a **high competition on the training market**. Also, it is often difficult for a BMO to **built-up the internal know-how for a qualified provision of training** and training of trainers is difficult. In these cases, the BMO should look for partnerships with other training providers and concentrate more on the facilitation of training. However, **offering training** involves a lot of **positive aspects** for the BMO as well:

- Positioning as **'know how' centre**
- Attracting **new members**
- Positive **image building** in the general public and business community
- Important **source of income** if successfully implemented
- Expansion of **BMO network when** doing training in partnerships

**Comprehensive publications on training** offered by BMOs are [ZDH/SEQUA, Manual on a Training Center within a Chamber or Trade Association], and [SEQUA, Manual on Income-Generating Services].

The [ZDH/SEQUA, Manual on a Training Centre] emphasizes a **planned approach to training**, which is described as a cycle including: reasons for BMOs to offer training, training needs analysis, planning of training courses, its implementation and evaluation. Critical aspects of training, such as its **financing, the issues of trainers, training facilities, of marketing of training, and of establishing a training unit** in a BMO are dealt with in depth. Finally, success factors for training are presented. Some useful templates for training are annexed.



The [SEQUA, Manual on Income Generating Services] **focuses on the conduct of seminars/workshops** and deals with the 'right topics', the competitive environment of training by BMOs, costing and fees, selection of trainers and their training, marketing of workshops and their follow up, problems of training events and solutions. The manual offers a checklist and useful templates for training.

**Practical recommendations** for BMOs on how to **plan, implement and monitor training courses** are also given in [EU/SEQUA Manual Management and Administration of Training Courses]. In addition, [IFC, Effective Policy Advocacy] **provides a 2 day course on training**, complete with trainer instructions, background reading, charts and handouts for participants.

### **3.2.4 Consultancy**

While bigger enterprises can afford to employ specialists or hire professional consultants, **especially small and medium enterprises** are interested in getting qualified and affordable **advice and consultancy** in fields like **bookkeeping, marketing, legal affairs, production, export, etc.** from a BMO. Though training by BMO can address some of the problems, many **entrepreneurs prefer a personalized advice**, which will **focus on the specifics of their enterprises**. They look to their BMO as a **one-stop-shop** and expect a full range of services according to their business needs (see [IFC, Building the Capacity of Business Membership Organizations]] p. 42).

Well developed **BMOs employ specialized staff** which is qualified to **render specific consultancy**. Members may contact this staff for a fee or free of charge. Instead of having their own consultancy staff or as an additional service, some BMOs have built up **a data base of external consultants** and refer members to them. In some BMOs **advice-seeking members can contact experienced entrepreneurs** during special consultancy days/hours at the BMO office to get guidance, often free of charge, as successful members provide this service.

A **chamber in Nepal hired a lawyer** (for specific days/times in its offices), who provided advice for a small fee (maximum time per client was pre-fixed). If the 'case' took more time, the entrepreneur could decide to continue the session in the office of the lawyer. **An SME association in Southern India developed a triangle relationship** between itself, the advice seeking member and consultants. The member would contact the association for a problem case, which was then discussed with the BMO to get details. The association would afterwards contact a suitable consultant and **discuss the case in a session at its office with the consultant and the member**. Having finalized that process, the consultant would make an offer for his advice. If agreeable, the association would set up a contract to be signed by the lawyer and the member and guarantee the lawyer the payment for his services once completed. The buyer was charged by the association for the consultancy cost and in addition for a fee for the services of the association. The association also **managed to get donor funding** for this service, which permitted low consultancy fees for the member.

The issue of '**distortion of the market for consultancy**' through the above types of advisory services of BMOs does not really come up. **BMOs mostly specialize in low-cost, low frequency and short-term services**, which **complement or even link up** to the activities of private sector providers.

### 3.2.5 Fairs and Exhibitions

**Fairs and exhibitions** are held all over the world, at any time, for different target groups (e.g. consumers, entrepreneurs, subcontractors, etc), for different products (general and specialized fairs), as a side event to a more important function (e.g. together with the general assembly of a BMO), in different places (special fair ground, in a department store etc.), with many or few participants. **The term exhibition** is used, when items are exhibited only, but not sold at the place of exhibition; however, the use of the term is often not narrow, thus in many exhibitions you can also buy. A handicraft association **may have a small exhibition area for products of members** at their office to support their marketing. This does only make sense, if the location is attractive for potential customers and if the association provides **active referral service** to link customers and producers. **The term fair** is used whenever products are exhibited and at the same time offered for sale.

**Fairs** are **valuable for enterprises** because

- they provide a chance **to promote/achieve sales**
- they can **open new markets**
- they often provide an **overview of competitors' products**
- they allow **direct observation of customer reactions**

**BMO support services for fairs/exhibitions** can take various forms:

- **Information** of members/non-members about upcoming fairs/exhibitions, which are worth a visit or participation (information on: relevant dates, time for application, cost, record of similar fairs in the past, etc.).
- **Arranging group visits** of entrepreneurs to attractive fairs (at home and abroad), including the organization of tickets, hotels and B2B contacts. The total discounts for hotels and tickets may allow a BMO staff to participate in the visit and get exposure. BMO fees for the services should be sufficient to cover the cost of the service provided by the BMO.
- Arranging **group participation** of enterprises in a fair (discounts, image building for BMOs) abroad.
- Possibly, **assistance to enterprises to apply for government subsidies for participation** in fairs abroad (participation in local fairs is usually not subsidized).

**Some BMOs** also have good experience in **conducting fairs themselves**. A small chamber in the Philippines conducts regular small consumer fairs in a department store in Manila. BMOs will usually decide to **outsource many of the activities** that are included in organizing the fair (e.g. marketing the fair, provision of booths, etc.). **Networking with other BMOs** for conducting fairs is also advisable. For example, the Dhaka chamber and the Calcutta Chamber conducted joint fairs. However, a failure in conducting a fair can lead to high losses. It is recommended to **start small and grow** with experience. See for a successful example from Bangladesh [ZDH/Sequa, Innovative and Best Practices for Chambers]. The BMO may also decide to establish fair services under the roof of a separate entity to minimize the financial risks.

## Tools and Materials for Enhancing Business Membership Organizations

The following table gives a **short summary of negative and positive effects** of fairs for BMOs as well as **success factors** that should be considered.

Positive	Negative	Success Factors
Good expansion of contact network	Financial risk, as high costs arise, before booth fees are collected.	Selecting an attractive type of fair, time, location, and quality of exhibitors.
Source of income	Success has only indirect effects apart from income and membership results.	Early and careful planning and organization.
Potential for membership increase	Complex task	Training of exhibitors if they are newcomers to fairs. Marketing for attracting visitors. Proper follow-up and evaluation measures.

### 3.2.6 Trade Missions

**Hosting incoming and organizing outgoing trade missions** is an important task of BMOs. There are a number of common problems that need to be addressed. Many of them refer to both types of missions, however, the responsibility for a BMO is bigger for outgoing missions.

**Problems** could be:

- **Planning of BMO started too late:** insufficient participants, insufficient information about outgoing entrepreneurs received and sent, hosting side could not arrange sufficient contacts.
- **Participants are not sufficiently prepared** for a visit to the foreign country, know too little about the market there (buyers/importers, business etiquette/customs, distribution system, prices, requirements for imports, duties, etc.).
- Participants have not enough samples/promotion brochures, are not sure, **when** exactly they can deliver, **what** precise qualities, under **which conditions** FOB, CIF etc. for what **price** (considering discounts etc.).
- Participants have **insufficient skills in presenting their products** and in interviewing importers/buyers, so that they cannot prepare a good marketing plan.
- The BMO may have selected the **wrong participants** (see above) or not done enough to prepare the participants (training and info service).

Many mistakes are also made by the traveling entrepreneurs **after** outgoing missions come back: no-follow up with contacts; delivery of products not according to sample and other agreed conditions (time, etc). Damage is then not only done to the reputation of the relevant enterprise, but also to the responsible BMO and the image of the country. The answer to the above problems is obvious: **timely planning, good preparation and close follow-up**. The latter includes a thorough evaluation for the BMO (to learn for the future).

The BMO should advise participants to **develop a business plan** based on the results of the outgoing missions and **provide training/advice for that if necessary**. It is a good custom to have one member of the BMO staff travel with an outgoing mission. The cost of the staff member would be borne by the fee the participants have to pay.

### 3.3 Other BMO Services

The following sub-chapters will deal with **BMO business services** that are **of a more special character** and not so common with BMOs around the world. However, these services could be very **valuable for business members as well as BMOs** in relevant circumstances. The following sub-chapters will help to decide if the specific service is **suitable for a BMO or not**. Also **recommendations for a successful implementation** will be provided.

[3.3.1 Office Services]

[3.3.2 Access to Finance]

[3.3.3 Industrial Estates and Business Incubators]

#### 3.3.1 Office Services

Office services may be **fax/email/photocopy services etc.** These services are common with BMOs in less developed economies where many firms do not have **access to modern communication devices and other technical facilities**. In these cases, a BMO that organizes and provides office services will become more attractive for enterprises and can earn additional income.

More advanced office services include support for members in **business correspondence and translation** for foreign business contacts. Also BMOs can **rent out facilities (rooms/offices/equipment) for conferences, workshops etc.** that member firms (or others) want to conduct. For further information see [SEQUA, Manual on Income-Generating Services] p. 26 – 34. The Manual includes examples for pricing office services and lists typical problems and solutions.

#### 3.3.2 Access to Finance

BMOs do not provide credit. However, they **can advice and help members on how to deal with the banks**. Large enterprises do this directly, but **especially small and medium enterprises often ask their BMO for help**. Small and medium enterprises have difficulties in getting bank credits, because:

- they lack **adequate collateral** (building, land, equipment etc.),
- they do not have a **credit history** (or not a good one),
- they are not be able to prepare a **convincing credit proposal**,
- their **bookkeeping system** does not allow banks to get satisfying information about the present state of the enterprise,
- banks are often not interested in lending to small and medium enterprises, as **processing is more cumbersome and risks are higher**.

**BMOs** can provide valuable **assistance** to small and medium enterprises (SME) (members and non-members) to overcome the above problems by:

- **Training** for potential SME lenders to prepare **'bankable' credit proposals**. This would include training in preparing a business plan. Some BMOs invite bank managers for the final session of training courses, when participants present their credit proposals, on which bank managers are asked to comment.

## Tools and Materials for Enhancing Business Membership Organizations

- **Training** which will help SMEs to improve their **bookkeeping** according to bank **requirements**. A chamber in Vietnam introduced such a bookkeeping system in various courses and provided after-course, individual consultancy, when needed. Fees for training and consulting were higher for non-members.
- **Organizing Bank-SME meetings**. These can be used by banks to introduce new lending programs, regulations etc., and by SME to discuss problems with existing schemes and regulations. If such meetings are well facilitated they can result in growing trust among the two parties and thus more credits for SME.
- Some small BMOs (often women associations) have developed **saving and loan schemes** themselves. These are, however, **only suitable for small loans, for a brief period of time, for working and not for investment capital**. A chamber in the Philippines managed to get a soft loan out of World Bank funds for lending to SME. This fund allowed bigger and longer term loans. The chamber established a foundation to manage the fund in order not to come into conflict with its principles to remain a non-profit organization and also because it wanted to leave the risk to the foundation.
- **BMOs** in developed countries are often **involved in credit guarantee schemes**. It is assumed that BMOs know their members well and can therefore **recommend trustworthy SME to the banks**. Even if some of the SMEs may not be able to meet the banks' ordinary requirements, they may get a loan based on the BMO's recommendation. Credit guarantee schemes can work with a bigger outreach if they are **operated jointly** by a number of BMOs. Anyhow, the schemes **need to be managed professionally**; they are **not a means** to give credit to **unreliable** entrepreneurs. For a case study on a credit guarantee scheme in Bosnia-Herzegovina see [\[http://ilo.org/public/english/region/eurpro/budapest/download/dialogue/service.pdf\]](http://ilo.org/public/english/region/eurpro/budapest/download/dialogue/service.pdf) p. 24.

### 3.3.3 Industrial Estates and Business Incubators

**Industrial estates** have been a concept to **promote economic development** in many countries and regions. In an industrial estate **integrated infrastructure in one location** (roadways, railroad, ports, electric supplies, high-end communication, water and powers supplies etc.) is provided. Some BMOs (e.g. the Pune Chamber in India) have been **involved in establishing industrial estates** together with the government. In specific **BMOs representing an industrial estate** all firms in an industrial estate are members. Many of these BMOs take care of various tasks, which concern the **management of the estate** (security, sewage treatment, road repair, training etc.). Financial compensation for these tasks sometimes comes from the **community tax** of which the BMO receives a part for its work.

**Business incubators** are another **economic development tool**. They are set up to encourage and assist entrepreneurship and should **increase survival rates of start-up companies**. Usually, business incubators **offer specialized support services** (provision of physical space, coaching in management, help in preparing an effective business plan, administrative services, technical support, business networking etc.). The entrepreneur receives **assistance to develop the business idea** and is expected to leave the facility once the enterprise is running. **Simple incubators** (e.g. providing facilities for sewing or handicrafts) may be **organized and funded by a BMO itself**. Most other incubators (especially those involving research) are **more costly** and **will need government investment**. However, many **BMOs actively take part in the network** that is built up to support a business incubator. Such **networks** include universities, BMOs, banks, government departments, consulting firms etc. A BMO cooperating with a business incubator



will gain **new members** and profit from the **know-how** and **contacts** that the incubator provides.

### 3.4 Delegated Functions

**Delegated functions** are services which are provided by BMOs **upon authorization by the government**. The basis can be a **government law or act or simply a government regulation**. A well-known case is the issuance of **certificates of origin** which has been delegated by governments in many countries to chambers and also in some cases to industrial associations.

Other delegated functions can be:

- Import and export **quota allocation**
- Publicly **recognized exams and certificates**
- Business **registration**
- Management of **publicly recognized testing centers or vocational training centers**

For further examples see [IFC, Building the Capacity of Business Membership Organizations] p. 44.

While BMOs may enjoy the **income from** authorized services in a **'protected' market** (as the relevant function may be given only to a few), they will **remain answerable to the government** for the authorized function and usually have to request for government approval regarding price increases for the services.

In some countries, BMOs **cooperate** with government **to develop and establish industrial standards**, to award **star ratings** for hotels and restaurants (hotel associations), **eco labels** (food producers associations) etc. This is not an authorization but a privilege for BMOs that can also be withdrawn by the government without changing laws or acts.

In many countries **government agencies are not very eager to share** responsibilities with BMOs or to delegate work to them, because there is often a deep mistrust among them. So it takes **thorough advocacy**, convincing arguments and patience to achieve progress for a BMO when **lobbying for delegated functions**.

A very **special service of BMOs is arbitration** where the state judiciary keeps the role of the final judgment in court, but **BMOs try to solve the debated issue among enterprises prior to a court case** in a voluntary process. Usually, arbitration is **less time-consuming and less expensive** for the firms. Especially **in cross-border disputes** where the parties are from different national, cultural and legal backgrounds, many firms prefer arbitration as they fear bias by national courts, are unfamiliar with national court procedures or are afraid of damaging publicity. The International Chamber of Commerce (ICC) runs an **International Court of Arbitration** for resolving such business disputes. Accredited national BMOs take part in the process. For more information see [<http://www.iccwbo.org/court/arbitration/id4398/index.html>].

### **3.5 Success Factors for Service Delivery**

The following points highlight **major success factors for a BMO to become an attractive service provider** for its members. It is maybe not a complete list and points are not prioritized, but the list enables a quick check if a BMO has taken care of the most relevant aspects for a **successful delivery of business services**:

- BMO board and staff show **high commitment** for service delivery.
- Business **services are need-based** and competitive in the market; look for your market niche.
- Clear target to **make the business services financially sustainable**. However, cross-subsidization of individual services, that are valuable for important BMO target groups (e.g. SMEs, Start Ups etc) or important topics (e.g. regarding advocacy), should be allowed.
- Develop **close relations and partnerships with other stakeholders** (members, other BMOs, government, private sector providers, universities, etc.) for joint service delivery and/or sharing of experience.
- A detailed **business plan for each service** should exist and be regularly monitored.
- A clear **distinction between 'free' and paid BMO services** should be decided upon and communicated.
- Develop **innovative business services** and **various forms of income generation** for services (fees, sponsorships, government subsidies, etc).
- Make **use of donor assistance only temporarily** until sustainability of services has been achieved. Donor support should not outperform other private sector service providers.
- Monitor and **evaluate the satisfaction level of clients** regularly.



## 4. POLICY DIALOGUE AND AGENDA SETTING

The private sector cannot grow and flourish without an **adequate framework of economic policies**. An enterprise will be unable to develop its full economic potential when markets are distorted and/or over-regulated, macroeconomic conditions are unstable, taxes are biased or administrative procedures are too burdensome. Therefore, **improving the business environment** is of major interest for any enterprise.

A single firm (if not very large) will find it almost impossible to influence policy-making according to its interests. **Enterprises join** a BMO to have **a voice in the political decision-making** process. It is a foremost task of **BMOs to represent business interests** and to act as bridge between government and the business community. Professional and qualified interest representation is a decisive element of successful BMOs.

The following two sections will introduce the **main issues** of interest representation by BMOs. The first section gives an overview of how to **organize and implement policy dialogue**; the second section concentrates on **agenda setting** for certain issues as an important element of interest representation by BMOs.

[4.1 Policy Dialogue]

[4.2 Agenda Setting]

### 4.1 Policy Dialogue

Policy dialogue by BMOs is here understood as an activity in which **BMOs and government/politicians interact** with regard to the development of the **business environment**, either generally or with regard to specific issues, e.g. taxation, business regulations, etc. The dialogue may concern the **present or future business environment**. Policy dialogue by BMOs is **not** an attempt to bypass legal and other accepted regulations, but a **democratic right** to try to influence decision-makers.

The term **'dialogue'** indicates that **communication is bilateral**. Policy dialogue is an **exchange of information and opinions** between BMOs on the one side and politicians as well as public officials on the other side. The term **'advocacy'** rather describes **one-sided activities of a BMO** to influence the business environment, whereas the more generic term **'lobbying'** encompasses both. In practice, however, all three terms are often used as synonyms.

**Policies** are also discussed by BMOs with other bodies and entities such as banks, trade unions, etc. **This section will concentrate on the dialogue of BMOs with government/politicians**. However, recommendations for the BMO/government dialogue can largely be applied to BMO dialogue with other institutions, e.g. the banking sector.

The subsequent sub-chapters describe **major problems** of policy dialogue, its **planning and implementation, financing** as well as **mechanisms** of BMO policy dialogue.

[4.1.1 Major Problems]

[4.1.2 How to Plan and Implement Policy Dialogue]

[4.1.3 Financing Policy Dialogue]

[4.1.4 Channels and Mechanisms]

#### 4.1.1 Major Problems

Almost all BMOs in developing as well as in developed countries are involved in policy dialogue. BMOs try to get in contact with decision-makers and to lobby for policies that are conducive for business. However, quite often **policy dialogue** is not effective because of certain **typical problems and failures**:

- **The BMO approach is in many cases re-active.** A re-active approach is often **less successful**, since changes in already existing policies/regulations are usually difficult to achieve. By being **pro-active**, BMOs enter the policy/lawmaking process itself, trying to influence future government policies, planned laws or regulations while they are being prepared. **Being pro-active also means to initiate** new policies or new regulations and laws according to the needs of the business community.
- **Insufficient networking.** BMOs make no or too little efforts to **team up with other BMOs** or with other potential partners such as banks, NGO, etc for issues of policy dialogue. The individual BMO may be too small to make an impact. **Fragmentation** of the interests of chambers and/or associations and **mushrooming** of position papers confuses dialogue partners and is often counterproductive.
- **Incapacity of smaller BMOs.** The incapacity of some BMOs to properly analyze the economic impact of policies/legislation on business and to identify achievable goals/objectives hampers their advocacy/dialogue efforts. Their position papers may be **unconvincing**. Insufficient monitoring or follow-up of advocacy/dialogue activities by smaller BMOs is a further weakness. Especially sector associations are sometimes too egocentric in their demands, basing them on their sector only, while chambers, with their broad spectrum of member enterprises often have better chances of getting heard by the government.
- **An atmosphere of mutual mistrust.** This often impedes an open dialogue between government and the private sector.
- **SME membership in chambers may be low.** Thus their voice in preparing chamber position papers may be neglected.
- **Vested interests in BMOs.** Influential business representatives in BMOs, e.g. board or committee members, may have undue influence on the content and implementation of BMO advocacy issues to the effect that 'big business' interests are prevailing.
- **Lack of BMO funds to support dialogue activities.** Policy dialogue needs resources for organizing meetings, drafting position papers etc.. The BMO has to make sure that necessary funds are available.

For **further reading** see [IFC, Building the Capacities of ...] p. 29-30; [ILO, The Effective Employers' Organization, Guide 3] p. 7-8 and [IFC/DI, Effective Policy Advocacy, Background Reading for Trainers]

#### 4.1.2 How to Plan and Implement Policy Dialogue

##### **Step 1 Stay informed of new developments concerning policy/legislation that may affect business and on new challenges/opportunities for business**

This can be the task of an Advocacy Committee (see Step 6) or of a special staff or board member. The task includes **maintaining contacts** with government/politicians, conducting discussions or workshops **with informed members** on policy issues and business issues, undertaking member surveys, e.g. on business climate, regulation concerns, etc. For **surveys** on collecting issues for advocacy from BMO members, see [IFC/DI, Effective Policy Advocacy] p. 20-22.

##### **Step 2 Pre-select important issues that qualify for advocacy/dialogue**

**Rank BMO concerns by importance** according to relevance for members and chances of BMO success in advocacy and undertake a preliminary **assessment of networking opportunities** and of the **strength of opponents and proponents**.

##### **Step 3 Obtain a deeper understanding of the pre-selected policy issues and the aims of other stakeholders; reassess the chances for success.**

This needs to be done to **finally select the most important policy issues** in advocacy/dialogue. Outside assistance by freelance consultants or experts will likely be needed for this task, which should also include a **preliminary estimate of the cost** (budget) of the prioritized advocacy or dialogue measures. For financing advocacy and policy dialogue see [Chapter 4.1.3].

##### **Step 4 Establish final priorities for policy dialogue, identify specific dialogue targets and objectives, plan type of activities and timetable.**

Due to budget limitations, the final list of issues may be shorter than initially planned. Be aware that funds must be available for other ad-hoc advocacy issues which also need to be funded. For developing advocacy strategies see [CIPE, How to Advocate Effectively]. Be **realistic with regard to cost, objectives, chances of success of policy dialogue** and the time needed to attain a satisfying outcome. Proper timing of each step in the process is another important aspect of policy dialogue. Some of the issues/steps may take more time than a BMO budget year. Consider alternative objectives and measures before launching implementation activities.

##### **Step 5 Monitor and evaluate the performance of policy dialogue**

Proper strategy planning should include the identification of the expected outcome and of **performance indicators**. See also [Chapter 6.3] and [IFC, Building the capacity of...] p. 78. Depending on their outcome, monitoring and evaluation results may require revisions of original planning or even cancellation of certain activities.

##### **Step 6 Advocacy Committee**

Policy, laws and regulations may effect both larger and smaller enterprises, e.g. in the case of taxation, business registration, etc. **BMOs usually have several committees** (also see [Chapter 2.1.3]). Some are called standing committees, meaning that they have a continuous task, e.g. dealing with customs, excise duty, SME, etc.; others are formed ad-hoc for issues of a non-continuous nature, e.g. conducting a fair. While some standing committees may discuss policy matters with government, e.g. taxation, import duties, urban planning, etc., a larger BMO, e.g. a Federation of all chambers or associations of a country or region, may decide to establish a **special advocacy committee for very important legal or policy issues**. Such BMOs with national or regional outreach may call it a **'Voice of the Business' committee**,

(which is just a more impressive name for an advocacy committee) that networks with other chambers and associations to ensure that the business community of the country or region speaks with one voice. Small BMOs may not have any committee as the scope of advocacy is limited. The board **or even the President himself takes care of advocacy matters**. For further reading see [IFC/DI, Effective Policy Advocacy] p.18-19 and [ILO, The Effective Employers' Organization, Guide 3] p. 9-19.

### Step 7 BMO position papers for advocacy/policy dialogue and for communication with target groups and BMO members

Position papers which clarify the view of BMOs on a particular policy issue are needed for all stages of the advocacy/dialogue process and for the relevant target groups. These **position papers must grab** the readers' **attention** for their continued **interest** in the policy issue, they must raise the **desire** for change and the urge for **action** to achieve change (**AIDA** model). See [IFC/DI, Effective Policy Advocacy] p. 25-26, [ILO, The Effective Employers' Organization, Guide 3] p. 19-25. Position papers must be **customized for each target group**, i.e. differentiate between politicians, journalists, members, etc. These papers are often a weak point of BMOs in their attempts for a policy dialogue. It is advisable to have them **written by consultants and/or edited by journalists**. **BMO members must be regularly informed** as to the state of affairs of BMO advocacy activities and the **progress achieved** as their continuing support for (and funding of) advocacy actions are vital.

#### 4.1.3 Financing Policy Dialogue

Positive results of advocacy and policy dialogue on business issues are a **public good**, i.e. usually **every business benefits**, whether it is a member of a BMO or not. However, the cost of BMO advocacy/policy dialogue has to be borne by the BMO and its members.

BMO members usually expect that **lobbying by their BMO is paid by their membership fee**. This may be possible for smaller lobbying campaigns. For wider attempts at improving the business environment, the membership fee, which also has to cover other BMO costs may not be sufficient. A funding solution **for larger campaigns** may be to ask owners of bigger enterprises for voluntary contributions. They may react positively if they see in what way the aim of the advocacy activities will benefit them.

But **how can lobbying for SME issues be funded**, and what can small associations/chambers without big business patrons do to finance their lobbying plans? In both cases, **networking with other BMOs, NGOs and other entities** (e.g. the media, banks, etc.) can be a **good solution** because costs are shared. This method can be applied if the expected lobbying results are achievable and desirable enough for **all** networking partners, so that they are willing to contribute to the anticipated costs.

It is also possible to **'market' the lobbying issue** to the members of the BMO. An **example** from a SEQUA Project in India illustrates this approach:

The Plastic Manufacturers Association of Tamil Nadu **felt threatened by a government regulation** which was expected to ban the use of thin plastic bags. Having discussed the issue at length within the association, it planned a survey which was **to collect data on all plastic manufacturing units** in the state of Tamil Nadu (i.e. members and non-members), looking e.g. for data on the number of laborers per factory, machinery used, etc. Backed by these data, the association wanted to convince the state government to 'soften' its planned action by pointing to the value of the plastic industry for employment, tax income, etc. The **policy paper** which was prepared also included some alternative solutions to an immediate total ban. The association managed to convince its members of the urgency of lobbying actions, and **'sold' the survey** to

them in advance by asking **member enterprises** to contribute a certain amount of money (according to enterprise size). They also **marketed the survey** to some suppliers of raw materials and machinery used in the plastic industry, who were interested in obtaining the collected data (location, material and equipment used, etc.) for their own marketing. In addition, **SEQUA also made a contribution** to the costs and provided know-how for the survey, since the association was a project partner of SEQUA. With funding from different sources the survey could be carried out by a **professional consulting company**. In the end, a total ban was prevented.

**Asking members, suppliers, and donors** for donations **after** a survey has been undertaken would obviously have resulted in much lower funding, if any.

#### **4.1.4 Channels and Mechanisms**

**BMO lobbying is directed at opponents or stakeholders**, e.g. the government, banks, bigger enterprises etc., whose attitude, reflected e.g. by regulations, business behavior etc. BMOs want to change.

**BMO policy dialogue is an information exchange process** undertaken by BMOs with government/politicians who become **partners in the dialogue**. The aim of the dialogue is to achieve a solution which is **acceptable to both partners** of the process. As stated above, here we focus on **policy dialogue of BMOs with government**.

There are various **types of policy dialogue** between BMOs and government:

##### **a) *Informal one-on-one meetings***

Such meetings can be useful for a **free exchange of views**, particularly if the dialogue partners are already familiar with one another. The lack of formality **allows open dialogue**. BMOs often use prominent entrepreneurs to present the issue at stake. If this is done, care must be taken that these BMO representatives **discuss the BMO position** and not the interest of their own enterprises. The results can be improved if the government side receives a written brief/position paper of the BMO **before** the meetings.

**Other informal types of information exchange** are: communication by letter or telephone, meetings of the dialogue partners with several participants, e.g. the advocacy committee with a group of government representatives. Each type of exchange among the dialogue partners needs its special preparation/special position paper.

##### **b) *Policy Workshops/Seminars/Conferences***

These may be conducted by the government or the BMO. Participants may be from government as well as from the business community, among them also representatives of BMOs. These events are usually **aimed at exchange of opinion, not at decision-making**. They therefore need **follow-up**.

##### **c) *Joint Committees, Advisory Councils***

There are many varieties of **institutionalized dialogue platforms** of this kind. Some have been set up by BMOs, some by government, some have been initiated by donors. Many countries have joint public-private consultative committees, which are chaired by government or private-sector representatives and meet regularly to discuss policies issues.



#### **d) Hearings**

In Germany and other countries, it is common practice for Parliament to invite BMOs to **present their views before passing laws** that affects enterprises or particular sectors of the economy.

#### **e) Public-Private-Partnerships**

**Public-private-partnership (PPP)** is an important tool for addressing the issue of **cooperation with government or delegation of functions to BMOs**, e.g. business licensing, registration of business enterprises, certified vocational training, running dry ports and bonded warehouses, etc. (see also [Chapter 3.4]). For a **productive PPP** the following points should be considered:

- A respective **'culture'** of the government which **recognizes the role of the private sector** and its representative bodies is a prerequisite.
- Similarly, the private business sector and its **BMOs** should be 'mature', **speak for a large, representative number of business** enterprises, and **accept the government as a true partner** in shaping the business environment.
- There is a need for **dialogue training** for BMOs as well as for government representatives to enable them to conduct effective dialogues.
- Policy dialogues need **good preparation and reporting**.

For further reading see: [UNCTAD, Survey of Good Practice in Public-Private Sector Dialogue] and [CIPE, How to Advocate Effectively]

## **4.2 Agenda Setting**

Setting a business agenda is a **specific type of advocacy** in the context of lobbying for a **conducive business environment**. It involves **setting policy priorities on behalf of the business community and communicating them** to the relevant decision-makers.

A business agenda **can be established along various topics**. A single issue eases the process of generating an agenda. The agenda should be in line with BMO member interests. Thus, fairly **new topics** like corporate social responsibility, environmental issues or quality and standards **need to be lobbied for internally before** going public.

The subsequent sections will guide through the **process of establishing a business agenda**. This part is followed by **three examples** for possible topics of interest for a business agenda.

[4.2.1 A Step by Step Approach]

[4.2.2 Quality Standards as BMO Agenda]

[4.2.3 Cleaner Production as BMO Agenda]

[4.2.4 CSR and Global Compact as BMO Agenda]

### **4.2.1 A Step by Step Approach**

A business agenda is a **public policy advocacy instrument**. It is a vital tool for the business community to stimulate investment and economic growth by **setting policy priorities and making recommendations for policy reform**. These priorities will then be lobbied for and communicated to the relevant stakeholders by applying various advocacy strategies.

For developing an agenda the following steps should be undertaken:

### Step 1 Set-up of an organizational structure

Larger BMOs may form an **advisory committee**. It is important to ensure the participation of the key stakeholders of the business community in the committee. The process of agenda setting should be led by a **coordinator/chairperson**, who will steer the committee and integrate ideas coming from the members. This person should be very committed to the issues at stake and possess strong management, communicative and administrative skills. **Smaller BMOs** may appoint a gifted board member to take care of advocacy issues. He may involve other BMO members on a case by case basis.

### Step 2 Identify issues and analytical tools

BMOs will need to invest time and energy in **fact finding** regarding the current and upcoming policies of the country. They need a **clear understanding of what the policy issues actually are**; what plans the government (or opposition) has, in particular about business development, and what the policy alternatives might be. In developed countries BMOs will be able to buy in this service but in some developing countries or in the case of smaller or less wealthy BMOs this service may have to be done in house. One tool to **analyze opportunities and threats** for the business is a simple matrix.

Policy Level	Opportunities	Threats
Local		
District / Region		
National		

In addition political, economic, social and technological factors should be considered when drafting an advocacy strategy. (cp. PEST tool in [ILO Guide3]).

Another helpful tool for **analyzing the business climate** and identifying the main bottlenecks is the ["**Doing Business Report** (<http://www.doingbusiness.org>)], a project of World Bank / IFC. The report provides objective measures of business regulations and their enforcement across 178 countries and selected cities around the world and is regularly updated.

### Step 3 Select issues

BMOs might come up with a lengthy list of potential issues for agenda setting. This list will have to be **condensed and ranked** as a BMO cannot have too many lobbying priorities. It is recommended to **aim for not too many issues**, as the BMO has to undertake fact-finding in all these areas, draw up an advocacy plan, implement it, and last, but not least, has to finance the activity. The following criteria (see also [CIPE, Advocacy Handbook] and [ILO, Guide 3]) can be used to set priorities:

- **Relevant** to the BMOs' mission and a **significant number of members**
- **Clear-cut issue** on policies, laws or regulations
- Good **chance of success** and **easy to communicate**
- Likely to be **publicly backed by all/many BMO members**
- Likely to be **publicly backed by other strategic partners** (other BMOs, political parties, etc)
- **Little opposition** by powerful groups, legislators or the general public
- Little chance of damage to the **BMOs' reputation**.



#### **Step 4 Get the members views**

It is imperative to actively **involve the members** in the identification of issues and the setting of priorities for the agenda. If the members are involved they will be committed to the agenda and support its implementation. All BMOs will have at least an idea of the members' main concerns. However, for a clear understanding of the members' interests in a specific policy issue **members need to be consulted**. BMOs can obtain member views by:

- Conducting a **sample or complete questionnaire**. A survey covering all areas of policy at all levels (see example [US Chamber]) will give comprehensive information, but ties up quite a lot of human and financial resources. Usually, BMOs will include a section for advocacy issues in their annual **membership surveys**. In these it is also possible to evaluate the members' rating on previous advocacy efforts.
- **Interviewing** a sample of members (with a brief questionnaire).
- Holding focus **group discussions** (have guiding questions and issues prepared).

For the **evaluation of the surveys** it might be useful to collate the responses by business size and sector to identify differences in views.

An often neglected aspect is the one of conflicting interests among BMO members. Results of any survey can put a BMO on a tightrope. Here the important task of the BMO is to **mediate different interests** and finally achieve a common advocacy objective. The BMO should try to prevent an escalation of conflicts within its membership. A policy issue might also be left aside in case no consensus can be reached.

#### **Step 5 Draft the agenda**

The members' views are in fact the basis of a BMO's business agenda. Members' opinions should be reformulated into **advocacy objectives**. It is important to formulate them as solutions and not as problems. A positive and constructive advocacy approach will help to succeed in policy dialogue. A change in government policy can only be achieved by **convincing the government**. For a comprehensive report on the dialogue with business from the **policy makers' perspective** see [[http://ec.europa.eu/enterprise/entrepreneurship/support\\_measures/stakehold/doc/financial\\_report\\_en.pdf](http://ec.europa.eu/enterprise/entrepreneurship/support_measures/stakehold/doc/financial_report_en.pdf)].

#### **Step 6 Review**

The list of advocacy objectives should be **finally reviewed by the Board for consent** and approval before further steps are undertaken.

**Step 7 Develop arguments, campaign strategies and plan**

The following table provides an overview of the **main advocacy strategies** and their required inputs.

<b>Advocacy Strategy</b>	<b>Required Input</b>
<b>Meetings</b> with policy makers and legislative staff	Well defined <b>arguments and position paper</b> (see [Chapter 4.1.2])
Provision of <b>analyses and information</b> to political committees and public administration.	<b>Research</b> results, business statistics, etc.
Influencing the <b>media</b>	Media <b>strategy</b>
Concerted action by members and <b>grassroots activities</b>	<b>Mobilization of members</b>
<b>Coalition</b> building	<b>Networking</b> with partners

The **details of these strategies** will not be described here as they can be found in [ILO: Guide 3]. This source also provides a good checklist on the preparation of advocacy campaigns. See also Step 7 in [Chapter 4.1.2].

It is recommended to **clarify for each advocacy issue**:

- **Target group**: Who do you address (Ministries, politicians, media, officials, etc.)?
- **Messenger**: Who is in charge of delivery? (Board, senior staff, researcher?)
- **Coalition**: Who is in the coalition, who leads it?

In a **campaign plan** all these aspects and strategies are detailed regarding **time, location and persons in charge**. A **budget** should be allocated for each advocacy issue. Specific attention needs to be paid to **the material which is needed** and handed out to the various target groups like **press releases, fact sheets, position paper**.

All **information** should be **kept updated** and selected pieces should also be available online on the **BMO webpage**.

For more details also see: [WB/IFC; Competitiveness Partnerships]. For a good checklist on partnerships see

<http://www.publicprivatedialogue.org/papers/checklist.pdf>].

**Step 8 Run campaigns – monitor closely**

While a BMO is running the campaigns for its business agenda it should keep an eye on the following aspects:

- **Update material**, research results, statistics, position papers
- **Review the agenda**: Is the issue still relevant, also to the members?
- **Target and tactic** should be still appropriate
- Identify **milestones** achieved
- Highlight success and **communicate** it to your members
- It is important to **track which media** picks up your information and how they cover your advocacy issues
- **Regular reporting** by the relevant committee to the Board and members

### **Step 9 Measure impact and success – communicate it to your members**

The business agenda needs to be **reviewed** and its implementation has to be **evaluated**. Through this the BMO will be sure to apply the most effective advocacy strategies and to always have a relevant agenda and pertinent priorities. The objective of this evaluation is not only to **measure success and impact but also to observe some lessons learnt**. The evaluation results should be communicated to the BMO members and the respective coalition partners.

The following questions (adapted from [CIPE, Advocacy Handbook]: p39) should guide the evaluation and monitoring process:

- Is this issue **still relevant to BMO members**?
- Has the **issue been resolved**?
- Is **further fact finding** required?
- Do the **goals or timetable need to be revised**?
- Are we **succeeding in reaching these advocacy targets**?
- Do we have the **right messages and messengers**?
- Are the target **recipients responsive** to our message?
- Are our advocacy **strategies and tactics proving to be effective**?
- Are the **financial and human resources adequate**?
- Is the **coalition operating effectively**

Depending of the lifespan of an agenda one can either organize **evaluation** as a **continuous process** with regular updates or evaluation is done before the next agenda is initiated.

#### **4.2.2 Quality Standards as BMO Agenda**

The quality of a product or service may be defined as “its ability to **fulfill the customer’s needs and expectations**”. **Quality** needs to be defined in terms of parameters or characteristics, which vary from product to product. For a mechanical or electronic product e.g. these are performance, reliability, safety and appearance. For pharmaceutical products, parameters such as physical and chemical characteristics, medicinal effect, toxicity, taste and shelf life may be important.

“**Product certification**” is defined as “a procedure by which a third party gives written assurance that a product, process or service **conforms to specified requirements**”. The product certification authorities usually permit the use of a sign on products to demonstrate that the product meets a defined set of requirements, such as safety, fitness for use and/or specific interchange ability characteristics that are usually specified in a standard. Ideally, a **product certification sign** should demonstrate to the consumer that **a product meets the generally accepted standards** for that type of product.

**Aims and benefits** of product certification are:

- Product certification **helps the consumer to choose** products that meet the requirements of the specified standard, are suitable for the purpose and are safe from hazards to life and property.
- Product certification gives an organized purchaser such as a government **greater confidence in the integrity of the product**, saves unnecessary product inspection and provides a convenient basis for concluding contracts.

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- For the manufacturer, product certification **streamlines the production process** and introduces a quality assurance system for ensuring conformity of the product to the standard.
- Product certification **enhances the marketability of products** and provides an opportunity for competing with similar products, it further builds a better image of the product both in the domestic and the international markets.
- Product certification helps **reduce technical barriers to trade**. The World Trade Organization's Agreement on Technical Barriers to Trade recognizes certification as an instrument to prevent technical barriers and as an important factor in the furtherance of international trade.

A product bearing a sign carries a **third-party guarantee** that:

- The product has been produced according to an **applicable standard**;
- The production process has been **supervised and controlled**;
- The product has been **tested** in an independent laboratory;
- If the customer finds that a product with a sign does not meet the declared standard, he or she **can approach the certification body** for redress of the complaint.

A properly devised certification system can provide the optimum assurance that goods have been produced **under the best practicable conditions of manufacture**, in compliance with the commercial, legal and social situation prevailing at the time, and it thus can minimize the chance or risk of the buyer obtaining substandard products.

Product certification carried out by third-party certification bodies (i.e. independently of the consumer, seller or buyer) **is most acceptable** to purchasers, importers and regulatory authorities. Many national **standard bodies** in developing countries provide third-party product certification services. In some countries, certification is carried out by trade or industry associations, governmental institutions or private certifications bodies.

**BMOs** should play an important role in certification systems. They should be a **key advocate for quality** and standards and also address quality issues in their advocacy (agenda setting!). Even further: **BMOs can lead a national certification system**. This approach is also promoted by UNIDO. A BMO, housing a certification system, will be definitely more attractive to its members.

The specific **services offered by UNIDO** in this context include:

- **Assisting capacity development** at the level of governments, institutions and enterprises for implementing continuous improvement, as well as quality management and productivity improvement methodologies through pilot demonstration projects.
- Promoting the establishment of **quality and productivity centers** for quality improvement and benchmarking.

For reference please see [UNIDO, Product Quality].

**Setting an agenda on quality** can be difficult for a BMOs as members may not articulate it as a priority. Therefore an important first step is to **sensitize members** and to convince the board to take this topic up as an issue for the BMO.

### 4.2.3 Cleaner Production as BMO Agenda

**Environmental protection** is an area in which BMOs have a useful role to play. Enterprises are increasingly under pressure to improve their environmental performance. They are coming to realize that reducing waste through low-cost and no-cost measures, like better housekeeping, not only reduces the greatest part of their pollution, but also results in resources being used more efficiently and generates cost savings for the business. The **message of cleaner production** is to link business interests with the objective of making a cleaner world.

Much of the work involved in introducing cleaner production in enterprises can be accomplished by specifically trained consultants. **BMOs** are ideally **suited to channel** such services. Furthermore, BMOs are also suited to influence respective policies and to contribute to environmental awareness-raising.

Almost all **BMOs** have industrial member companies with potential for cleaner production. They can all be addressed for adopting and **spreading the concept of cleaner production** and its benefits for the industry as well as for sensitizing and raising general awareness. BMOs with a large number of industrial SMEs are more suitable for promotion of cleaner production as environmental problems are often magnified when companies are small.

BMOs can act as **entry points and multipliers** of information on cleaner production. They can link inquiries on cleaner production to **cleaner production centers**. They are also able to provide their members with important cleaner production information and links. The cleaner production centers should therefore build up and nurture a good relationship with BMOs and their national organizations.

In **particular industry associations** should be requested by cleaner production bodies to cooperate in introducing and promoting cleaner production in their sector. The industry associations:

- can **identify training needs** for cleaner production in the sector
- can **cooperate with cleaner production centers** to promote cleaner production training
- can **spread information** and success stories,
- can **encourage the people** in their sector who have been trained to share their experience with their peers in future trainings.

Last but not least **BMOs can host a cleaner production centre**. In particular environmental management associations, but also industry associations or even chamber apex bodies are suitable to host such a centre.

For **further reading** see [UNIDO, The Role of Industrial Business Associations in Cleaner Production] and [ILO, The ILO Policy Document on Employers Activities].

Cleaner Production is a topic which members often may not consider important initially. Therefore the emphasis of the **agenda on cleaner production** should first be on winning the members and other enterprises for the cause. Cleaner production is **first an internal and then an external lobbying exercise**. First, members should **be aware** about the competitive and economic as well as ecological advantages of a more efficient use of resources. Technical advice to enterprises about how to increase input/output efficiency can be provided when the awareness of its advantages has been achieved. This activity should be accompanied by lobbying efforts of BMOs at national level to **enforce specific efficiency levels** and pollution/consumption standards.

#### **4.4.4 CSR and the Global Compact as BMO Agenda**

**Corporate Social Responsibility (CSR)** can be seen as a **voluntary effort** on the part of the private sector **to link the efficiency of markets with the shared values** and purposes **that societies demand**, and which markets themselves require to survive and prosper (see [UNIDO, Business Linkages] and the [UNIDO CSR Toolbox <http://www.unido.org/psd-toolbox/index.php>]).

The **Global Compact (GC)** was **initiated by** the Secretary-General of the **United Nations encouraging** the private sector to exercise corporate social and environmental responsibility which would demonstrate **ethical, socially responsive, and environmentally sensitive business practice**. The Global Compact is a framework for businesses that are committed to aligning their operations and strategies with ten universally accepted principles (see [<http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>]) in the areas of human rights, labor, the environment and anti-corruption. Global Compact is concerned with **exhibiting and building the social legitimacy of business** and markets. Global Compact is a purely voluntary initiative with two objectives:

- Promoting the above principles in business activities around the world
- Boost actions in support of broader UN goals, such as the [Millennium Development Goals (<http://www.un.org/millenniumgoals/index.html>)].

The **Global Compact Network includes** a number of important **BMOs** representing **leading companies** from around the world. These BMOs are well known for their spirited leadership and private-sector expertise on critical issues related to sustainable development and corporate citizenship. **BMOs engaging in the Global Compact** conduct a number of activities:

- **Attract new participants** through outreach and awareness raising
- **Organize learning events**, workshops and training for their network partners on the topic of corporate citizenship in general and the Global Compact aims in specific
- **Mobilize** other collective action efforts on different issues in favor of UN goals and Global Compact concerns
- **Motivate** their **member enterprises** to participate in applying ethical business practice
- Function as a **platform for sharing of experience** and ideas
- **Host the Secretariat** for Global Compact Local Networks

For reference for CSR see [<http://www.csreurope.org/aboutus/>] as well as [<http://www.unido.org/psd-toolbox/index.php>] and for Global Compact [<http://www.unglobalcompact.org/>]



## **5. BMO AND ENTERPRISE NETWORKING**

In a wide interpretation **BMO networking** encompasses **all types of linkage building among BMOs**, which they undertake in the interest of their members or of the wider business community of their country or region. Many of the activities of BMOs have a potential for **formal or informal BMO networking**.

Networking is undertaken by BMOs, because **by joint efforts they can achieve more than by single action**. The **first section** will especially deal with **formal networking among BMOs**, which is based on cooperation agreements in the form of partnerships/twinning, sister-ships, etc..

**Enterprise networking** is the **cooperation among enterprises in pursuing their objectives**. This type of networking may be the result of BMO or government support or of own efforts. **BMO support for enterprise networking** is mostly provided via business services (e.g. through information on potential suppliers or buyers, through linking enterprises with consultants, etc). The issue of BMOs facilitating **cooperation between enterprises** is addressed in the **second section**.

[5.1 BMO Networking]

[5.2 Facilitating Entrepreneurial Linkages]

### **5.1 BMO Networking**

Here we concentrate on **formal networking** between BMOs. The **basis of this networking is a formal agreement among BMOs** which states the **object of their cooperation**. The specific objectives and form of linkage will differ according to the issue chosen for networking. The **aims of BMO networking could be**:

- to **exchange experience** among BMOs, e.g.: on BMO management, on how best to deliver business services, etc.
- to **assist each other**, e.g. exchanging data for information services, or **for a stronger BMO to assist a weaker one**, e.g. in staff training.

The first sub-chapter will describe **different types** of BMO networking in more detail. It will also draw attention to the **typical problems** that arise from networking. Sub-chapter two will give guidance on how to **plan and implement networking**.

[5.1.1 Types of BMO Networking]

[5.1.2 Plan and Implement a BMO Network]

#### **5.1.1 Types of BMO Networking**

In many cases, BMOs that want to **strengthen their relationship** with one another will sign agreements for **mutual cooperation and assistance**. Such agreements are often signed when a delegation from one BMO visits another, in particular when the latter is based in a foreign country or another region of the same country. These agreements may be **rather general**, e.g. to 'foster cooperation and friendship', or more specific by identifying a particular objective, e.g. conducting a joint fair or other forms of cooperation, like networking in a specific long-term advocacy issue (see example below).



Cooperation or assistance may also target the **internal** structure of BMOs, e.g. regarding staff development, by agreeing on staff exchange, joint staff training, etc. While more **general** agreements for 'friendship and cooperation' among BMO are well known, **specific** agreements, i.e. identifying special objectives for cooperation, are less common. One reason for this is competition among BMOs, another is pride ("we don't need help" or even: "we can do it better than other BMOs"). A **donor** who works with several BMOs in one country or with several BMOs in different countries can be a good **facilitator to bring BMOs together** to start experience sharing and encourage more formal networks.

More formal and long term types of BMO cooperation may be called **twinning or partnership** when two **BMOs with joint interests** agree to strengthen their relationship and sign an agreement to that effect. **Twinning arrangements** can also be seen as an **alternative to** the conventional way of **project implementation by donors**. By twinning BMOs, a donor can delegate the implementation of a project to a more developed BMO (including BMOs of developed countries) whose twin will receive the main benefits of the project, while the supporting BMO will be able to earn from its service (execution fee from donor) and gain experience in project management. See [Worldbank 2006]: p. 86.

The term **sister-ship** between BMOs is **seldom used**. It may indicate that a **more developed BMO provides assistance to a less-developed one** with regard to specific tasks undertaken by the more developed BMO, e.g. assisting the weaker BMO to build up a better membership database etc. The term **twinning** or even **partnership** may also be used for this relationship. Usually, an agreement would be signed to such effect. The result of a sister-ship among BMOs without a donor involvement would not only be to the benefit of the weaker partner but would also have its advantages for the stronger BMO as trade among the members of the two BMOs would be facilitated. For a case in point see the following example:

A delegation of the Morang Chamber of Industry of **Nepal** visited **Bangladesh** and presented its interest in importing raw jute from Bangladesh to the Commerce Minister of Bangladesh. The delegation informed the Minister that they wanted import facilities at the Sonamasjid dry port of Rajshahi, Bangladesh. The delegation of the Morang chamber also visited the Rajshahi CCI (near Sonamasjid dry port) and signed a **sister-ship** agreement to help this BMO in promoting the above proposal. The agreement specifies the purpose of the sister-ship, i.e. the export/import of raw jute through the above dry port, and includes advocacy measures to be undertaken by the Rajshahi CCI, which would be supported by the Morang Chamber.

Networking between BMOs and **BMO Federations**, e.g. national chambers or associations is a well established linkage, in particular for advocacy purposes and policy dialogue (see [chapter 4]). A special 'agreement' is not necessary here as it is 'replaced' by **membership** of the BMO in the federation.

**Bi-national chambers** intensify networking between enterprises of different countries. The beneficiaries of this kind of networking are the chamber members, a special 'agreement' is therefore not necessary.

The steps to initiate and to strengthen networks are well described in a **UNIDO publication** on clusters and networks of SMEs (see [UNIDO, Development of Clusters and Networks of SME]) which can be applied to networks and partnerships among BMOs.

When building up networks, BMOs should consider the following **typical problems**:

- **Agreements are not specific enough** and therefore fail to provide sufficient direction for action/activities. This is often the case when agreements are signed by trade delegations which only serve ceremonial purposes and often have **no follow-up**.
- Agreements provide **insufficient impact** as they may only serve a few BMO members or they fail to generate sufficient income/benefits for the BMOs.
- The **BMO partners are unable to meet the obligations** stipulated in the agreement due to shortage of staff, lack of capacity, etc.

### **5.1.2 Plan and Implement a BMO Network**

It is recommended to take the following eight steps when **building up a BMO network**:

#### **Step 1 Analyze the current situation and demand**

What exactly would the target groups (in the case of the above example [Chapter 5.1.1] importers of raw jute in Nepal) expect from an intended BMO network, what would attract them?

#### **Step 2 Study target group(s) for action**

These are in the above jute example importers of raw jute in Nepal and exporters of raw jute in Bangladesh, as well as their representative BMOs. Possibly also to be included (same example) among the target groups: the Bangladesh Government (e.g. its expected reaction to a dry port proposal) and the Nepal Government, if the latter's assistance would be useful. Should other partners, e.g. the Federation of Bangladesh Chambers, the Bangladesh Jute Exporters' Association, etc. be included in the network agreement or would a commercial entity (outsourcing) be a better partner? Should a partner in Nepal be added to achieve the goal, e.g. the Federation of Nepal CCI?

#### **Step 3 Assess partners**

Is the Rajshahi CCI the best partner to achieve the target? How about the other potential partners?

#### **Step 4 Assess the capacity of your BMO to achieve the aims of cooperation**

Is your BMO able to handle all activities which are needed to pursue the issue? Do the board and staff have the necessary capacity for it? Would recruitment of new staff or rescheduling of present work in your BMO become necessary? Is outsourcing of the task or part of it recommendable?

#### **Step 5 Prioritize activities and sign agreement**

Together with your partner(s) BMO(s) define the specific objective of the networking action, rank potential activities, e.g. type of advocacy actions, according to expected impact, choose the activities with the highest impact potential for implementation, sign agreement, which would contain the main objective and activities to be undertaken by the partner(s).

**Step 6 Plan implementation and market the activity**

Plan timing and budget (with your networking partner(s)), launch activities and promote them to members and the business community to get support.

**Step 7 Monitor and evaluate**

Identify performance indicators to measure progress against the targets, e.g. advocacy papers submitted, meetings held, number of participants in meetings that support the issue, etc. (cp. [Chapter 6.3]).

**Step 8 Continue/expand/reduce planned activities and identify new activities**

On the basis of monitoring, decide on how to continue actions towards desired results.

## **5.2 Facilitating Enterprise Networking**

The **aim of all enterprise networking** is to open up new and more effective marketing channels, increase productivity and finally to **strengthen the competitiveness of the enterprises involved**. Increasing networking among enterprises can be **initiated by BMOs, by government development agencies and also by individual enterprises or a group of them**.

The following sub-chapters will deal with **different aspects of enterprise networking**. The first sub-chapter gives an introduction into the **role of BMOs** in facilitating enterprise networking. Special emphasis will be laid on small and medium enterprises as recipients of this BMO service. The second sub-chapter introduces the so-called **nucleus approach**, which is not only a powerful and demand-oriented tool of promoting the cooperation between small and medium enterprises, but also contributes to organizational development in the facilitating BMO. Finally, sub-chapter three deals with **clusters and value-chains** as special forms of enterprise networking.

[5.2.1 Role of BMOs]

[5.2.2 The Nucleus Approach]

[5.2.3 Clusters and Value Chains]

### **5.2.1 Role of BMOs**

While larger firms would usually initiate networking on their own, **BMOs** are natural instruments for **facilitating networking initiatives of small and medium enterprises** (SME). BMOs have SME members and are bound by their objectives to further the interests of their members, one of them being better networking.

**BMOs usually focus on vertical networks**, i.e. linking enterprises to suppliers and buyers, but many BMO's **also promote horizontal linkage building** among enterprises, e.g. facilitating cooperation between manufacturing enterprises and with fair organizers. Anyhow, there are some **first-step hurdles** for BMOs in getting in particular **SME group processes** organized:

**First**, there are characteristic **behavior patterns of SMEs** that do not support networking:

- Many **SMEs work in isolation**, they consider fellow entrepreneurs as **competitors** or even enemies (which is a crucial obstacle to horizontal networking)

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- Often, SME entrepreneurs attribute **difficulties** of their own enterprise to **outside causes**, namely the economic situation, for which they consider the government as well as banks, suppliers, etc. responsible, while they see themselves as good managers (who do not need help)
- Industrial-sector SMEs typically concentrate on **production**. They **neglect customer orientation** and have little experience in **packaging** and other **market promotion** techniques. Regarding consumer goods, **design** issues are often neglected. Awareness of these weaknesses may not be strong (since SME owners believe to be good entrepreneurs and also to have a good product).

Given this behavior pattern, it is understandable that **SME** entrepreneurs **see little value** to their own manufacturing or trade unit **in enterprise networking** with fellow entrepreneurs, whom they distrust.

**Second**, many BMOs especially in developing countries, **do not acknowledge their role** in facilitating SME networking:

- Many BMOs see their **primary task in advocacy** and in **obtaining government support** for their members.
- Usually, **BMOs** are quite **convinced that they do their ‘job’ to the satisfaction of their members**; the members, however, are often not asked whether this is indeed the case. Even when members are asked, they may not suggest improved networking as this activity is often not expected from the BMO (see above) or is not part of the vision of BMO members.
- **SME** in chambers (sometimes also in associations) often **play a minor role**; their interests (if asserted at all) may not be given due attention.

For information on **how BMO should provide support** to vertical or horizontal networks see [chapter 5.2.3].

SMEs may also profit from vertical **enterprise networking** that is **initiated by larger enterprises**. The automobile industry in India is a frequently cited case of vertical networks. Here SMEs, which show a potential for enhancing their capabilities (skills, improvement of production, quality of product, etc.) have been receiving some support from larger firms for qualification in order to become more valuable subcontractors or suppliers.

### 5.2.2 The Nucleus Approach

The **nucleus approach** was developed in 1991 in a cooperation project in Brazil. Since then this approach has been adopted and further developed in BMO projects of SEQUA. It is a successful **method of working with entrepreneurial groups**, including informal enterprises, **to increase the productivity and competitiveness of the enterprises involved**. In the approach BMOs initiate the formation of groups of businesses in a defined area. These groups (“sector units” or “nuclei”) usually belong to the **same sector**, i.e. they are horizontal networks, and experience common problems.

The sector units are **facilitated by a group consultant**, who is employed by the respective BMO. With the help of the consultant the groups learn to **define their specific needs and problems and joint actions are taken** to solve them. On the basis of the articulated needs the BMO offers or facilitates professional services and in consequence becomes more attractive to the entrepreneurs as potential members. Thus, the nucleus approach is not only a powerful and demand-oriented tool of SME promotion, but also **contributes to organizational development in the leading BMO**. It is especially successful in developing

countries with a great number of untrained entrepreneurs, weak BMOs and insufficient services for SMEs.

This **approach of building sector units** can be part of a BMO project, but also **be used by BMOs themselves** as well as by clusters (see [Chapter 5.2.3]). **Advantages** of the nucleus approach and related forms of initiatives by BMOs **to promote networking among SME include:**

- Strong **acceptance by political partners** due to quick results and impacts
- **Can be implemented with own BMO staff** (in-house business consultants; these can be trained on the subject and will learn with experience)
- **Good chances of sustainable impact** and of sustainability of the service (once first hurdles – see above – are passed)
- Implementing tools including monitoring and evaluation as well as functioning **examples are available** (see the section on SME clusters in [<http://www.unido.org/psd-toolbox/index.php>])
- **Accountable results** on enterprise and BMO level (for these see: [SEQUA, Good Practices for Working with Sector Units])
- **Suitable model for donors to support:** the nucleus approach is relatively easy to implement, is cost-effective, measures achieved results rather quickly, sustainability of services can be achieved in the short to medium term; BMO acceptance not difficult; in harmony with SME policy of developing countries.

For more detailed information on the nucleus approach see [SEQUA, Good Practices for Working with Sector Units].

### 5.2.3 Clusters and Value Chains

In development terms, a **cluster** is a larger **concentration of enterprises** operating in the **same locality/geographical area and belonging to the same** (e.g. metalworking) **or complementary** (e.g. food processing and farmers) **sectors**. A cluster is considered by many donors as a potential entry point for assistance to enterprises in developing countries. (see [UNIDO, Development of Clusters and Networks of SME]).

A **value chain is a series** (chain) **of activities** in which the value of a product is increased with each added activity. The **value chain that each product passes** includes the value chain(s) of a firm's suppliers (and their suppliers all the way back), the value adding activities (e.g. production) within the firm itself and the firm's distribution channels (e.g. wholesalers and their distribution channels) all the way to the buyers of the product. This traditional value chain model has come under criticism as it assumes that value is added in a **linear** fashion, while in fact value creation is **multidirectional**. Thus, value adding should be seen as occurring in a **vertical, horizontal or even diagonal** manner, thereby presenting a **grid pattern**. **A value chain thus resembles a grid process**, with inputs from all directions. **BMOs** usually focus on **facilitating linkage building for vertical value chains**, e.g. linking larger producers with smaller suppliers, e.g. subcontractors.

From a **BMO perspective** value chains and clusters are like nuclei **groups of enterprises**. The role of BMOs is to facilitate and support the formation and functioning of such enterprise groups. The following **recommendations** for BMO activities with groups are rather similar for all of the above types of linkage building, **horizontal or vertical**:

- **Start with a small group of firms**, which are open-minded, interested in progress/change, and which belong to the same industry or trade sector.



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- **During this first step, do not waste time on establishing a special organizational unit in the BMO** for enterprise networking. Have a consultant or a well-qualified BMO staff member to lead the initiative; call it a task force if a name is needed. If possible, include a board member of the BMO in the initiative and work with all existing BMO units.
- **Select an activity that brings quick results in enterprise linkage building.** Such an activity may be an enterprise visit to one of the group members. The visit must be followed by a discussion of the group, in which participants will 'discover' that they have similar problems. Follow-up actions which the group will suggest, e.g. consultancy on a specific problem shared by many group members or training in a relevant field, should be implemented soon to retain momentum. Other first-step activities could be a visit to a fair or to a testing laboratory etc., each with their own follow-up activities. For vertical linkage building, organize a visit to a larger enterprise that is interested in expanding its contacts with SME suppliers. Make sure to get the right technical spokesperson of the enterprise and inform him/her in advance as to the profiles of the visiting firms.
- **Ensure that the result(s) of the first step and follow-up activities are well documented and publicized** within the BMO and among relevant outside enterprises. The next steps of a similar nature (with the same group or a new one) will see a growing number of participants. Membership in the BMO could be made a condition for participation in the initiative, which will be a welcome benefit and generate fee income for the BMO.
- **When needed, adjust the organizational structure of the BMO to meet the requirements of the new services (networking, consultancy, training etc.).** As pointed out in the discussion on the nucleus approach (see [Chapter 5.2.2]), it is not too difficult to mobilize groups to start networking activities. However, BMOs are difficult to get moving on organizational changes, as these unsettle the present pattern of work and responsibilities. It is thus advisable, first to continue working with provisional arrangements, e.g. a task force of consultants who work under the supervision of the Secretary General in connection with a special Board Member. The ultimate organizational aim could be to establish a new department within the BMO.
- **Ensure sustainable financing of the networking initiatives.** Entrepreneurs are in principle ready to shoulder expenses if they are convinced that a service is valuable for their enterprise. BMOs which work with donors may expect some financial contribution toward setting up a task force to start networking initiatives (e.g. a contribution to the salary of an in-house consultant). Donor contributions to special initiatives should be kept low and made available only for a first few starting activities, as the aim of donors and BMOs is to make this service self-financing. Fees for the service should be charged by the BMO right from the outset (charging members and non-members differently will increase membership and income). Some new 100 to 200 membership fees (depending on the level of this fee) will suffice to pay the salary of one in-house consultant (cp. [SEQUA, Good Practices for Working with Sector Units] p. 6).
- **Foster BMO-to-BMO linkages for facilitating enterprise networking.** Networking activities of the above kind can also be undertaken by two or more BMOs (e.g. for advocacy or as a joint business development service). Individual BMOs may also want to share the service with a government agency, an SME-related bank, with a training institute, a technical university or commercial enterprises (business service providers), etc., depending on the purpose and advantages that these partners offer. A choice of different partners for various initiatives may be opportune and will certainly contribute to the impact and sustainability of the initiatives.

**6. PROJECT PLANNING**

This chapter deals with the question of **how to plan a project**. Although the emphasis is on projects with BMOs, the information given is applicable to all projects (also those without donors) and planning processes.

**Planning** is a process of clarification and agreement between persons who work together. A plan is an outline of something to be done in the future. It details what should be implemented and which resources are required. Each plan has an objective to change something or to overcome a problem. When implementing a **project**, it is a necessary routine to plan.

In order to do an adequate and comprehensive planning, the concept of the **project cycle** should be understood. The first section deals with this issue and describes the typical phases of a project. Every project is a process allocating inputs in order to achieve sustainable impacts in the end. Section two will look into such an **impact chain** of a BMO project. Members as well as donors want to know if a project was successful, i.e. if it had an effect or impact on the target group(s). Therefore, section three provides information on how to do **impact assessment** in a BMO project. Finally, section four will deal with **indicators** that are crucial for monitoring and assessing a project.

- [6.1 The Project Cycle]
- [6.2 Impact Chains]
- [6.3 Impact Assessment]
- [6.4 Indicators]

**6.1 The Project Cycle**

How does a project evolve and how is it developed and implemented? Usually, projects are a **sequence of certain steps**, starting with identification and ending with evaluation. As evaluation results can and should be used as input for new or follow-up projects, the whole process is called '**cycle**'. In general the project cycle for a BMO project is similar to other project cycles. It would include the following steps: (see also [UNIDO: Cameroon facilitator's guide]: p. 39)

**Step 1 Project Identification and Situation Analysis**

The first step to start a project is an analysis of the present situation. Sometimes the situation analysis derives from the evaluation of previous initiatives. The following table may help to structure the experiences made.

Previous efforts	Reasons for failure	Conclusions and possible solutions

Results should become part of the **identification of current problems** that hamper the BMO and its member enterprises. An easy tool for visualizing problems and developing targets with regard to these problems is demonstrated in the following table. As result, the BMO will identify what it wants to change or overcome.



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Problem	Factors that prevent us from solving the problem	Factors that will help us solve the problem	Our goal

A proper situation analysis **identifies core problems**. For a BMO it is important to address the real problems of their members. Therefore, a **member survey** (see [Chapter 2.2]) is a suitable instrument for BMOs to facilitate a need-oriented situation analysis.

Finally, for a proper situation analysis, it is important **not to mix causes and effects** and to clearly define the problem that should be tackled. For **example**, when members complain to be harassed by tax officers, the underlying cause could be that some tax officers act outside the law. Then the BMO will tackle this problem by identifying the wrong behavior of the tax officers and blame it to the relevant government department. However, the underlying reason could also be that members do not know the relevant tax regulation and therefore do not pay their taxes accurately. When this is the problem, the BMO will have to organize training and information for members on the relevant tax issue.

### Step 2 Project Formulation

After the situation analysis has been completed, it might be the case that various project ideas are floating the floor. The BMO should **prioritize and decide which project(s)** should be implemented first. This can be done in a Board meeting or a special planning workshop. After the decision has been taken, it has to be identified which resources are needed. In case of a joint project with a donor, the donor has to decide on his contribution as well. For bigger projects a **feasibility study** might be needed, which then serves as main basis for the project's plan. For all projects it should be ensured that all stakeholders (members, staff, partners, etc.) are kept informed.

Fairly common in project formulation is the **logical framework**. This is a comprehensive project planning matrix (see below) summarizing **all relevant information** for project management. As it is quite complex, it might not be appropriate to develop a logical framework for each and every project, however it is a very valuable tool to facilitate formulation, implementation, monitoring and evaluation of a project. It does not only define results, activities, means and costs but also indicators (cp. [Chapter 3.2]) as well as risks and assumptions. These are often forgotten, but important for the project's success and should be closely monitored during implementation.

	Intervention logic	Objectively verifiable indicators	Sources of verification	Risks and assumptions
Overall objective				
Project purpose				
Results				
Activities		Means	Costs	

### Step 3 Review and Approval

After the project's formulation has been finalized, the BMO will decide on starting the project according to its governing principles. Definitely, **financial and staff resources for implementation should be identified and decided** on at this stage.

When a donor is involved, he also will have to look for internal approval and quality assurance at this stage.

#### **Step 4 Implementation**

The BMO will now implement the project. During this process the BMO should continually monitor activities, indicators and risks. When necessary the BMO should make corrections and adjustments to ensure a successful implementation. For internal use, but especially if the implementation is outsourced, the BMO should develop and implement proper reporting mechanisms (inception and interim reports, annual or monthly working plans, monitoring studies etc.).

#### **Step 5 Evaluation**

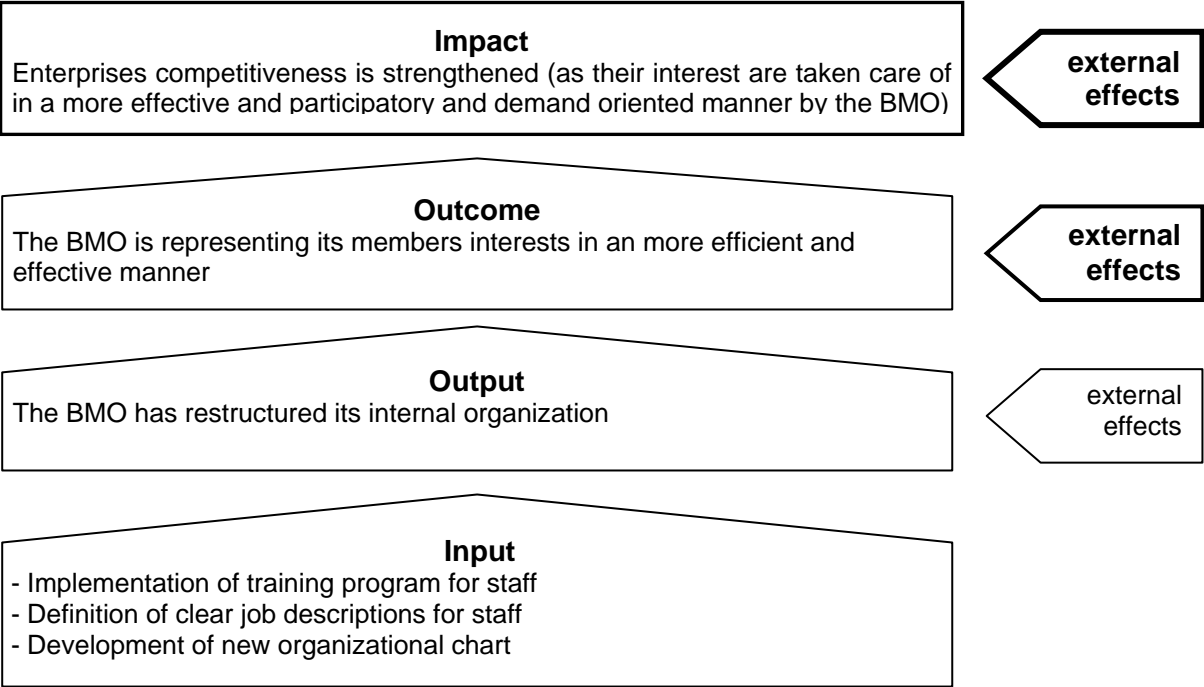
An evaluation can be done either internally (self-evaluation) or externally, commissioned to an independent evaluator. The evaluation will analyze results and impacts of the project. It should give recommendations on how to make improvements and propose follow-up measures.

The **project cycle is meant to help** and not be restrictive. As an approach it is easy to adhere to the cycle. It should be ensured to involve the beneficiaries, i.e. either BMO staff or member enterprises. It is a framework for learning which enhances sustainability. The core tool of the project cycle is the logical framework, which ensures transparency to all stakeholders and eases project appraisal, planning and evaluation.

**6.2 Impact Chains**

An impact chain is the **causal relationship from the input** of a project **up to the impact** at the level of the project’s overall objective. **The impact chain** creates a visible link from the activity implemented to the effect that will be achieved for the target group. As an **example** find below an impact chain developed for the measuring of a project that aims at improving a BMO’s internal organization. An impact chain should be developed for each area of input i.e. activities. Special attention should be given to **external effects**. External effects are all factors that influence a project, but cannot be controlled by the project. The number and significance of external effects is increasing the higher the intervention logic is being looked at. External effects are to be closely monitored and are usually noted in the **risks and assumption** column of the logical framework in order to be kept in sight.

**Impact chain of a BMO project in the field of organizational development**



Source: SEQUA

BMOs in developing countries are often characterized by poor organizational capacity and technical skills, inadequate governance, lack or proper accounting systems and low level of service delivery. Therefore, the **objectives of BMO projects** in developing countries are typically targeted towards an enhancement of the functioning of the BMO. Issues concentrate on better or new **business services**, support for **policy dialogue** or a more effective **BMO management**. For examples of impact chains that deal with these typical issues of BMO projects see [IFC, Building the Capacity of Business Membership Organizations] p. 66 f.

Impact chains are part of the **logical framework**. Each project planning matrix is based on causal relationships. An impact chain can be deduced for each major activity of a project. The logical framework is the synthesis of all impact chains which, in combination, will make it possible to achieve the project’s objectives. When doing project planning, it is worth spending some time on **defining impact chains for the activities** that should be done. It will help to clarify and prove how the **intended activities** really **contribute to the project’s objectives**.

### 6.3 Impact Assessment

Impact assessment tries to answer the basic questions of a project: What do we have **achieved** with the project **and was it worth** the resources that we spent for the project? The results delivered by impact assessment will be used to decide on **whether to expand, modify or end the project**. Thus, impact assessments typically address the following questions (cp. [Building the Capacity of Business Membership Organizations] p.64):

- Has the project achieved the intended objectives as stated in the planning document?
- Can the achievements be explained by the project or are they the result of some other factors occurring simultaneously?
- Do project impacts vary across different groups of beneficiaries (e.g. micro, small or larger companies; specific branches), regions and over time?
- Are there any other unintended effects of the project, either positive or negative?
- How effective was the project in comparison with alternative interventions?

The target of impact assessment is to **observe and analyze changes or impacts** occurring at the **level of** the final and intermediary **target groups**. These changes may be positive or negative, may be intended or unintended and may be the result of the project intervention or any factor outside the project's realm. "Have SMEs improved their export performance?" or "Are member companies making effective use of the BMO's counselling services" or "Has the BMO gained more influence on government decisions?" are typical topics addressed by impact assessment.

The subsequent question is how to gather the information needed to do a qualified impact assessment? The following table provides the most relevant **instruments for data collection** in BMO-projects. These instruments are appropriate to generating the necessary information. However, each instrument has its strengths and weaknesses.

Data Collection Instruments for Impact Assessment		
Instruments	Major strengths	Major weaknesses
<b>Case studies:</b>	<ul style="list-style-type: none"> <li>• Can deal with a full variety of evidence from documents, interviews and observation.</li> <li>• Can add explanatory power when focus is on institutions, processes, programs and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Good case studies require highly skilled people.</li> <li>• Findings cannot be generalized.</li> <li>• Time consuming.</li> <li>• Difficult to replicate</li> </ul>
<b>Focus groups:</b>	<ul style="list-style-type: none"> <li>• People and institutions can explain their experiences in their own words and setting</li> <li>• Flexible: allows to pursue unanticipated lines of inquiry and for depth.</li> <li>• Particularly useful, where participant interaction is desired</li> </ul>	<ul style="list-style-type: none"> <li>• Can be expensive and time consuming</li> <li>• Must be sensitive to the mixing of hierarchical levels</li> <li>• Cannot be generalized.</li> </ul>
<b>Interviews:</b>	<ul style="list-style-type: none"> <li>• Same as focus groups</li> <li>• Greater likelihood of getting input from senior officials</li> </ul>	<ul style="list-style-type: none"> <li>• Can be expensive and time consuming</li> <li>• If not done properly, the interviewer can influence interviewee's response</li> </ul>
<b>Observation:</b>	<ul style="list-style-type: none"> <li>• Provides descriptive information on context and observed changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming</li> <li>• Quality and usefulness of data highly dependent on the observer's observational and writing skills</li> <li>• Findings can be open to interpretation</li> </ul>

Data Collection Instruments for Impact Assessment		
Instruments	Major strengths	Major weaknesses
<b>Questionnaires:</b>	<ul style="list-style-type: none"> <li>• Can reach a wide sample simultaneously</li> <li>• Allow respondents to think before they answer</li> <li>• Can be answered anonymously</li> <li>• Impose uniformity by asking all respondents the same things</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of responses highly dependent on the clarity of questions.</li> <li>• Sometimes, questionnaires are not returned.</li> <li>• Can involve forcing responses into predetermined categories</li> </ul>
<b>Surveys:</b>	<ul style="list-style-type: none"> <li>• Can reach a wide sample</li> <li>• The use of “before-and-after” studies can provide valuable information on impact</li> </ul>	<ul style="list-style-type: none"> <li>• Can be expensive</li> </ul>
<b>Written document analysis:</b>	<ul style="list-style-type: none"> <li>• Can be inexpensive</li> <li>• Can identify issues to investigate further</li> <li>• Can support respondents’ perceptions</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming</li> <li>• Information can wrongly suggest statistical robustness (e.g. official statistics in many developing countries)</li> </ul>

For more details see [IFC, Building the Capacity of Business Membership Organizations] p. 75.

## 6.4 Indicators

Indicators constitute the core of any impact assessment, evaluation or monitoring exercise. Indicators are used to measure, **whether** and **to what extent** a change has been achieved. For instance, different individuals can have diverging opinions on what “strengthening competitiveness” exactly means. One may insist, that this goal can best be assessed by analyzing changes effected in the return of investment of the association’s member companies; others may be of the opinion, that changes in the cost structure and the quality and origin of customers are more adequate indicators in this respect. Therefore, it is important to exactly define **how to measure** the project’s advances and seek a common understanding on this among the major stakeholders. In order to achieve such a common understanding, **each indicator** that has been defined for a project **should answer the following questions:**

- **How much** and to what extent should a change take place? (Quantity)
- **What** should change? How and how well should it change? (Quality)
- **Until when** should the changes take place? (Period)
- **Who** is expected to change or affected by change? (Target group)
- **Where** are the changes going to take place? (Location)

It is important to note that indicators are **objectively verifiable**, in the sense that different persons, in following the rules defined to assess indicators, should come to the same conclusions independently of each other. Other aspects that should be considered when defining indicators in the process of project planning are:

- **Relevance:** The indicator assesses an aspect germane to the particular initiative.
- **Plausibility:** The change or impact assessed by the indicator is, to a greater or lesser degree, caused by the project.
- **Practicality:** It is possible to obtain the necessary data at reasonable cost and effort.
- **Realistic:** Indicators should define a situation in future, which is achievable.

Another aspect of distinction is the one between **quantitative** and **qualitative indicators**. Whether for instance 25% of the graduates managed to become employed can be evidenced by hard facts, whereas the aspect of better working conditions entails a considerable degree of subjectivity and is therefore treated as qualitative. Both of them try to assess the relative quantity of graduates to whom this may apply and are therefore meet one of the above mentioned criteria. However, it is not recommendable to only have qualitative indicators.

In the following, **examples of formulating indicators** are given for issues that are often used **in BMO projects** (cp. [IFC, Building the Capacity of Business Membership Organizations]: p.77).

**a) In the field of BMO management:**

- Financial sustainability (increase in revenues from services and membership dues, decrease in dependence on public subsidies / individual sponsors)
- Annual plan of expenditures / revenues exists
- Proper accounting system installed
- Regular democratic board elections take place
- Committee meets at least (how often?) a year
- Regular enquiries on members' views
- Visible dissemination of mission statement
- Written annual plan exists
- Staff job descriptions exist
- Number of qualified professional staff
- Number of staff members trained
- Decrease in fluctuation
- Number of active participating members increased
- Users of BMO's services are reporting their usefulness in business life
- Increase in renewal of memberships or increase in number of members paying their contributions in time
- Increase in % of members as part of all enterprises in the region/sector covered by BMO
- % of satisfied members
- Increase in membership

**b) In the field of BMO service delivery (training, information, advisory, trade etc.):**

- Increase in number of clients
- Increase in revenues from service fees
- Increase in range of services
- % of evaluations by clients are positive
- % of cost recovery increased at
- Number of training courses conducted
- Number of participants trained
- Training participants are utilizing content in their business
- Number of written requests for information from members
- Membership directory (e.g. less than two years old)
- Existence of a regular newsletter
- Number of publications
- Number of specific events
- Total budget for events
- Total profit from events
- Number of visitors/ exhibitors
- Number of consultancies given to clients



**c) *In the field of BMO Advocacy:***

- Number of issues advocated
- Number of position papers / draft legislations presented to government authorities
- Number of public hearings in which the BMO participated
- Number of press clippings
- Number of interviews given to media
- Number of successful project proposals submitted to national or international donors
- Changes in the legal environment as a result of the BMO's work

## 7. SPECIAL ISSUES

This chapter will deal with special issues, which do **not imperatively touch on every BMO**.

In the **first section** of the chapter some light is shed on the case of a **conflict, post-conflict or transition situation**, which puts a special challenge on a BMO.

Also, BMOs can **target special groups** with their activities. Therefore, in the **second section** of this chapter the topic of BMOs dealing with **marginalized groups** will be discussed. Here, special emphasis will be laid on **women in business**.

[7.1 BMOs in Conflict, Post Conflict and Transition Countries]

[7.2 BMOs and Marginalized Groups]

### 7.1 BMOs in Conflict, Post Conflict and Transition Countries

BMOs are crucial for the development of the private sector in any country. This is particularly true **during a conflict, after a conflict** or in **transitional economies**. Without doubt, such situations constitute a great challenge to the work of a BMO bringing along risks for failure and many difficulties for achieving any impact. But, at the same time, there are **unique opportunities and major responsibilities** for a BMO, as they can influence the **shaping** of new legal, social, educational and economic **structures in favor of economic development**. Therefore, BMOs that are backed by the business community and act as key advocates for participatory political systems and sustainable growth, may take a **leading role** in such countries.

The following **three sub-chapters** will look separately into the **specific situations of BMOs** in conflict post-conflict and transitional countries.

[7.1.1 BMOs in Conflict Countries]

[7.1.2 BMOs in Post-Conflict Countries]

[7.1.3 BMOs in Transition Countries]

#### 7.1.1 BMOs and Conflict Countries

In a conflict environment for BMOs **"business as usual" is not possible**. However, the effects of **BMO work as well as BMO promotion** in a conflict situation can play an important role **to promote peace or mitigate the conflict**. Efforts are necessarily complex, mirroring the complexities of the conflict itself. Usually, the causes of conflict are many, multi-dimensional and changing over time. (For further reading and case studies on conflict countries see [[http://www.international-alert.org/our\\_work/themes/business\\_2a.php](http://www.international-alert.org/our_work/themes/business_2a.php)]). A BMO (or a donor) who is active in a conflict country should consider the following:

First, BMOs and their members need to be aware that they are **part of the conflict** by its nature. Thus, a BMO should analyze whether it is a **"divider"** or a **"connector"**. Donors and development agencies are usually looking for connectors as they are not interested to heat up a conflict. For this, the **"do-no-harm analysis"** has been developed. A do-no-harm analysis enables to assess how donor activities and the conflict interact. It is intended to avoid negative and conflict deteriorating effects of support. Also, a do-no-harm analysis can help to detect opportunities for mitigating the conflict (in which people can disengage). For

more details see among others [<http://www.conflictsensitivity.org/>]. Donors as well as BMOs should be aware that they can act either conflict sustaining or reducing. A simple **checklist on conflict sensitivity** can be a starting point to **assess BMOs**, either from an inside or outside perspective.

- **Institutional Background of the BMO**

What is the impact of the conflict on the BMO?

What is the BMO Board members' role in relation to the conflict?

What is the BMO staff members' role in relation to the conflict?

What is the image of the BMO in public and/or with the conflict parties?

Did the BMO adjust itself to the conflict situation?

Is the BMO able and willing to work in the conflict environment?

Is the BMO acceptable to the conflicting parties as well as the target group?

- **Services of the BMO**

Does the BMO operate in the conflict environment?

Are the BMO's services compatible with the conflict?

What is the role of the BMO's clients in the conflict? (connectors, dividers, victims)

Does the BMO's services and advocacy consider the conflict?

How do clients / members rate the BMO in relation to the conflict?

Is the selection of services offered considering the conflict causes?

What are the main challenges and opportunities the BMO is facing with regard to the conflict?

- **Operations of the BMO**

Does the human resource and recruitment policy consider the conflict? (e.g. recruitment of women or members of disadvantaged groups)

Does the BMO offer special conflict-related training or counselling for its staff?

Does internal control and auditing create transparency?

Does the performance monitoring consider conflict aspects? (e.g. record of sales of services in conflict areas)

Have operational risks changed due to the conflict?

Has the BMO taken concrete steps to manage conflict-related risks?

Second, BMOs should cross-check how they can become **conflict-sensitive**. A BMO should promote and facilitate conflict-sensitive **business behavior** of members. This will improve their image and make them less prone to violent action or strike. Conflict sensitive business can refer e.g. to applying the concept of Corporate Social Responsibility (see [Chapter 4.2.4]). Furthermore, the BMO can advice members on coping-strategies or facilitate business **linkages between conflicting parties** or between privileged and less-privileged groups. It is said, that people who trade with each other do not kill each other. Moreover, the BMO can promote the employment of victims or demobilized soldiers.

Third, BMOs can have a role in **mediation**. As the BMOs' classical functions of services and advocacy may be fairly reduced in a conflict environment, they can enhance their role in **mediating between different parties** at various levels. A BMO can invite (at low key) various player for open talks on business and private sector or mediate on a specific local topic. Amongst other channels, this can be an opportunity to actively promote peace building. However, this can also be a risky undertaking.

Last but not least, BMOs can become institutions with far reaching **local responsibilities**. Often in the absence of any elected government structures or functioning decentralized administration, BMOs may evolve as the **only remaining legitimate representative organization**. A BMO is usually democratically elected, though only by its members, but it can constitute the last remaining strong democratic institution. In this case, a BMO is in the

driving seat of promoting local economic development and serves as an excellent entry point for supporting this process.

### 7.1.2 BMOs in Post-Conflict

BMOs in post-conflict countries have a heightened **responsibility to contribute to the renewal of the country**. Their foremost role is in the economy, but BMOs also have a role to play for (re)building the countries political and social structures.

However, for reviving the private sector and facilitating dynamic economic growth, BMOs have **to reorganize themselves first**:

- BMOs need to **rebuild their governance and adjust their organizational structure**. The BMO should have a clear picture of what - inherited from the past – should be kept and what should be renewed. For this the BMO should discuss and clarify its role in the conflict times.
- It is recommended not only to address immediate needs, but to **decide on long-term objectives**.
- Further, the BMO must **(re-)establish a strong membership base**. This is important to reach financial sustainability, but also to create legitimacy in shaping the future.

Thereby, BMOs in post-conflict countries face some **special constraints** that must be considered:

- After a violent conflict **often only few large companies exist**, which might even carry some profiteering baggage. Thus, the **membership base for a BMO is small and weak**. This reduces a BMO's chance of financial sustainability. The BMO has to look for income generating services (see [Chapter 3]) as well as other sources of income.
- There may be a **sizeable gap between the formal and informal sector**. A BMO should focus on promoting formal business structures, but should try to reach out for informal entrepreneurs and voice their opinions, too (cp [Chapter 7.2]).
- A post-conflict economy is often **dominated** and to a certain extent distorted by relatively **large donor support**. BMOs among others are busy in fulfilling donor expectations in order to acquire funding. This may prevent BMOs from concentrating their planning and activities towards the real needs of their business members.

### 7.1.3 BMOs in Transition Countries

Transition countries are countries that are in the process of making the **transition to a market economy**. Similar to post conflict countries, BMOs in transition countries have the responsibility and **opportunity to contribute and influence the new economic and social structures** of the country.

Changing economic structures are typical of countries in transition. Five **constraints** for BMOs working under these circumstances can be identified (see [McCord/CIPE, Assessing the Development of Business Associations...]):

- Often there is a **lack of BMO mentality**. The ideology of former regimes was a co-opting strategy, controlling or even running associations. Or BMOs were simply government agencies. Thus, with the change in the early 1990s there was no support for the BMO movement, neither from the new governments nor from the starting business community, which did not perceive any need for BMOs.

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- Due to this history and perception as government extensions BMOs in transition economies were facing distrust. **BMOs used to be vehicles of top down management** of the government. With the change BMOs not only had to reformed, but often replaced to start up fresh.
- In the absence of an association culture there is **no culture of communication** between BMO and its members either. Attracting new members and retaining them depends on the BMOs ability to offer demand-driven services, advocacy for its members' interests and its ability to market the membership benefits.
- Many BMOs also had an **imperfect internal management**. Poor BMO management results in poor services, poor advocacy and poor communication with members. Sometimes, **outdated or undemocratic governance structures persist** and hamper any BMO development.
- BMOs in transition countries often face **a lack of proper legal systems** or archaic laws governing BMO development. Sometimes, the right of association is ignored or BMOs being tame and government-friendly are privileged.

Many BMOs in transition countries managed successfully to address these constraints. They made a business case for membership and ensured participation from the whole business community. In this process a lot of BMOs were supported by international donors in the framework of specially designed programs in the 1990s. For examples of projects supporting the transformation process of BMOs see [SEQUA, project references <http://www.sequa.de>]. For more information on challenges, approaches and lessons learned in supporting BMOs in transitions countries see [GTZ, Promoting Trade Associations in Southeastern Europe].

### 7.2 BMOs and Marginalized Groups

**Marginalization** can be defined as **exclusion** of an individual or group **from full participation** in society. **Marginalized groups** are often minority groups and include e.g. women, disabled people, rural or informal enterprises or certain ethnic or religious groups. These groups are often **deprived from participating in the benefits of economic growth**. Consequently, marginalization in most cases is closely interlinked with unemployment and poverty.

The fight against poverty and the promotion of gender equality are common objectives of the international community as defined in the Millennium Development Goals [<http://www.un.org/millenniumgoals/index.html>]. To achieve these objectives it is essential **to empower marginalized groups** and enhance their contribution to economic development. The first section of this chapter illustrates that **BMOs can play an important role in reaching out to marginalized groups** and in tapping their productive potential. The second section will then focus on **Women Entrepreneurship Associations** in the context of gender equality and the promotion of women's participation in business.

[7.2.1 Reaching out to Marginalized Groups]

[7.2.2 Specialized BMOs: Women Entrepreneurship Associations]

### 7.2.1 Reaching out to Marginalized Groups

The **empowerment of marginalized groups** can best be achieved by promoting their integration into the production process. From a **BMO perspective**, however, there are **various marginalized groups with different needs** they can address. There are groups like e.g. unemployed or disabled people who require support in their **integration into the labor market**. This can be achieved e.g. by offering tailor-made qualification measures or targeted advocacy in favor of these groups. Others need help in **developing their entrepreneurial initiatives**, e.g. women entrepreneurs or informal enterprises. The key to reaching these groups is to provide them with access to information, markets, finance, training and other services.

The most common procedure of reaching out to special target groups is to set up a specific **Committee or working section** within a BMO (see [Chapter 2.1.3] and [Chapter 4.1]), e.g. the establishment of a Committee that deals with gender issues. As the establishment of Committees and special sections implies extra work and resources for the BMO, however, the decision has **to be in line with the organization's overall agenda** and its members' interests. A less expensive solution might be the organization of a temporary **task force** or ad-hoc Committee that only works on an issue until it is solved.

In **deciding which actions to take** and which groups to target, BMOs have to consider their strategic priorities (see [Chapter 2.2]) and political agenda (see [Chapter 4.2]). In the following a general **overview of the possible activities BMOs can undertake** in reaching out to marginalized groups is given: BMOs can **promote policies** in favor of the marginalized, **offer special services** to empower minority groups or they can **support the formation of entrepreneurial networks or specialized BMOs**.

#### a) *Advocating for Marginalized Groups*

The issue of a marginalized group stands better chances to be heard if it is raised by an acknowledged BMO. But **why should a BMO engage in this kind of advocacy?** One reason might be a BMO's commitment to the concept of **Corporate Social Responsibility** (see [Chapter 4.4.4]). They might want to build a social reputation for the enterprises they represent and **bring forward responsible business practices**. Thus, they can influence reform in a way that is beneficial to the business community as well as for society as a whole. In this context there are a number of possible issues that can be included in the political agenda of a BMO, e.g. HIV/AIDS campaigns, the promotion of equal employment opportunities or the fight against sexual harassment at the workplace.

The representation of marginalized groups can also be an **investment in future membership** for a BMO. Here, especially informal enterprises and women entrepreneurs are interesting target groups with a potential of becoming future members once their business enables them to pay membership fees. **Informal entrepreneurs** need to be protected from excessive bureaucracy, need improved access to property, infrastructure and credit as well as special business services and training. Some of these can be provided or facilitated by BMOs, but it might also be useful to have a specialized and independent informal sector association (see below).

Women are a considerable economic force whose productive potential has not been fully developed. Consequently, many BMOs advocate for equal opportunities and a more conducive business environment for **women entrepreneurs**. For a deeper understanding of the role of BMOs in promoting gender equality and examples of actions that BMOs can undertake see [ILO, Gender Equality]. The issue of women entrepreneurs and their representative bodies will be dealt with in more detail in [Chapter 7.2.2].



**b) BMO Services for Marginalized Groups**

BMOs can develop **tailor-made business services for marginalized groups** (also see [Chapter 3]). Among the most important services BMOs can offer are **training courses** to convey basic business skills, **information dissemination** or support in the **access to new technologies and credit**. Very often the services have to be combined to achieve sustainable outcome, e.g. training in setting up a business plan and parallel support in the access to finance, mainly micro-credits. For further reading see [UNIDO, WP 7, Women Entrepreneurship Development, p. 18].

As the development of a special service can be a costly exercise and marginalized groups are often not able to pay adequately, BMOs should look for **donor funding or government subsidies** to cover the costs of these services, at least at an initial stage. In this case external funding can be an **additional source of income** for the BMO. An example is SEQUA's partnership project in Mexico (cp. [<http://www.coparmexjal.org.mx>]), where the regional employers' association in Jalisco (CEJ) has developed special training courses for unemployed people which have repeatedly been financed by the local labor council.

**c) Fostering Entrepreneurial Networks and Specialized BMOs**

Entrepreneurial and business **networks** can be a valuable source of entrepreneurial "know how" for marginalized group entrepreneurs and they can help **to foster the growth and development of their enterprises** (see also [Chapter 5.2]). BMOs can support rural, informal or women entrepreneurs in collective efforts like bulk purchasing, collective marketing or sharing of common facilities.

A successful method of working with entrepreneurial groups, including informal enterprises, is the so-called **nucleus approach** [see [Chapter 5.2.2]]. In this approach BMOs initiate the formation of groups of businesses in a defined area, which are facilitated by a so-called group consultant. Thus, the self-help potential of these groups is mobilized and common problems are solved by joint actions. The approach is not only a **powerful tool of SME promotion**, but also contributes to **membership development** in the leading BMO. For more information on this approach refer to [SEQUA, Sector Units].

**7.2.2 Specialized BMOs: Women Entrepreneurship Associations**

To take the process one step further, BMOs can also support marginalized entrepreneurial groups in building their own BMO. A **specialized BMO** can focus all its energies and resources on the specific problems and needs of its members.

As example of a specialized BMO, this chapter will focus on the **key problems and needs of women entrepreneurs in developing countries** and show how their business initiatives can be enhanced by their own representative bodies, **Women Entrepreneurship Associations (WEAs)**. It will also highlight instruments and examples of **building the capacity of WEAs** to strengthen their ability to serve their members and to make them more competitive.

**a) Women in Business**

Women's productive activities essentially contribute to the economic and social development of a country, although they often remain invisible in official statistics. This is because **women's enterprises**, especially in developing countries, are primarily micro and small enterprises belonging to the **informal sector**. In connection with the informal status, women in business are also concentrated in certain sectors: e.g. food processing and vending, crafts

production (pottery, weaving, tailoring), informal catering or beauty saloons. Very often they only work part-time and assume additional roles as care-takers of their families and service providers in their communities. Among the **key problems** they face are:

- Low levels of formal education and **lack in basic business skills**,
- **Limited access to new technologies** due to insufficient information, know-how and finance,
- **Inappropriate production sites** with many women operating from their homes,
- Lack in transport and marketing know-how with the consequence of **restricted local markets**,
- **Limited access to finance and information**.
- **Insufficient networking** between women entrepreneurs themselves and between women and their respective organizations.

For more **background information** on the situation and needs of women entrepreneurs, especially in Africa see [ILO, Women Entrepreneurs in Africa, p 14-28] and [UNIDO, WP 7, Women Entrepreneurship Development, p. 4-16].

### ***b) Women Entrepreneurship Associations (WEAs)***

To overcome the above-mentioned shortcomings women entrepreneurs need the right support. **Women Entrepreneurship Associations (WEAs)**, which **exclusively focus on women in business**, can promote their members' interests and make them more competitive. WEAs can be a powerful voice that represents women vis-à-vis national and local government as well as other relevant stakeholders **advocating for a better business environment** (also see [Chapter 4.1]). Typical **advocacy issues** include e.g. the creation of awareness concerning gender inequalities, the improvement of the regulatory and administrative framework for women entrepreneurs and the negotiation of better access to credit and infrastructure.

Professional and need-oriented lobbying activities, however, require a solid analysis of the **existing business environment** and the critical gaps to be addressed. To help assess the enabling environment for women the **African Development Bank and ILO** have developed an **Integrated Framework Assessment Guide** (see [ILO, Assessment Guide]). The guide includes a format for mapping the enabling environment according ten main **criteria**, e.g. policy leadership, regulatory and legal environment, access to enterprise education and training services, access to credit and financial services and access to WEAs and networks.

An analysis of the business environment not only gives information about necessary lobbying activities, but also about the need for special **business services** (also see [Chapter 3]). Experience shows that among the services most needed are **entrepreneurial and technical training** (e.g. seminars on accounting, marketing, product development, business planning and information technologies), **advisory and information services** (e.g. on existing laws and regulations, new technologies, credit programs or market opportunities) and the **facilitation of networking** between business women.

### ***c) Capacity Building for WEAs***

For WEAs to become **professional service providers and effective representatives of women entrepreneurs** often **capacity building support is needed**. In many cases these BMOs start at the very early stage of organizational development, i.e. as a club (see [Chapter 1.2]). Their organizational structure has to be developed, advocacy procedures have to be professionalized and services need to be demand-oriented and marketed with innovative measures. The leaders and staff of WEAs also need to be empowered and trained to move the organizations to a higher and sustainable level.

## Tools and Materials for Enhancing Business Membership Organizations

For those BMOs to move forward they need external support since they lack the knowledge for managing a BMO and their members usually cannot pay membership fees. This support can be rendered e.g. by a stronger BMO through a **sister-ship or twinning arrangement** (see [Chapter 5.1]). An **experienced BMO can provide guidance** in BMO development, e.g. by providing staff or specialized coaching. However, this support might need **funding from donors**. Many **donors have developed special programs** that target the development of women entrepreneurs and WEAs.

To promote the participation of women in business UNIDO has formulated a Program on **Women Entrepreneurship Development (WED)**, which includes the strengthening of institutional capacities in favor of women, e.g. by training of trainers in partner institutions (see [UNIDO, WP 7, Women Entrepreneurship Development, p. 29.34]). UNIDO's **Rural and Women Entrepreneurship Program (RWE)** aims at promoting a better business environment and at building human and institutional capacities in support of rural and women entrepreneurs (see [UNIDO, Rural and Women Entrepreneurship]).

ILO's Women Entrepreneurship and Gender Equality team (**ILO-WEDGE**) have developed a wide range of materials for strengthening women entrepreneurs and their organizations. The **Women Entrepreneurship Development (WED) Capacity Building Guide** (see [ILO, WED Guide]) is aimed at SME support institutions and projects enabling them to provide more effective services to women. **The Women Entrepreneurs' Association (WEA) Capacity Building Guide** (see [ILO, WEA Guide]) is designed to assist WEAs to run and improve their associations covering topics like governance principles, organizational development, membership development, stakeholder analysis and strategic planning.

In SEQUA's Partnership Program [see SEQUA/Programmes/BMO Partnership <http://www.sequa.de>], which focuses on capacity building of BMOs, there are a lot of projects that deal with the issue of women entrepreneurship development and gender equality as part of a BMO's portfolio (see [Chapter 7.2.1]). Some **Partnership Projects** even **exclusively cooperate with WEAs** strengthening their role as service providers and representatives of women in business, e.g. in **Egypt and Uzbekistan**. The latter has initiated a regional project to establish a **Central Asian network of WEAs** in Kazakhstan, Kyrgyzstan, Tadzhikistan und Uzbekistan.



Part B

## The Toolbox References

- B1: Supporting References According to Title**
- B2: Summary Charts of Supporting References**
- B3: Supporting References According to Topic**





Part C

**B1: Supporting References According to Title**

**Tools and Materials for Enhancing Business Membership Organizations**

1. Irish Business and Employers Confederation (IBEC): **A Guide to Strategic Planning in Employer Organizations**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1998.
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Part C

**B2: Summary Charts of Supporting References**

<b>Title</b>	<b>A Guide to Strategic Planning in Employer Organizations</b>
<b>Author / Editor</b>	Author: Irish Business and Employers Confederation (IBEC) Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	1998
<b>Pages</b>	-
<b>Language</b>	English
<b>Source / Availability</b>	Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO) <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/1998/ibecplan.htm">http://www.ilo.org/public/english/dialogue/actemp/papers/1998/ibecplan.htm</a> (online only summary of training guide)
<b>Key topics</b>	<b>Organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Conceptual base to strategic planning</li> <li>- Foundations for strategic planning</li> <li>- Defining mission and vision for an employers' organization</li> <li>- Internal and external environment (SWOT analysis)</li> <li>- Identification of strategic policy options</li> <li>- Setting priorities and identifying core strategies at the level of the organization</li> <li>- Writing the strategic plan</li> <li>- Implementation and monitoring</li> <li>- Reflection on key lessons learned</li> </ul>
<b>Working materials</b>	(See print version available at ACT/EMP)
<b>Target group</b>	BMOs Project managers Trainers, facilitators
<b>Type of material</b>	Training material
<b>Comment</b>	Training guide to assist employers' organizations with strategic planning, can be used in a workshop format, based on the practical experience of the Irish Business and Employers Confederation (IBEC), draws on best practices recommended by corporate planners, targeted at small employers' organizations in developing countries.

<b>Title</b>	<b>A Manual of Chamber Management</b>
<b>Author / Editor</b>	Author: Ferdaus Ara Begum Publisher: Dr. Kabir U. Ahmed, S. Zakir Husain, SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1998
<b>Pages</b>	119
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; business services; policy dialogue and agenda setting;</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Discussion of role and functions of chambers, types of chambers (public, private law)</li> <li>- Organizational structure (chamber constitution, standing committees etc.)</li> <li>- Membership and ways of membership development</li> <li>- BMO Services and advocacy function (networking, training, seminars etc.)</li> <li>- Public relations (meeting with the press etc.)</li> <li>- Sources of financing (subscriptions, fees, services etc.)</li> <li>- Reference publications</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Guidelines to chamber elections and holding AGMs</li> <li>- Inquiry registration form for business information</li> <li>- Membership registration form</li> <li>- Checklist on information requirements of enterprises and information sources</li> <li>- Examples of company profiles</li> <li>- Example of certificate of origin</li> <li>- Registration form for training course</li> <li>- Sample curriculum of training course on financial management</li> <li>- Detailed checklist on organizing conferences, study tours and courses</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Concise overview on the management and tasks of a chamber of commerce focusing on Bangladesh, especially written for newly elected officers and staff who want to get a wide perspective of functions and services of a chamber. Manual was written on behalf of the SEQUA/ZDH Partnership Program.

<b>Title</b>	<b>A Path out of Poverty – Developing Rural and Women Entrepreneurship</b>
<b>Author / Editor</b>	Publisher: United Nations Industrial Development Organisation (UNIDO)
<b>Year of publication</b>	2003
<b>Pages</b>	34
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/file-storage/download/?file%5fid=11092">http://www.unido.org/file-storage/download/?file%5fid=11092</a> )
<b>Key topics</b>	<b>Special issues</b>
<b>Contents</b>	<p>The publication describes UNIDO's "Rural and Women Entrepreneurship (RWE) Development Programme", which is managed by the Small and Medium Enterprises Branch:</p> <ul style="list-style-type: none"> <li>- Introduction to the challenges to be addressed: poverty of rural areas and women, Millennium Development Goals, neglect of rural development, gender inequality</li> <li>- Description of UNIDO Programme: objective, approach, expected impact, main services and methodologies, programme principles</li> <li>- Project experience and results achieved: case studies from 9 countries (Mozambique, Uganda, Central America, Pacific Islands, Rwanda, Vietnam, Morocco, Kenya)</li> </ul>
<b>Working materials</b>	–
<b>Target group</b>	Project managers Donors
<b>Type of material</b>	Programme publication Case studies
<b>Comment</b>	The RWE programme is a core contribution of UNIDO to poverty reduction and supports rural people and women in their entrepreneurial initiatives. It aims at promoting a conducive business environment and at building institutional and human capacities that support these initiatives. The publication gives a well-structured overview of the programme and its results achieved. The case studies give an insight into the variety of technical projects possible in this area – from streamlining the business environment, strengthening the role of women in post conflict situations to preparing youth for entrepreneurship.

<b>Title</b>	<b>Assessing the Development of Business Associations in Transitional and Post-Conflict Countries</b>
<b>Author / Editor</b>	Author: Mark McCord Publisher: Center for International Private Enterprise (CIPE), Feature Service
<b>Year of publication</b>	2005
<b>Pages</b>	5
<b>Language</b>	English
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/pdf/publications/fs/093005.pdf">http://www.cipe.org/pdf/publications/fs/093005.pdf</a> )
<b>Key topics</b>	<b>Special issues</b>
<b>Contents</b>	<p>The article describes the role of business associations in the economic development of transition and post-conflict countries as crucial stakeholder in the reconstruction process. It mainly concentrates on the constraints faced by business associations in this context:</p> <ul style="list-style-type: none"> <li>– Lack of a business association mentality or culture</li> <li>– Lack of trust</li> <li>– Lack of communication between BMOs and their members</li> <li>– Top-down management culture</li> <li>– Lack of legal infrastructure for democratic organizations</li> <li>– Existence of only a few large businesses (post-conflict)</li> <li>– Predominance of informal sector (post-conflict)</li> <li>– BMOs operate in aid-dominated environment (post-conflict)</li> <li>– Lacking legal, social and educational structures (post-conflict)</li> </ul>
<b>Working materials</b>	–
<b>Target group</b>	BMOs Donors
<b>Type of material</b>	Article
<b>Comment</b>	The article emphasizes the importance of BMOs in a transition or post-conflict situation. They can and must play a leadership role in rebuilding their countries. The author postulates that to succeed in the long term, associations, like their respective countries, have to undergo a transition towards a more democratic and workable governance structure. Also they must focus on strategic planning and on establishing a strong membership base. Short, but helpful article for those who want to cooperate with BMOs in transition or post-conflict countries. Problem analysis helps to identify central issues for cooperation.

<b>Title</b>	<b>Assessing the Enabling Environment for Women in Growth Enterprises: An AfDB/ILO Integrated Framework Assessment Guide</b>
<b>Author / Editor</b>	International Labour Organization (ILO) African Development Bank (AfDB)
<b>Year of publication</b>	2007
<b>Pages</b>	102
<b>Language</b>	English
<b>Source</b>	ILO ( <a href="http://www.ilo.org/dyn/empent/docs/F655487009/AfDB-ILO%20Assessment%20Guide.pdf">http://www.ilo.org/dyn/empent/docs/F655487009/AfDB-ILO%20Assessment%20Guide.pdf</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; special issues</b>
<b>Contents</b>	<p>The guide demonstrates a comprehensive assessment of ten core areas of the business environment for women and presents it in the form of an Integrated framework:</p> <ul style="list-style-type: none"> <li>- Purpose and intended users of the guide</li> <li>- Introduction to the Integrated Framework, its benefits and objectives</li> <li>- Steps in the assessment process (preparation of the assessment, fieldwork, analysis of findings, report writing)</li> <li>- Applying the Integrated Framework and assessing the ten core components (policy leadership and coordination, legal and regulatory issues, promotion of women as entrepreneurs, access to enterprise education and training, access to credit and financial services, access to BDS, access to women's associations and networks, access to business premises, access to market , research on women and their enterprises)</li> <li>- Suggested outline for the final report</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Illustration of steps in the assessment process</li> <li>- Helpful hints for conducting an assessment process</li> <li>- List of recommended field contacts for interviewing (government officials, microfinance institutions, commercial banks, WEAs etc.)</li> <li>- List of relevant economic indicators to analyse and their sources of verification</li> <li>- Checklists with recommended questions for the ten core component of the assessment framework</li> <li>- Matrix for mapping of organizations supporting the growth of women entrepreneurs</li> <li>- Format for mapping the enabling environment for women entrepreneurs</li> <li>- Menu of potential recommended actions for each of the ten core areas to be analysed</li> <li>- Sample terms of reference for country assessment and preliminary country scoping document</li> <li>- Suggested table of contents for a standard final report</li> </ul>
<b>Target group</b>	BMOs Project Managers Donors Policy makers
<b>Type of material</b>	Assessment guide
<b>Comment</b>	The AfDB/ILO guide has been prepared to assess the business environment for women in several African countries for the purpose of identifying adequate forms of support that can enable women to grow and expand their business. It presents a detailed assessment matrix for ten core areas defining the business environment and includes several templates and matrices that help in categorizing and organizing the statistical and information gathered in the assessment process. In the end users of the guide should be able to outline key components of an action plan to improve the business environment for women.



## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Attracting New Members / Membership Administration: Practical Recommendations and Examples</b>
<b>Author / Editor</b>	Author: Torsten Schumacher Publisher: SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1997
<b>Pages</b>	41
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Rationale: importance of a growing membership</li> <li>– Attracting new members (member recruitment by members, social events, public relations, recruiting officers etc.)</li> <li>– Membership administration (registration, categorization, membership dues, outstanding dues etc.)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Sample letter for contacting members</li> <li>– Example of agenda of an open-house day</li> <li>– Evaluation form for events</li> <li>– Calculation model for new services, events</li> <li>– Questionnaire for registration of members</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Concise manual explaining the importance of a growing membership, describing different ways of membership attraction and giving practical help for membership administration, a lot of practical tools in the text body. The manual was written on behalf of the CONCAPE partnership project of SEQUA/Düsseldorf Chamber of Skilled Crafts in Central America and distributed via the SEQUA/ZDH Partnership Program.

<b>Title</b>	<b>AVBAN – African Virtual Business Association Network</b>
<b>Author / Editor</b>	Center for International Private Enterprise (CIPE)
<b>Year of publication</b>	2002 - ongoing
<b>Pages</b>	-
<b>Language</b>	English
<b>Source / Availability</b>	<a href="http://www.avban.org/">http://www.avban.org/</a>
<b>Key topics</b>	<b>Business services; BMO and enterprise networking</b>
<b>Contents</b>	<p>AVBAN provides crucial networking opportunities, viable technology resources, leadership development, business training and grants for technical assistance to empower African Business Associations with the necessary tools for Advocacy, Business Best Practices and Good Governance all of which is aimed at establishing 'enabling' free markets in Africa. It includes:</p> <ul style="list-style-type: none"> <li>- A comprehensive, dynamic and user-friendly web portal that is designed to provide unmatched information and resources on African Business, politics and commerce.</li> <li>- A resources centre with materials on ICT for Development, Business Association management, advocacy training materials &amp; case studies of best practices.</li> <li>- A built in online training/certification and support component.</li> <li>- A searchable directory of African business associations with an on-line registration feature.</li> <li>- An easy-to-use website publishing tool that allows business associations to build their own website and host their members within it.</li> </ul>
<b>Working materials</b>	Only African counties can participate and sign up to website.
<b>Target group</b>	BMOs
<b>Type of material</b>	Website ( <a href="http://www.avban.org/">http://www.avban.org/</a> )
<b>Comment</b>	In the last 3years, AVBAN programme has managed to register and list some 1400 Business Association from 53 African countries in the African Virtual Business Directory. Some 450 Business Association actively use the resources provided by the AVBAN portal. In 2004 the American Society of Association Executives (ASAE) awarded the AVBAN program an Honorable Mention in the Advocacy Category of "The Associations Make A Better World" awards contest.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Building Linkages for Competitive and Responsible Entrepreneurship</b> – Innovative partnerships to foster small enterprise, promote economic growth and reduce poverty in developing countries
<b>Author / Editor</b>	Author: Jane Nelson Publisher: United Nations Industrial Development Organisation (UNIDO), Harvard University – John F. Kennedy School of Government
<b>Year of publication</b>	2007
<b>Pages</b>	212
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/file-storage/download/?file%5fid=69447">http://www.unido.org/file-storage/download/?file%5fid=69447</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– A growing consensus on development and poverty reduction, five core components of development thinking and practice: <ul style="list-style-type: none"> <li>– The centrality of economic growth,</li> <li>– foundation of good governance,</li> <li>– shared responsibility of public and private partners,</li> <li>– participation of the poor,</li> <li>– importance of private sector development.</li> </ul> </li> <li>– The concept of Corporate Social Responsibility and multi-sector partnerships</li> <li>– Overcoming challenges to competitive and responsible entrepreneurship (access to finance, integrating SMEs into value chains, responsible business practices)</li> <li>– The importance of public policy measures</li> <li>– Six models of multi-sector partnership and collective action: <ul style="list-style-type: none"> <li>– Individual company value chains and hybrid business models</li> <li>– Collective business linkage initiatives</li> <li>– Enhanced trade and business associations</li> <li>– “Blended value” financing mechanisms</li> <li>– Institutionalized enterprise support mechanisms</li> <li>– Multi-stakeholder public policy structures</li> </ul> </li> </ul>
<b>Working materials</b>	A vast amount of figures and boxes give best practice examples on different subjects, e.g. a framework for operationalising eco-efficiency, public sector roles in strengthening CSR or creating the enabling environment for responsible business.
<b>Target group</b>	Academics Policy makers Donors
<b>Type of material</b>	Publication series
<b>Comment</b>	The publication is a product of a research partnership and the CSR Initiative, Mossavar Rahmani Center for Business and Government, John F. Kennedy School of Government at Harvard University. It is part of a series of publications analyzing new models of public-private partnership and collective corporate action that support responsible small enterprise development in order to contribute to poverty reduction in developing countries. The very comprehensive, but clearly structured publication focuses on categorizing six main types of multi-sector partnership and uses a lot of figures, illustrations and examples of existing initiatives to underline its main points.

<b>Title</b>	<b>Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers</b>
<b>Author / Editor</b>	Authors: Roland Strohmeier, Markus Pilgrim, Florian Lütticken, Ralf Meier, Heiko G. Wäsch, Irene Arias Publisher: World Bank Group / IFC – Small and Medium Enterprise Department
<b>Year of publication</b>	2003, 2005 (second edition)
<b>Pages</b>	116 (second edition)
<b>Language</b>	English
<b>Source / Availability</b>	World Bank/IFC ( <a href="http://rru.worldbank.org/Toolkits/BusinessMembership/">http://rru.worldbank.org/Toolkits/BusinessMembership/</a> )
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; business services; policy dialogue and agenda setting; project planning</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Rationale: why assist BMOs?</li> <li>– Overview of BMO systems</li> <li>– BMOs within World Bank strategy</li> <li>– Tools for selecting partner BMOs</li> <li>– Areas of donor intervention: advocacy, service provision, BMO management</li> <li>– Monitoring of BMO projects: impact assessment</li> <li>– Rules for donor invention</li> <li>– Case studies from 8 projects</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Eight-step advocacy strategy for BMOs</li> <li>– List of possible services delivered by BMOs</li> <li>– Decision-tree and decision-making grid for the selection of services</li> <li>– Phase model of service development</li> <li>– Detailed list of performance indicators</li> <li>– Checklist for BMO analysis</li> <li>– BMO evaluation form for members</li> </ul>
<b>Target group</b>	Project managers
<b>Type of material</b>	Manual CD ROM
<b>Comment</b>	Practical guide for project managers to design, implement, and assess projects geared to strengthening BMOs. Well structured, very readable, a lot of case studies, figures and tables for practical reference, detailed list of publications. The manual is a collective effort of Centre for International Private Enterprise (CIPE), Canadian Manufacturers and Exporters, Dansk Industri and SEQUA coordinated and edited by SEQUA.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Business Associations and Economic Development: Why Some Associations Contribute More Than Others</b>
<b>Author / Editor</b>	Authors: Richard F. Doner, Ben Ross Schneider
<b>Year of publication</b>	2000
<b>Pages</b>	30
<b>Language</b>	English
<b>Source / Availability</b>	Berkeley University Press, Business and Politics Series, Volume 2, Issue 3, Article 1 <a href="http://www.bepress.com/bap/vol2/iss3/art1/">http://www.bepress.com/bap/vol2/iss3/art1/</a> (no free version available)
<b>Key topics</b>	<b>Identification and benchmarking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Introduction: associations in theory and practice</li> <li>- Contributions of business associations to economic performance (market-supporting and market-complementing activities)</li> <li>- Organizational features and institutional strength</li> <li>- External enforcement and economic performance (enforcement mechanisms: competitive markets and state discipline)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Table: market-complementing functions of business associations (giving examples of associations)</li> <li>- Table: selective incentives offered to members in some strong business associations</li> </ul>
<b>Target group</b>	Academics
<b>Type of material</b>	Article (in Business and Politics Series)
<b>Comment</b>	Academic publication that explains the positive functions of business associations in a development context. Gives arguments on why to promote the performance of BMOs in developing countries.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>BUSINESS ASSOCIATIONS for the 21st Century – A Blueprint for the Future</b>
<b>Author / Editor</b>	Authors: Larry S. Milner, James P. Low, Gary A. LaBranche, Edward J. McMillan, Joe M. Baker, Jr. Publisher: Center for International Private Enterprise (CIPE)
<b>Year of publication</b>	1997, 1999 (second edition)
<b>Pages</b>	130
<b>Language</b>	English, Russian, Spanish
<b>Source / Availability</b>	CIPE Only available in print (to be ordered under: <a href="http://www.cipe.org/publications/bookstore/">http://www.cipe.org/publications/bookstore/</a> )
<b>Key topics</b>	<b>Organizational development; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Insight into the world of association management in the 21st Century</li> <li>- Prototype Associations (Chamber of Commerce, Business and Professional Women's Society, National Association)</li> <li>- Structure of the association (members, board, executive, committees, staff, basic documents governing the association)</li> <li>- Building Solid Member Support (membership development and administration)</li> <li>- Financial management</li> <li>- Communication methods and tools (meetings, newsletters, press releases etc.)</li> <li>- Building Public Policy Advocacy Programs</li> <li>- Strategic planning in an association</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Sample of a business association's bylaws</li> <li>- Management evaluation form</li> <li>- List of possible programmes and activities of business associations</li> <li>- Sample newsletter</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	The collection of materials was gathered under the leadership of CIPE, an affiliate of the U.S. Chamber of Commerce. The material was designed by longtime professional organizational managers. Before being published it was distributed to over 50 organizations worldwide for their feedback. Referring to an association in a fictional nation the manual uses a self-teaching technique to present the basic principles of association management. It includes an evaluation form for self-analysis to be used by business associations. Focus on building membership and advocacy, but development of member services is not highlighted.



## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>CAMEROON facilitator's guide: essentials on managing an entrepreneurial association, group or network</b>
<b>Author / Editor</b>	United Nations Industrial Development Organisation (UNIDO), Integrated Programme in Support of Industrial Development in Cameroon - Component IV: Support to the development of micro, small and medium-sized enterprises and the informal sector
<b>Year of publication</b>	2007
<b>Pages</b>	79
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org">www.unido.org</a> ) Not yet available as electronic version.
<b>Key topics</b>	<b>Organizational development; project planning</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Training Programme divided into three modules: <ul style="list-style-type: none"> <li>- Module 1: The role of the association in the development of the community (development and the association as a self-help entrepreneurial association, vision and strategies)</li> <li>- Module 2: The effective functioning of the association (effective association leadership, building commitment, handling association meetings etc.)</li> <li>- Module 3: Introduction to project planning and implementation (project development cycle, group project plan preparation)</li> </ul> </li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Whole publication can be used as working material for trainer</li> <li>- Guidelines for project plan for an association/collective marketing project</li> <li>- Guidelines for project plan for a common facility project</li> <li>- Guidelines for project plan for a collective purchasing project</li> <li>- Guidelines on how to write project proposals</li> </ul>
<b>Target group</b>	Trainers, facilitators BMOs
<b>Type of material</b>	Training material
<b>Comment</b>	Training programme for a five-day training targeting trainers, facilitators and BMO leaders in Cameroon with the objective to enhance the capacities of SME associations and entrepreneurial networks and groups in Cameroon. It is based on UNIDO methodologies used successfully in other countries and adapted to the Cameroonian context.

<b>Title</b>	<b>Chambers of Commerce: Services to Small and Medium-sized Enterprises</b>
<b>Author / Editor</b>	Author: M.L. Nandrajog Editor/Publisher: International Trade Center UNCTAD/WTO (ITC), International Chamber of Commerce (ICC), SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1996
<b>Pages</b>	132
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Role and problems of small and medium-sized enterprises (SMEs)</li> <li>– Role and aims of chambers of commerce</li> <li>– Chambers' services to SMEs related to the domestic sector (advocacy role, management training, marketing etc.)</li> <li>– Chambers' services to SMEs related to foreign trade (international marketing, financing exports etc.)</li> <li>– Mechanism for introducing services for SMEs (SME committee, assessment of needs etc.)</li> <li>– Case studies of successful chamber services to SMEs</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Case studies giving detailed descriptions on: <ul style="list-style-type: none"> <li>– Training centre for entrepreneurship development</li> <li>– Industrial relations consultancy services</li> <li>– Organizing industrial estates</li> <li>– Energy audit and management services</li> <li>– SME consultancy services</li> </ul> </li> <li>– Example of needs assessment survey</li> <li>– Questionnaire for workshop evaluation</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	In-depth description of chambers' services to SMEs including trade promotion activities, publications, training events and office services, 13 case studies with hands-on examples for the improvement of chamber services also providing samples of tools, slightly outdated. Study forms part of the International Trade Centre's (ITC) program of technical cooperation with BMOs in developing countries.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Competitive Partnerships</b> – Building and Maintaining Public-Private Dialogue to Improve the Investment Climate
<b>Author / Editor</b>	Authors: Benjamin Herzberg, Andrew Wright Publisher: World Bank Group, Policy Research Working Paper Series
<b>Year of publication</b>	-
<b>Pages</b>	55
<b>Language</b>	English
<b>Source / Availability</b>	IFC ( <a href="http://www.ifc.org">www.ifc.org</a> ), Working Paper Series (WPS 3683) <a href="http://www.publicprivatedialogue.org/papers/Competitiveness_Partnerships.pdf">http://www.publicprivatedialogue.org/papers/Competitiveness_Partnerships.pdf</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Achievements of competitive partnerships between the public and private sector (policy reform and implementation, macro impact, good governance)</li> <li>– Description on how partnerships function and can be designed (the start of partnerships, organizing participation, structure of partnerships, setting and reaching goals, the role of donors, communication strategy)</li> <li>– Six challenges to partnerships and strategies to overcome these challenges</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Checklist for designing and running competitive partnerships</li> <li>– Online resources on the subject</li> <li>– Brief summaries of competitive partnerships mentioned in the text</li> <li>– Basic principles and example of questionnaire to practitioners</li> </ul>
<b>Target group</b>	Donors Policy makers BMOs
<b>Type of material</b>	Working Paper Publication Series
<b>Comment</b>	Good background reading on the subject of structured dialogue between public and private sector to improve the investment climate. The paper draws on the experience of 40 industrialized and developing countries and tries to identify common and replicable strategies and success factors. In addition to existing literature on the subject, the paper is based on experiences involving the World Bank and IFC, answers to a questionnaire to practitioners and personal experience of the authors. Extensive list of online resources and bibliography for further reading given.

<b>Title</b>	<b>Development of Clusters and Networks of SMEs: The Unido Programme</b>
<b>Author / Editor</b>	Publisher: United Nations Industrial Development Organisation (UNIDO) – Private sector Development Branch
<b>Year of publication</b>	2001
<b>Pages</b>	36
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/userfiles/PuffK/SMEbrochure.pdf">http://www.unido.org/userfiles/PuffK/SMEbrochure.pdf</a> )
<b>Key topics</b>	<b>BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Rationale (Why cluster development?)</li> <li>– UNIDO's response: approach and experience <ul style="list-style-type: none"> <li>– Introduction to cluster development</li> <li>– Horizontal networks (examples for Nicaragua, Senegal and Zimbabwe)</li> <li>– Vertical networks (example from Nicaragua)</li> <li>– Function of brokers (examples from Nicaragua, India and Honduras)</li> </ul> </li> <li>– UNIDO's methodology and tools (cluster approach, networking approach, joint learning programmes)</li> </ul>
<b>Working materials</b>	–
<b>Target group</b>	Donors Project managers
<b>Type of material</b>	Programme publication
<b>Comment</b>	The UNIDO Cluster Development Programme helps SMEs in developing countries become more competitive by fostering inter-enterprise linkages and relations with local support institutions. This publication gives a brief, but well-structured and informative overview of the programme's approach, methodology and tools. Practical examples help understand how the programme works.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Development of Clusters and Networks of SMEs: The Unido Programme – a guide to export consortia</b>
<b>Author / Editor</b>	Publisher: United Nations Industrial Development Organisation (UNIDO), Federexport
<b>Year of publication</b>	2003
<b>Pages</b>	75
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/file-storage/download/?file%5fid=31067">http://www.unido.org/file-storage/download/?file%5fid=31067</a> )
<b>Key topics</b>	<b>BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Export consortia: an overview (definition, types, services)</li> <li>– Creating an export consortium (basics, steps, influencing factors)</li> <li>– Export consortia in practice (organizational structure, member firms, size, legal forms, foundation process, challenges to overcome)</li> <li>– The role of private (BMOs) and public sector institutions</li> <li>– Impact assessment for export consortia (methods and indicators)</li> <li>– Case studies from UNIDO and Federexport experience in promotion export consortia in India, Tunisia, Morocco, Brazil and Argentina</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Example of a statute of a consortium</li> <li>– Example of a shareholder's agreement</li> <li>– Italian Law 317/91 (law on the operation, formation and funding of export consortia)</li> <li>– Example of a questionnaire to identify interested firms</li> <li>– Example of a questionnaire to identify possible activities of a consortium</li> <li>– Example of a questionnaire on the management of a consortium</li> <li>– Guide to a business plan</li> </ul>
<b>Target group</b>	Donors Project managers
<b>Type of material</b>	Programme publication CD ROM
<b>Comment</b>	Export consortia as vivid examples of inter-firm cooperation are an important element in UNIDO's cluster development strategy. The export guide is based on UNIDO's and Federexport's experience in promoting export consortia in various industrialized and development countries including a review of international good practice. Many examples and case studies are used to illustrate the main points and concepts. The working materials listed above are annexes included in a CD ROM that is provided with the publication.

<b>Title</b>	<b>Effective Policy Advocacy</b>
<b>Author / Editor</b>	Author: Theo Ib Larsen, DI Publishers: World Bank Group / IFC, Dansk Industry (DI)
<b>Year of publication</b>	2006
<b>Pages</b>	32 (Trainer Instructions), 31 (Background readings), 79 (Charts), 37 (Handouts)
<b>Language</b>	English, French, Arab
<b>Source / Availability</b>	IFC ( <a href="http://www.ifc.org">www.ifc.org</a> ) Intranet, SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Part I: Effective Policy Advocacy - Practical manual for trainers <ul style="list-style-type: none"> <li>– Introduction to the training manual (objective, target group, approach, structure, organization)</li> <li>– Training calendar</li> <li>– Detailed descriptions of training sessions (Introduction to course; Session 1: Introduction to policy advocacy; Session 2: Understanding the issues and stakeholder environment; Session 3: Organizing internally; Session 4: Reaching the audience, Closing session)</li> <li>– Background information on adult learning and interactive training methods, checklist on course organization, template for direct mailing on course, template for course evaluation</li> </ul> </li> <li>– Part II: Effective Policy Advocacy - Background readings for Trainers <ul style="list-style-type: none"> <li>– Introduction to policy advocacy (what is policy advocacy? why is it important?)</li> <li>– Understanding the issues and stakeholder environment (Collecting information, assessing impacts, analyzing stakeholders)</li> <li>– Organizing internally (Advocacy Committee, views of members, defining the advocacy strategy)</li> <li>– Reaching the audience (defining the message, implementing the strategy, negotiation, informing members)</li> </ul> </li> <li>– Part III: Effective Policy Advocacy for Business Membership Organization –Charts <ul style="list-style-type: none"> <li>– 72 charts to support the different sessions of the course</li> </ul> </li> <li>– Part IV: Effective Policy Advocacy – Handouts <ul style="list-style-type: none"> <li>– 20 handouts for participants to support interactive training, handouts include issues of discussion</li> </ul> </li> </ul>
<b>Working materials</b>	See contents (mostly working material)
<b>Target group</b>	Trainers BMOs
<b>Type of material</b>	Training material
<b>Comment</b>	The one-day training course has been developed by IFC's PEP-MENA in cooperation with the National Confederation of Moroccan Entrepreneurs and is used by IFC in the whole MENA region with the aim to improve BMOs' ability to engage in policy advocacy. Practical approach providing trainer instructions, materials and background readings for its preparation, based on principles of adult learning and interactive training methods. It can also be used by BMO staff as a handbook to get a clearer idea of how to develop and implement an advocacy campaign. The course is part of a series of training courses developed by IFC. Available courses are: How to develop and manage services, How to become a successful training provider/broker, Member relationship management and How to write project proposals.

<b>Title</b>	<b>Employers' Organizations and the Promotion of Small and Medium-Sized Enterprises: Practical experiences from Seven Countries</b>
<b>Author / Editor</b>	Editor/Publisher: International Labour Office (ILO)
<b>Year of publication</b>	2004
<b>Pages</b>	33
<b>Language</b>	English
<b>Source / Availability</b>	ILO ( <a href="http://www.ilo.org">www.ilo.org</a> ) <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/sme_report.pdf">www.ilo.org/public/english/dialogue/actemp/papers/2006/sme_report.pdf</a>
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; business services; policy dialogue and agenda setting; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Study of seven employers' organizations in the Philippines, Singapore, Ghana, Senegal, Mauretania, Ireland and Coratia</li> <li>- Employers organizations and SMEs / informal SMEs</li> <li>- Examples of SME support (services, advocacy)</li> <li>- Success factors: strategy, structure, financing, leadership (internal factors), partnerships (external factors)</li> <li>- Ten steps to build success (needs assessment, strategy development, human resources, membership etc.)</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Working paper Case studies
<b>Comment</b>	The paper highlights the role employers' organizations play in SME promotion (esp. services and advocacy), presents examples of current practices in countries mentioned above, good overview of services that can be provided to SMEs by employers' organizations, focus on strategy development, very useful: list of success factors and possible pitfalls that one should pay attention to in BMO development.



<b>Title</b>	<b>Employers' Organizations in Asia in the Twenty-first Century</b>
<b>Author / Editor</b>	Author: Sriyan de Silva Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	1997
<b>Pages</b>	24
<b>Language</b>	English
<b>Source / Availability</b>	International Labour Organization, Bureau for Employers' Activities (ILO, ACT/EMP) <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/1998/srsasia.htm">http://www.ilo.org/public/english/dialogue/actemp/papers/1998/srsasia.htm</a>
<b>Key topics</b>	<b>Organizational development; policy dialogue and agenda setting</b>
<b>Contents</b>	Analysis of issues and challenges relating to the future development of employers' organizations in the Asia-Pacific region <ul style="list-style-type: none"> <li>- Definition and rationale of an employers' organization</li> <li>- Issues for employers in a changing environment (labour relations, human resources, etc.)</li> <li>- Employers' organizations in a changing environment (with regard to impact factors such as membership base, income, etc.)</li> <li>- Services in the context of a changing environment</li> <li>- Looking to the future</li> </ul>
<b>Working materials</b>	
<b>Target group</b>	BMOs
<b>Type of material</b>	Working paper Publication series
<b>Comment</b>	The paper was presented at the ILO Workshop on Employers' Organizations in Asia-Pacific in the Twenty-First Century, Turin, Italy, 5-13 March 1997. It is part of a publication series commissioned by the Bureau for Employers' Activities of ILO on issues and subjects of importance to employers' organizations. The paper provides a useful analysis of issues and trends which should be taken into account during planning processes in employers' organizations.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Employers' Organizations taking the lead on Gender Equality – Case studies from 10 countries</b>
<b>Author / Editor</b>	Bureau for Employer's Activities (ACT/EMP), International Labour Office (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	89
<b>Language</b>	English
<b>Source / Availability</b>	International Labour Organization (ILO) <a href="http://www.ilo.org/public/english/region/ampro/cinterfor/temas/gender/doc/emp_org.pdf">http://www.ilo.org/public/english/region/ampro/cinterfor/temas/gender/doc/emp_org.pdf</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting; special issues</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Basic concepts on organizations and gender equality, ILO standards</li> <li>- Principles and practice of employers' organizations addressing gender equality</li> <li>- Benefits for employers' organizations</li> <li>- Case studies from ten countries (Croatia, Jamaica, Kenya, Malaysia, New Zealand, Norway, Philippines, Saudi Arabia, Syria, Yemen)</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs
<b>Type of material</b>	Case Studies
<b>Comment</b>	Employers and employer organizations are essential for attaining greater levels of gender equality. The case studies provide insight into different effort being made in that respect worldwide. The publication is intended as an informative guide offering examples of the rationale and different actions taken by employers' organizations. It forms part of the ILO Toolkit on Gender Mainstreaming.

<b>Title</b>	<b>Financing of Employers' Organizations – Modular Seminar Package</b>
<b>Author / Editor</b>	Author: New Zealand Employers' Federation Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	1998
<b>Pages</b>	
<b>Language</b>	English
<b>Source / Availability</b>	Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO) <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/1998/nzefsem.htm">http://www.ilo.org/public/english/dialogue/actemp/papers/1998/nzefsem.htm</a> (online only summary of training material)
<b>Key topics</b>	<b>Organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Historical reasons for the origins of employers' organizations</li> <li>- Development of labour law</li> <li>- ILO's historical background</li> <li>- Modules: <ul style="list-style-type: none"> <li>- Traditional employers' organizations</li> <li>- Governance and policy development</li> <li>- Traditional revenue sources</li> <li>- Modern employers' organizations</li> <li>- Financing of modern employers' organizations</li> <li>- Implementation</li> </ul> </li> </ul>
<b>Working materials</b>	(See print version available at ACT/EMP)
<b>Target group</b>	BMOs
<b>Type of material</b>	Training material
<b>Comment</b>	Of special interest to employers' organizations in developing and transition countries, two-day modular seminar package, possibility to only use some parts of the seminar, market-led approach to financing of organizations, member survey should be carried out before commencing the seminar.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Good Practices for Working with Sector Units – The Nucleus Approach – A Manual for Business Membership Organizations</b>
<b>Author / Editor</b>	Authors: Martin Wahl, Andreas Dohle, Gilmar Barboza, Reyes Marinho, Ruth Rieckmann Publisher: SEQUA
<b>Year of publication</b>	2007
<b>Pages</b>	71
<b>Language</b>	English
<b>Source Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key Topic</b>	<b>Organizational development; business services; BMO and enterprise networking; special issues</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Definition and advantages of sector units</li> <li>- Choosing and training group consultants</li> <li>- Step-by-step establishment of sector units</li> <li>- Day-to-day operation of a unit</li> <li>- Marketing of sector units</li> <li>- Formalizing a sector unit</li> <li>- Support networks and financial agents</li> <li>- Monitoring, evaluation and benchmarking</li> <li>- Common Errors and golden rules for establishing sector units</li> <li>- Case studies (Sri Lanka, Mozambique, Brazil)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Diagnostic for deciding on the potential segment for establishing a sector unit</li> <li>- Guidelines for the selection of group consultants</li> <li>- Example of invitation to unit meetings</li> <li>- Sample of bylaws for formalizing a sector unit</li> <li>- Code of conduct for sector units</li> <li>- Sample of enrolment questionnaire filled out by new unit members</li> <li>- Model of agreement between BMO and NGO / enterprises</li> <li>- Guidelines for the work with sector units</li> <li>- Model for classification of sector units</li> </ul>
<b>Target group</b>	Project managers BMOs
<b>Type of material</b>	Manual
<b>Comment</b>	Since the beginning of the 90s the nucleus approach has been adopted and further developed in projects of SEQUA. It has proved to be a powerful tool for SME promotion and organizational development of BMOs. The manual gives a detailed overview of the methodology as well as hands-on guidelines for implementing the approach in BMO projects, well structured, easily readable, lots of examples and practical working material. Golden rules summarize the main characteristics of the approach.

<b>Title</b>	<b>Governance of Employers' Organisations: Practical Guidelines</b>
<b>Author / Editor</b>	Author: Jean-Marie Standaert Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	2004
<b>Pages</b>	38
<b>Language</b>	English
<b>Source / Availability</b>	ILO ( <a href="http://www.ilo.org/public/english/region/eurpro/budapest/download/governance_employers.pdf">http://www.ilo.org/public/english/region/eurpro/budapest/download/governance_employers.pdf</a> )
<b>Key topics</b>	<b>Organizational development; business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Mission statement and strategy of an employers' organization</li> <li>- Members (principles, rights and duties of members etc.)</li> <li>- Statutes and bylaws</li> <li>- The Board, the President and the Vice-Presidents (role, function and composition of the Board etc.)</li> <li>- Financial management (rules for membership fees and expenditure etc.)</li> <li>- Human resources (remuneration, functions, required competences etc.)</li> <li>- Services (collective and tailor-made services etc.)</li> <li>- Communication with the members (logo, database of members, circulars etc.)</li> <li>- Legal text (rights of employers' organizations)</li> <li>- Comparison between chambers and employers' organizations</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs
<b>Type of material</b>	Working paper
<b>Comment</b>	The brochure provides a set of rules for the successful establishment and development of an employers' organization, focus on organizational infrastructure, strategy and management, well-written, practical guide with the key messages written in bold letters.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Guiding Business Membership Organizations</b> – A Manual for presidents and directors of Business Membership Organizations interested in strengthening their association
<b>Author / Editor</b>	Authors: Martin Wahl (Training and Development Centres of the Bavarian Employers Association (bfz) gGmbH); Rolf Speit; Andreas Dohle; Reyes Marinho Supported by: Essen Chamber of Arts and Trade (Kreishandwerkerschaft Essen)
<b>Year of publication</b>	2006
<b>Pages</b>	69
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Organizational development; business services; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Types and roles of Business Membership Organizations</li> <li>– Strategic lines of how to strengthen BMOs</li> <li>– Improving service delivery (consultancy services, training services, trade and market development, information and networking, insurance services, credit cooperatives, mediation and arbitration)</li> <li>– Advocacy and local economic development activities</li> <li>– Building an organizational culture (membership development, sector units, institutional marketing)</li> <li>– Association management (revenue sources, board and executive, board meetings, administration procedures)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Table of possible services delivered by BMOs and examples given</li> <li>– Example of an BMO action plan</li> <li>– Model of a BMO revenue analysis sheet</li> <li>– Example of analysis of position and function (job description)</li> <li>– Example of analysis of individual tasks</li> </ul>
<b>Target group</b>	BMOs
<b>Type of material</b>	Manual Training material
<b>Comment</b>	Training programme for presidents and directors of BMOs launched by the Training and Development Centres of the Bavarian Employers Association (bfz) gGmbH in the framework of their partnership projects with Brazil. It is based on a program successfully introduced by the Confederation of Brazilian Associations (CACB). The guide "What now Mr. President" developed by FEDERAMINAS (Federação das Associações Comerciais, Industriais, Agropecuárias e de Serviços do Estado de Minas Gerais) and Essen Chamber of Arts and Trade served as inspiration for the program.

<b>Title</b>	<b>How to Advocate Effectively: A Guidebook for Business Associations</b>
<b>Author / Editor</b>	Center for International Private Enterprise (CIPE)
<b>Year of publication</b>	2003
<b>Pages</b>	60
<b>Language</b>	English, Armenian, Russian, Indonesian
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/publications/handbooks/pdf/advocacyhandbook.pdf">http://www.cipe.org/publications/handbooks/pdf/advocacyhandbook.pdf</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Understanding advocacy (definition of advocacy and scope of advocacy, different country contexts, advocacy and ethics)</li> <li>- Why is advocacy important?</li> <li>- How to develop a successful advocacy strategy (forming committees, defining issues, defining solutions, developing an overall strategy, developing material)</li> <li>- How to implement a successful advocacy strategy (applying strategic tools, prioritizing issues, establishing a budget, evaluation advocacy activities)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Example of an priority issues survey of the U.S. chamber of Commerce</li> <li>- Case studies on coalition building from Romania and Iraq</li> <li>- Case studies for developing National Business Agendas from Egypt, Montenegro and Russia</li> <li>- Example of effective legislative advisory programmes from the Dominican Republic, Argentina and Bangladesh</li> <li>- Case studies of including the informal sector in advocacy processes and other advocacy challenges from Senegal, Kenya, Romania and Columbia</li> </ul>
<b>Target group</b>	BMOs
<b>Type of material</b>	Manual
<b>Comment</b>	CIPE helps BMOs worldwide to devise and implement their advocacy programmes. The manual draws on lessons learned from successful advocacy initiatives. Well structured, easily readable, practice-oriented, effectively highlights “dos” and “don’ts” of advocacy. Clear definition of advocacy and why it is important for BMOs. Gives concrete steps and tools to use in developing the advocacy process.



<b>Title</b>	<b>How to Introduce Business Advisory Services – Handbook for the Introduction and Organisation of Advisory Services within the Chamber System</b>
<b>Author / Editor</b>	Authors: Sanja Zelinski Matunec, Olga Lui, Ivo Marin, Slaven Jakelic Publisher: SEQUA, Croatian Chamber of Craft, Munich Chamber of Craft, EU/CARDS
<b>Year of publication</b>	2006
<b>Pages</b>	173 (incl. 93 pages of working materials in the appendix)
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Introduction to the craft sector in Croatia and the organization of the chamber system</li> <li>- Vocational training and the respective activities of the Croatian chamber</li> <li>- Communication/PR in the chamber's work</li> <li>- Advisory services in the chamber system</li> <li>- Steps for establishing an Advisory Service</li> <li>- Description of the advisory process</li> <li>- Assessing the Quality of services</li> <li>- Cooperation with the local community in rendering services</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Contact list of the Regional Chambers of Crafts and Trade Associations</li> <li>- Model decision on the establishment of the Advisory Service</li> <li>- Model work agreement for leaflet and an ad for the Advisory Service</li> <li>- Preparatory training program for advisors with training syllabus</li> <li>- Forms of recording of individual inquiries</li> <li>- Model reply to an inquiry and joint records on the inquiries</li> <li>- Model report on the work of the Advisory Service</li> <li>- Questionnaire for the analysis of the facility</li> <li>- Model answer to the most frequent questions in the INFOS data base</li> <li>- List of Contacts for Entrepreneurial Centres and incubators and HAMAG certified consultants</li> <li>- List of savings and loan cooperatives</li> <li>- Evaluation form</li> </ul>
<b>Target group</b>	BMOs Project Managers
<b>Type of material</b>	Manual
<b>Comment</b>	The manual was developed by SEQUA and the Chamber of Craft of Croatia and Munich in the framework of a project "Development of the Advisory Service Implementaton Model in Regional Chambers of Trades and Craft in Zadar and Sibenik" funded by EU/CARDS and co-funded by BMZ. The manual is based on the experience of two regional Croatian chambers of craft in expanding their professional advisory services for craftsmen to help them master a situation of increased competition, but also increased opportunities on the European market. Comprehensive and practice-oriented handbook on good practices in this area, step-by-step approach.

<b>Title</b>	<b>Improve Your Business Association</b>
<b>Author / Editor</b>	Editors: Fantahun Melles, Dieter Gagel, Christine Peter, Teklu Kidane Publishers: Ethiopian Business Development Services Network (EBDSN) in collaboration with Ethio-German TVET Programme, Ethio-German Micro and Small Enterprise Development Project (GTZ)
<b>Year of publication</b>	2004
<b>Pages</b>	29
<b>Language</b>	English
<b>Source /Availability</b>	EBDSN ( <a href="http://www.bds-ethiopia.net">www.bds-ethiopia.net</a> ) Business Development Services (BDS) Forum ( <a href="http://www.bds-forum.net/bds-reader/handbooks/business-association-5-2-04.pdf">http://www.bds-forum.net/bds-reader/handbooks/business-association-5-2-04.pdf</a> )
<b>Key topics</b>	<b>Organizational development; business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Deliver services to your members (needs assessment, action planning, implementation, networking, fundraising etc.)</li> <li>- Management of the association (regulations and bylaws, membership fees, accounting etc.)</li> <li>- How to present your association?</li> <li>- What is the Organizational Development 'Folder Method' Tool?</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Checklist to start and improve your association</li> <li>- Example of regulations and bylaws of an association</li> <li>- Templates for situation analysis and action plan</li> <li>- Example of an association's cash book</li> <li>- Template for membership list and record of fees</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Brief and hands-on manual on association management and introduction of BDS based on the experience with working with Ethiopian associations. Manual forms part of a series of business information handbooks by EBDSN. Provides practical tools and materials for the development of business associations. More information on working with BMOs in Ethiopia can be obtained under: <a href="http://www.bds-ethiopia.net">www.bds-ethiopia.net</a> .

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<b>Title</b>	<b>Improve your Business Association</b>
<b>Author / Editor</b>	Publishers: SPEED Ghana (Support Programme for Enterprise Empowerment and Development); German Technical Cooperation (GTZ); DANIDA (Danish International Development Assistance) in collaboration with Small Business Services (SBS) Network
<b>Year of publication</b>	2006
<b>Pages</b>	27
<b>Language</b>	English
<b>Source / Availability</b>	Business Development Service (BDS) Forum ( <a href="http://www.bds-forum.net/download/improve-your-business-association.doc">http://www.bds-forum.net/download/improve-your-business-association.doc</a> )
<b>Key topics</b>	<b>Organizational development; business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Deliver services to your members (needs assessment, action planning, implementation, networking, fundraising etc.)</li> <li>- How to register a business association in Ghana (regulations, procedures and bylaws)</li> <li>- Management of the association (job description, planning, membership fees, accounting etc.)</li> <li>- How to present your association?</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Checklist to start and improve your association</li> <li>- Templates for situation analysis and action plan</li> <li>- Example of an association's cash book</li> <li>- Template for membership list and record of fees</li> <li>- List of selected business associations in Ghana</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Brief and hands-on manual on association management and introduction of BDS based on the same manual published for Ethiopia in 2004 adapted to the context in Ghana. Manual forms part of a series of business information handbooks for Ghana (see <a href="http://www.bds-forum.net">www.bds-forum.net</a> ). Provides practical tools and materials for the development of business associations.

<b>Title</b>	<b>Income-generating Activities of Chambers of Commerce</b>
<b>Author / Editor</b>	Author: B.P. Gunaji Editor/Publisher: International Trade Center UNCTAD/GATT (ITC), International Chamber of Commerce (ICC), SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1993 (second edition)
<b>Pages</b>	92
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Role and aims of chambers of commerce (representation, services, institutional environment etc.)</li> <li>– Sources of financing (membership fees, funding, service provision)</li> <li>– Income-generating activities (need for income-generating activities, pricing of services etc.)</li> <li>– Trade promotion activities (business missions, trade fairs etc.)</li> <li>– Authorized activities (certificates of origin and analysis, ATA carnets etc.)</li> <li>– Courses and seminars (workshops, vocational training etc.)</li> <li>– Office services (office space, translation services etc.)</li> <li>– Other miscellaneous services and other activities</li> </ul>
<b>Working materials</b>	– Example of invitation to a workshop
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Detailed description of the role, aim and financing of chambers of commerce; discussion on the needs of income-generating activities, good overview on possible activities and services to be provided by a BMO, working material very specific (e.g. specimen letter of indemnity; ) slightly outdated (e.g. telex, telefax service).

<b>Title</b>	<b>International Conference on Innovative and Best Practices for Chambers and Industry Associations in the New Millennium</b>
<b>Author / Editor</b>	Publishers: SEQUA /ZDH Partnership Programme, Singapore Confederation of Industries
<b>Year of publication</b>	2001
<b>Pages</b>	257
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services ; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Executive summary, conference concept and programme, list of participants</li> <li>- Report on the proceedings of the conference</li> <li>- Collection of speeches and papers: <ul style="list-style-type: none"> <li>- Opening ceremony</li> <li>- Overview of the challenges of the new millennium</li> <li>- Public-Private Sector Partnerships and the delegation of functions to the private sector</li> <li>- Quality management for chambers and associations</li> <li>- Services for small and medium enterprises</li> </ul> </li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs
<b>Type of material</b>	Conference report
<b>Comment</b>	As the new millennium holds a row of opportunities, challenges and threats for small and medium enterprises, BMOs will have to reengineer their operations accordingly and enhance their proficiency in providing quality services to their members. To that respect the 2-day conference presented innovative and best practices from BMOs in Asia and Germany. It brought together key leaders from German Government and BMOs and BMOs in 12 Asian countries. The report is a collection of the speeches held at the conference, mainly case studies from Germany and different Asian countries.

<b>Title</b>	<b>Legal Frameworks for Employers' Organizations in Eastern Europe and Central Asian Countries</b>
<b>Author / Editor</b>	Author: Angelika Müller Editor/Publisher: Bureau for Employer's Activities (ACT/EMP), International Labour Office (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	50
<b>Language</b>	English
<b>Source /Availability</b>	ILO <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/legalframeworks_english.pdf">http://www.ilo.org/public/english/dialogue/actemp/papers/2006/legalframeworks_english.pdf</a>
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; policy dialogue and agenda setting; special issues</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Existing legal frameworks and their evolution <ul style="list-style-type: none"> <li>- Components of the legal framework (constitutions, labour codes etc.)</li> <li>- Legal approach (style and structure of legal acts etc.)</li> </ul> </li> <li>- Regulations and implementation of key issues for employers' organizations <ul style="list-style-type: none"> <li>- Recognition of employers' organizations (terminology and definitions etc.)</li> <li>- Creating and joining an employers' organization (preconditions for creation and membership, type of membership etc.)</li> <li>- Internal organization (right to free internal governance, fiscal deductibility of membership fees etc.)</li> <li>- External activities (lobbying, social dialogue etc.)</li> <li>- Reorganization and liquidation (suspension and dissolution, transitional provisions)</li> </ul> </li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs
<b>Type of material</b>	Study
<b>Comment</b>	Comparative survey of legal framework for employers' organizations based on 12 countries in Eastern Europe and Central Asia, identifies current weaknesses and best practices, emphasis on the adoption of special laws for employers' organizations.

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<b>Title</b>	<b>Lobbying by Employers' Organisations: Tools for Success in Europe</b>
<b>Author / Editor</b>	Author: Jean-Marie Standaert Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	2006
<b>Pages</b>	63
<b>Language</b>	English
<b>Source / Availability</b>	ILO <a href="http://www.ilo.org/public/english/region/eurpro/budapest/download/dialogue/lobbying.pdf">http://www.ilo.org/public/english/region/eurpro/budapest/download/dialogue/lobbying.pdf</a>
<b>Theme</b>	<b>Organizational development; policy dialogue and agenda setting; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Definition and framework conditions for lobbying</li> <li>- Strategic planning (decision-making process, timing and planning etc.)</li> <li>- Contents of proposals (use of external experts, input from members etc.)</li> <li>- Communication of the message (events, publications, campaigns etc.)</li> <li>- Networking and alliances (address book, selection etc.)</li> <li>- Ways of dealing with the authorities (code of conduct, relations with civil servants and politicians etc.)</li> <li>- 5 case studies integrated in the text (website for dialoguing with members, entrepreneurs' day, commission work, business survey, official government recognition)</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs
<b>Type of material</b>	Working paper
<b>Comment</b>	The publication is part of a trilogy of publications for employers' organizations: governance, collective bargaining, lobbying. In-depth and practice-oriented information on different ways and tools of effective lobbying, easily readable with keywords written in bold letters, boxes on 'success stories' from five countries in the text.



<b>Title</b>	<b>Managing an Employers' Organisation in the 21<sup>st</sup> Century – A Training Package</b>
<b>Author / Editor</b>	Author: Sriyan de Silva Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	1998
<b>Pages</b>	
<b>Language</b>	English
<b>Source / Availability</b>	International Labour Organization, Bureau for Employers' Activities (ILO, ACT/EMP) <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/1998/nangeo21.htm">http://www.ilo.org/public/english/dialogue/actemp/papers/1998/nangeo21.htm</a> (online only summary of the training material)
<b>Key topics</b>	<b>Organizational development; policy dialogue and agenda setting</b>
<b>Contents</b>	Covers issues relating to the future development of employers' organizations <ul style="list-style-type: none"> <li>- Emerging business environment</li> <li>- Identification of possible roles of and rationale for employers' organizations</li> <li>- Issues to be addressed by employers in the future</li> <li>- Organizational strengthening of employers' organizations for answering changing demands of business community</li> <li>- Potential sources of competition for employers organizations</li> </ul>
<b>Working materials</b>	(See print version available at ACT/EMP)
<b>Target group</b>	BMOs
<b>Type of material</b>	Training material
<b>Comment</b>	The training package covers issues relating to the future development of employers' organizations. Only very short summary online.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Manual – Management and Administration of Training Courses “How to introduce Training Services”</b>
<b>Author / Editor</b>	Publisher: EU TACIS Institution Building Partnership Programme, SEQUA, Chamber of Commerce and Industry St. Petersburg
<b>Year of publication</b>	2005
<b>Pages</b>	54
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– The context of chamber training (rationale, new trends)</li> <li>– Planning of chamber training (training cycle, activities, certification etc.)</li> <li>– Status quo and training needs analysis</li> <li>– Learning/training objectives</li> <li>– Designing training curricula and training materials</li> <li>– Training techniques and methods</li> <li>– Training location, facilities and equipment</li> <li>– Selecting, motivating and evaluating trainers</li> <li>– Evaluating chamber training programmes</li> <li>– Setting up a training centre in a chamber (steps to undertake, planning, implementation)</li> <li>– Managing, organizing and evaluating a training centre</li> <li>– Primary success factors for setting up and operating a training centre</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Sample of a training needs analysis survey</li> <li>– Sample of a curricula document</li> <li>– Pre-program-planner</li> <li>– Sample of an evaluation questionnaire for courses</li> <li>– Sample of a registration form</li> <li>– Checklist for the organization of a seminar</li> <li>– Sample of a staff assessment form</li> </ul>
<b>Target group</b>	BMOs Trainers Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	The manual was developed by SEQUA and the Chamber of Commerce St. Petersburg in the framework of a project “Establishment of Russian Chambers of Commerce and Industry as Competent Providers of Business Education Services” funded by EU/TACIS IBPP and co-funded by BMZ. Practical recommendations for BMOs on how to plan, implement and monitor training courses. The annex comprises useful tools for BMOs active in the area of training.

<b>Title</b>	<b>Manual on Developing a Training Centre within a Chamber or Trade Association</b>
<b>Author / Editor</b>	Author: Wong Chin Yeow Publisher: SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1997
<b>Pages</b>	92
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– The context of training (objectives, benefits etc.)</li> <li>– The chamber training cycle (training courses, certification etc.)</li> <li>– Training needs analysis (benefits and outcomes, methods of identifying etc.)</li> <li>– Planning training programs (objectives, content etc.)</li> <li>– Learning objectives (levels of objective, components etc.)</li> <li>– Course development and developing training materials (design process, developing the curriculum document etc.)</li> <li>– Evaluating training (evaluation process, techniques etc.)</li> <li>– Training facilities (room arrangement, audio-visual equipment etc.)</li> <li>– How to set up a training service within the chamber (training strategy, development and implementation of a business plan etc.)</li> <li>– Training management and administration (financial management, marketing etc.)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Example of survey of training needs</li> <li>– Sample curriculum document</li> <li>– Questionnaire for course evaluation</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Guide regarding all aspects of planning, implementing and evaluating training services delivered by BMOs. Critical aspects of training, such as financing, trainers and training facilities and marketing are dealt with in depth. Critical success factors for training are presented. Well structured and practical working materials provided in annex. The manual was developed within the SEQUA/ZDH Partnership Program of SEQUA.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Manual on Developing and Operating an Information Service for Chambers and Trade Associations</b>
<b>Author / Editor</b>	Author: Wong Chin Yeow Publisher: SEQUA/ZDH Partnership Program
<b>Year of publication</b>	1998
<b>Pages</b>	152
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- What is a Business Information Centre?</li> <li>- Development of a a business information centre (feasibility study, business plan, planning workshop etc.)</li> <li>- Types and sources of business information (list of information sources, economic and business information etc.)</li> <li>- Information services (current awareness services, briefing services etc.)</li> <li>- Business matching service (resource requirements, follow-up procedures etc.)</li> <li>- Electronic information services and other new innovations (on-line information services, Chamber Electronic Network etc.)</li> <li>- Business services (business centre, catalogue library etc.)</li> <li>- Evolution and development of a business information centre (different stages)</li> <li>- Critical success factors</li> <li>- Practical examples of Information centres in action (China, Philippines, Indonesia, Vietnam)</li> <li>- List of useful publications, organizations and website links</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Guidelines on <ul style="list-style-type: none"> <li>- managing and operating a basic reference library</li> <li>- organizing and managing a membership database</li> <li>- use of intranet</li> <li>- use of internet</li> <li>- basic computing concepts</li> <li>- developing a chamber electronic network</li> </ul> </li> <li>- Inquiry registration form for business information</li> <li>- Questionnaire for company profile</li> <li>- Sample of business matching form</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Hands-on information on how to plan and run a business information centre within a BMO, provides guidelines for a business plan to set up a business information centre. A chapter on electronic and internet information services is included. Methodical and stepwise approach with many graphics, examples and checklists targeting newcomers as well as advanced BMOs. The author is experienced consultant on information services. The manual was written on behalf of the SEQUA/ZDH Partnership Program.

<b>Title</b>	<b>Manual on Income-Generating Services of Chambers and Trade Associations</b> Income from Services – A Practice-Oriented Manual for the Development of Income-Generating Services of Chambers and Associations
<b>Author / Editor</b>	Author: Torsten Schumacher Publisher: SEQUA
<b>Year of publication</b>	1999
<b>Pages</b>	94
<b>Language</b>	English, German, Spanish, French, Russian, Portuguese, Indonesian
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Significance of income-generating services</li> <li>- Description of steps and typical errors for introducing services, suggested solutions</li> <li>- Introduction to individual services <ul style="list-style-type: none"> <li>- Office Services</li> <li>- Advisory services</li> <li>- Training seminars</li> <li>- Cooperation exchange</li> <li>- Entrepreneurs' meetings</li> <li>- Fairs and exhibitions</li> <li>- Publications</li> </ul> </li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Form for a status-quo analysis</li> <li>- Example of job description</li> <li>- Questionnaire for new members</li> <li>- Decision-making grid for introducing new services</li> <li>- Draft letters and information leaflets for service marketing</li> <li>- Checklists for introducing office services, advisory services, seminars, membership directories, newsletters</li> <li>- Questionnaire for demand analysis</li> <li>- Models and calculation schemes for pricing of services</li> <li>- Registration form for trainings, databases, entrepreneurs' meetings and trade fairs</li> <li>- Evaluation forms for seminars and organization of trade fairs</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Hands-on information and practical working aid on the development of income-generating services in BMOS, concise layout with lots of graphics, forms and checklists integrated in the text body, clear recommendations for actions. Gives excellent advice on planning entrepreneurs' meetings, provides good guidelines regarding cost calculation of fairs and includes the subject of training by BMOs. The manual was financed by the German Ministry for Economic Cooperation and Development (BMZ) and is based upon experience gained in more than 60 partnership projects managed by SEQUA.

<b>Title</b>	<b>Manual on Organising and Managing Chambers of Commerce and Industry</b>
<b>Author / Editor</b>	Author: Judy Tan Lan Eng Publisher: SEQUA/ZDH Partnership Program
<b>Year of publication</b>	2000
<b>Pages</b>	110
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Organizational development; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Characteristics, role and functions of chambers of commerce and industry (mission, agenda, functions and activities, strengths and weaknesses)</li> <li>- Administrative procedures and organizational structure (Board of Directors, Executive Committee, Secretariat etc.)</li> <li>- Staff, office and membership administration (secretariat organization structure, personnel policies, internal controls etc.)</li> <li>- Managing activities, services and facilities (election of Board of Directors, membership services and activities etc.)</li> <li>- Planning, review and evaluation (SWOT analyses, membership development, financial planning etc.)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Sample of a Committee's report to the Board</li> <li>- Example of organization chart</li> <li>- Examples of job descriptions</li> <li>- Sample of staff assessment form</li> <li>- Sample of employee requisition form</li> <li>- Sample of travel reimbursement form</li> <li>- Sample of invitation to quote and tender forms</li> <li>- Format for recording AGM minutes</li> <li>- Sample agenda for board meeting</li> <li>- Guidelines to organizing a trade mission incl. information sheet for members</li> <li>- Questionnaire for member registration</li> <li>- Checklist and planning forms for organizing events</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	In-depth information on how to successfully set up and run a chamber, practical compendium for BMO staff and Board members in the area of BMO management and human resources, provision of useful checklists and forms in the appendices, detailed reading list. Manual was written on behalf of the SEQUA/ZDH Partnership Program.

<b>Title</b>	<b>National Business Agenda Guidebook: the Voice of Business</b>
<b>Author / Editor</b>	Center for International Private Enterprise (CIPE)
<b>Year of publication</b>	2006
<b>Pages</b>	60
<b>Language</b>	English, Russian, Romanian, Spanish, Urdu
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/publications/papers/pdf/NBAGuidebook.pdf">http://www.cipe.org/publications/papers/pdf/NBAGuidebook.pdf</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Outreach and coordination (identification of key business leaders, contacting key business associations)</li> <li>- Organizing working groups (selecting members, facilitator)</li> <li>- Managing working groups</li> <li>- How to draft and distribute the NBA</li> <li>- Feedback and revisions</li> <li>- Publication and distribution of NBA</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Example of NBA workflow chart</li> <li>- Working group meeting checklist</li> <li>- Case studies from Mexico, Egypt, Montenegro, Ukraine</li> <li>- Checklist before launching the NBA</li> <li>- Case study: Small business 2004 - Russia</li> </ul>
<b>Target group</b>	BMOs
<b>Type of material</b>	Manual
<b>Comment</b>	CIPE developed the guidebook to provide BMOs with step-to-step guidance on how to develop a National Business Agenda (NBA). The manual is a set of guiding principles that can be adapted to the special needs of any country's private sector. Practical, hands-on approach on how to manage the process of developing an NBA including a lot of practical experience from different countries.



## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>National Chambers of Commerce: a Primer on the Organization and Role of Chamber Systems</b>
<b>Author / Editor</b>	Authors: Markus Pilgrim, Ralf Meier Publisher: Center for International Private Enterprise (CIPE)
<b>Year of publication</b>	1995
<b>Pages</b>	157
<b>Language</b>	English
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/programs/ba/pdf/Chamber_Primer.pdf">http://www.cipe.org/programs/ba/pdf/Chamber_Primer.pdf</a> )
<b>Key topics</b>	<b>Identification and benchmarking; organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Definition of term and history of chambers</li> <li>- Legal structures of different chamber systems (continental model, Anglo-Saxon model, mixed systems)</li> <li>- Country cases: role and organization of chambers according to legal structure (membership, internal organization, sources o income, range of activities)</li> <li>- Discussion of different chamber models, strengths and weaknesses</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- List of tables: classification of chamber systems, features of continental and Anglo-Saxon model</li> <li>- Charts: organizational structure of chambers in Germany, France, U.S., Philippines, Japan and Thailand</li> <li>- Overview of the structure and legal status of chambers</li> <li>- German Chamber law</li> <li>- Certificate and Articles of Incorporation of the U.S. Chamber of Commerce</li> <li>- Chamber of commerce bylaws</li> <li>- Internal Revenue Code of the U.S.</li> <li>- Japanese Chamber Law</li> <li>- Thai Chamber Law</li> </ul>
<b>Target group</b>	BMOs Policy makers
<b>Type of material</b>	Manual
<b>Comment</b>	Extensive and systematic manual that gives an introduction to existing chambers systems including a comparative analysis of structure, status and range of activities of chambers in different countries. Case studies from both developed and developing countries are considered. In the annex, chamber laws of different countries are provided. Primer ends with extensive bibliography of chamber literature.

<b>Title</b>	<b>Organisation and Implementation of Training Workshops on Foreign Economic Cooperation: A Manual for Chinese Local Chambers of Commerce and Industry</b>
<b>Author / Editor</b>	Publisher: German Confederation of Small Business and Skilled Crafts (ZDH), SEQUA, Confederation of Danish Industries (DI), Jiangsu Provincial Federation of Industry and Commerce of China (CJSFIC)
<b>Year of publication</b>	2005
<b>Pages</b>	86
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Overview of Chamber Services related to foreign economic cooperation <ul style="list-style-type: none"> <li>– business missions,</li> <li>– trade fairs and exhibitions,</li> <li>– trade and investment information,</li> <li>– business contacts, training for members</li> </ul> </li> <li>– Organization and implementation of training courses on export promotion <ul style="list-style-type: none"> <li>– developing a training program,</li> <li>– preparation and implementation of training courses,</li> <li>– evaluation and follow up</li> </ul> </li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– training materials developed by Chinese trainers</li> <li>– Questionnaire for workshop evaluation</li> <li>– Template for company profiles</li> </ul>
<b>Target group</b>	BMOs Trainers
<b>Type of material</b>	Manual
<b>Comment</b>	Provision of hands-on information and guidance to staff and decision makers in Chinese chambers on the field of foreign economic cooperation and related training, useful training material provided in the annex.

<b>Title</b>	<b>Organizational and Legal Models of Chambers</b>
<b>Author / Editor</b>	Author: Victor I.Fedorov Publisher: Center for International Private Enterprise (CIPE), Business Association Studies
<b>2007</b>	1995
<b>Pages</b>	65
<b>Language</b>	English
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/programs/ba/pdf/BA_VF_04-20-2007.pdf">http://www.cipe.org/programs/ba/pdf/BA_VF_04-20-2007.pdf</a> )
<b>Key topics</b>	<b>Identification and benchmarking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Classification of organizational and legal models of chambers according to Rehker and Pilgrim/Meier</li> <li>- Additional classification parameters</li> <li>- The different models (origin, characteristics, prevalence, disadvantages and advantages): <ul style="list-style-type: none"> <li>- the Public Model</li> <li>- the Anglo-Saxon Model</li> <li>- the Continental Model</li> <li>- The Asian Model</li> <li>- The Eurasian Model</li> </ul> </li> <li>- Summary of the study's findings</li> </ul>
<b>Working materials</b>	- Chart enlisting characteristics, advantages and disadvantages for each model
<b>Target group</b>	BMOs Policy makers Academics
<b>Type of material</b>	Study
<b>Comment</b>	The study is an excerpt from "Chamber of Commerce and Industry: Part II: Theory and Practice by the same author and is based among others on "National Chambers of Commerce: a Primer on the Organization and Role of Chamber Systems" by Pilgrim/Meier, also published by CIPE. Comprehensive overview of existing chamber models, characterizes the different models and reviews their advantages and disadvantages, applying to countries around the world. The aim is to identify the most efficient organizational and legal forms that enhance the effectiveness of chambers.

<b>Title</b>	<b>Private Sector Development Toolbox</b>
<b>Author / Editor</b>	German Technical Cooperation (GTZ)
<b>Year of publication</b>	2007
<b>Pages</b>	-
<b>Language</b>	English
<b>Source / Availability</b>	GTZ ( <a href="http://www.gtz.de">www.gtz.de</a> ), CD ROM to be ordered from: <a href="mailto:private.sector@gtz.de">private.sector@gtz.de</a>
<b>Key topics</b>	<b>Business services; policy dialogue and agenda setting; BMO and enterprise networking; project planning;</b>
<b>Contents</b>	The toolbox comprises tools in the following areas: <ul style="list-style-type: none"> <li>- SME Promotion (Start up Counselling, Business Linkages, BMOs, BDS, Business Info Development, Ecoefficiency, Quality)</li> <li>- Local and Regional Economic Development (LRED)</li> <li>- Monitoring and Evaluation</li> <li>- Business Investment Climate (e.g. Reducing red tape, Innovation and technology)</li> <li>- Trade Promotion (Value chains, Export)</li> <li>- Quality Infrastructure</li> </ul>
<b>Working materials</b>	Numerous references and further material given in toolbox
<b>Target group</b>	Project managers Donors
<b>Type of material</b>	CD ROM
<b>Comment</b>	The toolbox offers a range of tools used in the area of Private Sector Development in GTZ projects worldwide. Well structured, focussing on basic information. Short introduction to every tool, contact persons, references and further material given.

<b>Title</b>	<b>Product Quality – A guide for small and medium sized enterprises</b>
<b>Author / Editor</b>	Publisher: United Nations Industrial Development Organisation (UNIDO)
<b>Year of publication</b>	2006
<b>Pages</b>	56
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/file-storage/download/?file_id=71779">http://www.unido.org/file-storage/download/?file_id=71779</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<p>The paper is based on UNIDO's 3 Cs strategic approach to help developing countries overcome trade barriers: Compete – develop competitive manufacturing capability; Conform – ensure conformity with market requirements; Connect – connect to the market.</p> <ul style="list-style-type: none"> <li>- Product quality</li> <li>- Product inspection</li> <li>- Human factors in product quality</li> <li>- Simple tools for quality control</li> <li>- Product certification</li> <li>- Conformité européenne</li> <li>- Pre-shipment inspection</li> <li>- Conformity assessment</li> </ul>
<b>Working materials</b>	<p>Seven simple quality control tools given:</p> <ul style="list-style-type: none"> <li>- Process flow charts</li> <li>- Check sheets</li> <li>- Graphs</li> <li>- Pareto analysis</li> <li>- Cause and effect diagrams,</li> <li>- Scatter diagrams</li> <li>- Control charts</li> </ul>
<b>Target group</b>	SMEs BMOs
<b>Type of material</b>	Working paper
<b>Comment</b>	The paper is one of a series of guides developed within the framework of the UNIDO project "Market access and trade facilitation support for South Asian least developed countries, through strengthening institutional and national capacities related to standards, metrology, testing and quality". Practical guide that gives readers a basic introduction into how to control product quality with reference to the European marketplace.

<b>Title</b>	<b>Promoting Trade Associations in South Eastern Europe – Challenges and Experiences</b>
<b>Author / Editor</b>	Author: Gero Winkler Editor/Publisher: German Technical Cooperation (GTZ)
<b>Year of publication</b>	2004
<b>Pages</b>	130 / 125
<b>Language</b>	German / English
<b>Source / Availability</b>	GTZ ( <a href="http://www.gtz.de">www.gtz.de</a> ) <a href="http://www2.gtz.de/dokumente/bib/05-0074.pdf">http://www2.gtz.de/dokumente/bib/05-0074.pdf</a> (German) <a href="http://www2.gtz.de/dokumente/bib/05-0076.pdf">http://www2.gtz.de/dokumente/bib/05-0076.pdf</a> (English)
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; business services; policy dialogue and agenda setting; project planning; special issues</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Role of chambers and associations in a market economy (definitions, rationale, conclusions)</li> <li>- Challenges to chambers and association in the EU and South Eastern Europe (challenges, differences, strengths and weaknesses etc.)</li> <li>- Approaches and experiences of donor organizations in promotion of trade associations (goals, approaches etc.)</li> <li>- Development of chambers and associations: Examples and lessons learned (from Germany, South Eastern Europe and other regions)</li> <li>- Conclusions for the promotion of chambers in South Eastern Europe (situation analysis, BMO identification, instruments of BMO promotion, interest representation, services, organizational development, cooperation and networks, indicators and impact)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Links and addresses, selected publications</li> <li>- Organization analysis form</li> <li>- SWOT analysis form</li> <li>- Identification scheme for chambers and associations</li> <li>- Inventory of existing instruments of chamber promotion</li> <li>- Sample cooperation agreement</li> <li>- Case studies from South Eastern Europe and other regions</li> <li>- Sample statutes and internal regulations</li> <li>- Law on the organization of branches in Bulgaria</li> <li>- Evaluation grid for a competition 'Most successful association'</li> <li>- Questionnaire for assessing needs for trainings in association management</li> <li>- Evaluation form of GTZ advisory services in the area of association management</li> </ul>
<b>Target group</b>	Project managers Consultants
<b>Type of material</b>	Manual
<b>Comment</b>	The manual is based on the experience of several GTZ-assisted projects in the area of promotion of trade associations, mainly in South Eastern Europe. It reflects the development of BMOs in South Eastern Europe towards the role of service providers with increasing demand put on BMOs by local enterprises who want to adjust to European markets. The manual provides a variety of practical examples and lessons learned and includes plenty of working materials for BMO promotion.

<b>Title</b>	<b>Promoting Business Linkages – Overview and Tool</b>
<b>Author / Editor</b>	Author: Dr. Schulenburg Publisher: GTZ, Economic Reform and Private Sector Development Section, Sector Project “Innovative Tools for Private Sector Development”; commissioned by: BMZ
<b>Year of publication</b>	2006
<b>Pages</b>	83
<b>Language</b>	English
<b>Source /Availability</b>	GTZ ( <a href="http://www.gtz.de">www.gtz.de</a> )
<b>Key topics</b>	<b>Business services; BMO and enterprise networking</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Background, aims and approach of publication</li> <li>- Part I: Overview of business linkages <ul style="list-style-type: none"> <li>- Business Linkages (definition of term, horizontal and vertical linkages, public support, linkages between enterprises of different size)</li> <li>- Business linkages approach and pro-poor growth</li> <li>- Overview of existing tools (UNIDO – Clusters and network management, Public Private Partnership, Databanks and matchmaking, group counselling)</li> </ul> </li> <li>- Part II: Design of a GTZ tool (methodology) for promoting business linkages <ul style="list-style-type: none"> <li>- Framework for promoting business linkages (GTZ PDS products, focus on priority partner countries, integration into national PDS strategies, principles of financing)</li> <li>- Methodology for promoting business linkages (3 modules: vertical cooperation, horizontal networks, cluster development)</li> </ul> </li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Guideline for designing a business plan for horizontal networks</li> <li>- Tools for elaborating a strategy for promoting business linkages (SWOT Analysis, Five Forces Analysis, Boston Matrix, Diversification and Risk)</li> </ul>
<b>Target group</b>	Project managers Donors
<b>Type of material</b>	Manual
<b>Comment</b>	The manual aims at defining and analysing the potential of business linkages between the modern and informal urban and rural sector as means of fostering growth dynamics. It finally designs and recommends a respective tool for private sector development programmes. Publication provides good background reading on the subject of value chains and clusters. However, methodology presented follows GTZ approach and BMOs are only mentioned as one possible broker within the context of promoting business linkages.



<b>Title</b>	<b>Public-Private Partnership in SSI Promotion: An Assessment of the Roles of Chambers and Trade Associations in Different Countries</b>
<b>Author / Editor</b>	Author: Roland Strohmeier  Editors: Klaus Müller, Jörg Hartmann, Dietrich Müller-Falcke - International Department Institute of Small Business, University of Göttingen  Supported by: SEQUA/ZDH Partnership Programme, BMZ
<b>Year of publication</b>	2000
<b>Pages</b>	23
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> ) University of Göttingen – International Small Business Series 26
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Background and definition of Public-Private Partnership (PPP)</li> <li>- Forms of PPP activities</li> <li>- The rationale for choosing BMOs as PPP actors</li> <li>- Country cases: Forms and structure of PPPs: Germany, France, United States, Philippines, Japan, Thailand, India</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	Academics  Donors
<b>Type of material</b>	Working paper  Publication series
<b>Comment</b>	The Institute of Small Business at the University of Göttingen, Germany, does research on issues concerning the development of SMEs. The International Small Business Series promotes the analysis and discussion of current issues on the subject. The paper deals exclusively with PPP activities that involve BMOs. Concise paper on the subject, useful for basic information on how BMOs can cooperate with the public sector.

<b>Title</b>	<b>Reaching out to SMEs – An electronic toolkit for employers' organizations</b>
<b>Author / Editor</b>	International Labour Organization (ILO) International Organization of Employers (IOE)
<b>Year of publication</b>	2005, ongoing
<b>Pages</b>	-
<b>Language</b>	English, Spanish, French
<b>Source / Availability</b>	ILO ( <a href="http://learning.itcilo.org/sme/">http://learning.itcilo.org/sme/</a> )
<b>Key Topic</b>	<b>Organizational development; business services; policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- The toolkit is organized around four areas of activities that an employers' organization should address when outreaching to SMEs (preparation, representation, advocacy and services)</li> <li>- Mini-guides explaining the key areas of the toolkit</li> <li>- Tool summaries providing a synopsis of over 20 tools mostly developed by ILO</li> <li>- Self assessment tools for representation, advocacy and service provision</li> <li>- A dozen case studies outlining what has been achieved in various parts of the world</li> </ul>
<b>Working materials</b>	Numerous (see content)
<b>Target group</b>	BMOs
<b>Type of material</b>	Website ( <a href="http://learning.itcilo.org/sme/">http://learning.itcilo.org/sme/</a> ) CD-ROM
<b>Comment</b>	The toolkit offers concrete help to Employers' Organizations in the areas of representation, advocacy and services. It is part of a broader effort of ILO and IOE to strengthen the capacities and expand the activities of employers' organizations in developing and transition countries. The four-part ILO-package "The Effective Employers' Organization" and this toolkit complement each other. The final aim of ILO's effort is to broaden SME representation within employers' organizations. Practice-oriented, well-structured, easy to use, summary of tools for each area and case studies attached.

<b>Title</b>	<b>Services Offered by Employer's Organisations in the Transition Countries of Central and Eastern Europe: The Reference Book</b>
<b>Author / Editor</b>	International Labour Organization (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	54
<b>Language</b>	English
<b>Source / Availability</b>	ILO <a href="http://www.ilo.org/public/english/region/eurpro/budapest/download/dialogue/services.pdf">http://www.ilo.org/public/english/region/eurpro/budapest/download/dialogue/services.pdf</a>
<b>Key topics</b>	<b>Business services; special issues</b>
<b>Contents</b>	<p>Examples (case/country studies) of well-functioning services set up by employers' organizations for their members</p> <ul style="list-style-type: none"> <li>- Introduction: What to do and how</li> <li>- General services (Bosnia-Herzegovina)</li> <li>- Management training (Lithuania, Croatia)</li> <li>- Occupational health and safety (OSH) (Bulgaria, Romania)</li> <li>- Internet (Bulgaria)</li> <li>- Payroll and contribution services (Bulgaria)</li> <li>- Financial services (Bosnia-Herzegovina, Romania)</li> <li>- Unemployment compensation fund (Romania)</li> <li>- Vocational training (Romania)</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- checklist for the introduction of new services</li> <li>- guideline on how to prepare a business plan</li> </ul>
<b>Target group</b>	BMOs
<b>Type of material</b>	Case studies
<b>Comment</b>	Employers' Organizations in Central and Eastern Europe have undergone significant changes in the last 15 years. To learn from their experience the reference book offers numerous examples of services introduced by these organizations. The reference book was published in the framework of the Stability Pact Project on Strengthening Social Dialogue and Tripartism, which was funded by the Governments of France and Italy. An updated version is planned for the end of 2007.

<b>Title</b>	<b>Setting up a Business Matching Service within a Chamber or Trade Association</b>
<b>Author / Editor</b>	Author: Wong Chin Yeow Publisher: SEQUA/ZDH Partnership Program
<b>Year of publication</b>	2000
<b>Pages</b>	57
<b>Language</b>	English
<b>Source / Availability</b>	SEQUA ( <a href="http://www.sequa.de">www.sequa.de</a> )
<b>Key topics</b>	<b>Business services</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Types of business matching services</li> <li>- Setting up a business matching service (key actions, participation in trade fairs, pricing, marketing services etc.)</li> <li>- Business matching procedures, documentation and records (developing procedures, dissemination, etc.)</li> <li>- Computerizing business matching (advantages and disadvantages, essential features etc.)</li> <li>- Internet-based business matching services (advantages and disadvantages, methods, marketing etc.)</li> <li>- Common problems of business matching and their solutions</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Flow chart of a trade enquiry service</li> <li>- Business enquiry registration form</li> <li>- Sample letter of reply to business enquiry</li> <li>- Sample of company report</li> <li>- Sample of trade information service newsletter</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual
<b>Comment</b>	Overview of business matching activities of BMOs and the resources needed for creating a successful business matching service, step-by-step guide with numerous real-life activities. , serves as basic reading for a course to train the staff of BMOs on business matching. Manual was written on behalf of the SEQUA/ZDH Partnership Program.

<b>Title</b>	<b>Strategies for Policy Reform – Experiences from Around the World</b>
<b>Author / Editor</b>	Publisher: Center for International Private Enterprise (CIPE)
<b>2007</b>	2007
<b>Pages</b>	100
<b>Language</b>	English
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/publications/papers/pdf/PolicyReform_2007.pdf">http://www.cipe.org/publications/papers/pdf/PolicyReform_2007.pdf</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; Special issues</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Democratic governance, social participation – Georgia, Philippines, Romania</li> <li>- Legal and regulatory reform, regional business agendas – Russian, Dominican Republic</li> <li>- Anti-corruption – Bulgaria, Colombia</li> <li>- Building Capacities, developing business associations, training political parties – Afghanistan, Iraq</li> <li>- Informal sector – Peru, Venezuela</li> <li>- Women Entrepreneurs, Women Business Associations – Malawi, Romania</li> <li>- Corporate Governance, Transparency – Egypt, Asia Pacific</li> <li>- Access to information – Ethiopia, Middle East</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	BMOs Policy makers
<b>Type of material</b>	Manual Case studies
<b>Comment</b>	Collection of case studies of innovative reform programmes designed and implemented by business associations, think tanks and other organizations in partnership with CIPE. Each chapter illustrates a different theme in the development of democratic, free market societies.

<b>Title</b>	<b>Survey of Good Practice in Public-Private Sector Dialogue</b>
<b>Author / Editor</b>	Publisher: United Nations Conference on Trade and Development (UNCTAD)
<b>Year of publication</b>	2001
<b>Pages</b>	42
<b>Language</b>	English
<b>Source / Availability</b>	UNCTAD ( <a href="http://www.unctad.org">www.unctad.org</a> ) <a href="http://www.unctad.org/en/docs/iteteb4_en.pdf">http://www.unctad.org/en/docs/iteteb4_en.pdf</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Definition of public-private dialogue, dialogue as a research tool</li> <li>- Representation and coordinating bodies for representation</li> <li>- Reconnection to reality</li> <li>- Training for dialogue</li> <li>- Preparation for dialogue</li> <li>- Principles of effective dialogue</li> <li>- Effective mechanisms for promoting dialogue</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Table: Indicators of maturity for dialogue</li> <li>- Table: Move from administrative culture to managerial culture</li> <li>- Table: Goal types: a taxonomy of assisting dialogue</li> <li>- Table: Voluntary versus mandatory membership to representative bodies</li> <li>- Figure: The learning process</li> <li>- Figure: Management of dialogue</li> <li>- List of large group intervention methods (open space, conferences)</li> <li>- Key elements to record from a discussion</li> </ul>
<b>Target group</b>	Policy makers Academics Project managers
<b>Type of material</b>	Study Publication series
<b>Comment</b>	Study forms part of the Enterprise Development Series of UNCTAD. The series has been initiated as one of the vehicles of exchange of information and experience in the area of enterprise development. Its aim is to stimulate discussion concerning enabling environment and SME promotion. The findings are the work of UNCTAD as well as external experts. The publication includes a useful summary that informs e.g. on types of dialogue mechanisms; it also provides a good checklist for recording/reporting on dialogues. The publication also presents valuable and practical policy dialogue cases and a list of other publications on the topic.

<b>Title</b>	<b>The Challenges of Growing Small Businesses: Insights from Women Entrepreneurs in Africa</b>
<b>Author / Editor</b>	Authors: Pat Richardson, Rhona Howarth and Gerry Finnegan  Published by: ILO, InFocus Programme on Boosting Employment through Small Enterprise Development, SEED Working Paper No. 47, Series on Women's Entrepreneurship Development and Gender Equality – WEDGE
<b>Year of publication</b>	2004
<b>Pages</b>	134
<b>Language</b>	English
<b>Source</b>	ILO ( <a href="http://www.ilo.org/dyn/empent/docs/F756421966/WP47-2004.pdf">http://www.ilo.org/dyn/empent/docs/F756421966/WP47-2004.pdf</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting; special issues</b>
<b>Contents</b>	Synthesis of the findings of three separate studies carried out on Women's Enterprise Development (WED) in Ethiopia, Tanzania and Zambia in 2002. The WED studies involved interviewing 379 women entrepreneurs: <ul style="list-style-type: none"> <li>- Aims, objectives and approach of the study</li> <li>- Perspectives on women's enterprises in some African countries (e.g. profiling women entrepreneurs, women's use of BDS, enabling environment for women's enterprises)</li> <li>- Jobs, gender and enterprise in Africa – summary of the primary research</li> <li>- Profiles of women entrepreneurs in some African countries (their assets for business, establishing the business, challenges for start-ups, formalizing the business, growing, managing and planning the businesses, creating employment, experience with BDS, the enabling environment, the socio-cultural and economic context)</li> <li>- Conclusions and challenges for women's enterprises</li> <li>- Key recommendations from the National stakeholder Conferences</li> <li>- References on women's enterprises in Africa</li> </ul>
<b>Working materials</b>	30 figures and tables visualizing central issues, e.g. women and their assets for business, ingredients for a successful business, registration of businesses in Zambia, employment created by women entrepreneurs or current need of women entrepreneurs in Zambia.
<b>Target group</b>	BMOs  Project Managers  Donors  Policy makers
<b>Type of material</b>	Working paper  Study report
<b>Comment</b>	The comprehensive synthesis report provides an overview of the WED project as well as its findings and issues arising from the study. Thus it contributes to the understanding of the critical factors impacting on women entrepreneurs, jobs and gender in Africa. The report includes a series of tables and figures to illustrate its findings as well as a detailed list of publications on SME development, especially on women entrepreneurs, classified by region and focus of interest.



## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>The Effective Employers' Organization:</b> A series of 'hand-on' guides to building and managing effective employers' organizations – <b>Guide One: Governance – Governance in Employers' Organizations:</b> Designing and implementing sound governance principles
<b>Author / Editor</b>	Author: University of Geneva International Organizations MBA Editor/Publisher: Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	53
<b>Language</b>	English
<b>Source / Availability</b>	ILO <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_1_governance.pdf">http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_1_governance.pdf</a>
<b>Key topics</b>	<b>Organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Employers' organizations and governance</li> <li>- Institutions of governance (Board, Member Assembly, Chief Executive etc.)</li> <li>- Tools of governance (committees, project groups, transparency, communication)</li> <li>- Management compilation checklist</li> <li>- Current and historical trends of corporate governance</li> <li>- Further reading and links on governance and employers' organizations</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Compilation of checklists for auditing existing arrangements (Member Assembly, Board, rules, communication etc)</li> <li>- Sample constitution for an employers' organization</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual Publication series
<b>Comment</b>	Aimed primarily at those setting up, building and managing employers' organizations in less developed countries and countries in transition, well organised, clearly structured and easy to read, provision of best practices and key quotes, practice-oriented. Part one of a four-part ILO-package "The Effective Employers' Organization", package and electronic toolkit "Reaching out to SMEs" complement each other.

<b>Title</b>	<b>The Effective Employers' Organization:</b> A series of 'hand-on' guides to building and managing effective employers' organizations – <b>Guide Two: Strategy – A Strategic Approach to the Management of Employers' Organizations:</b> Developing, agreeing and delivering a sustainable business plan
<b>Author / Editor</b>	Author: University of Geneva International Organizations MBA Editor/Publisher: International Labour Organization (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	58
<b>Language</b>	English
<b>Source</b>	ILO <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_2_strategy.pdf">http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_2_strategy.pdf</a>
<b>Key topics</b>	<b>Organizational development</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Employers' organizations and strategic planning</li> <li>- Developing a mission statement</li> <li>- Agreeing strategic priorities</li> <li>- Turing strategic priorities into objectives and workplans</li> <li>- Measuring and reviewing progress</li> <li>- Blueprint for developing a strategic plan and final checklist</li> <li>- Strategic planning in companies</li> <li>- Further reading and links on strategic planning and business associations</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Checklist for strategic planning</li> <li>- Practical exercise and best practise for mission statement</li> <li>- Practical exercises for finding strategic priorities (SWOT, PEST analysis)</li> <li>- Example for membership survey/needs assessment</li> <li>- Blueprint/checklist for developing a strategic plan</li> <li>- Do's and Don'ts of strategic planning</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual Publication series
<b>Comment</b>	Aimed primarily at those setting up, building and managing employers' organizations in less developed countries and countries in transition, well organised, clearly structured and easy to read, provision of best practices and key quotes, lots of practical checklists and exercises included. Part two of a four-part ILO-package "The Effective Employers' Organization", package and electronic toolkit "Reaching out to SMEs" complement each other.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>The Effective Employers' Organization:</b> A series of 'hand-on' guides to building and managing effective employers' organizations – <b>Guide Three: Advocacy – Maximising the Impact of the Voice of Business:</b> Developing and implementing a successful advocacy strategy
<b>Author / Editor</b>	Author: University of Geneva International Organizations MBA Editor/Publisher: International Labour Organization (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	64
<b>Language</b>	English
<b>Source / Availability</b>	ILO <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_3_advocacy.pdf">http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_3_advocacy.pdf</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Employers' organizations and advocacy</li> <li>- Developing a National Business Agenda</li> <li>- Identifying targets and assessing tactics</li> <li>- Developing targeted advocacy materials</li> <li>- Measuring success and communicating it to members</li> <li>- Example of a successful advocacy strategy</li> <li>- The advocacy compilation checklist</li> <li>- Advocacy in academic literature</li> <li>- Further reading and links on advocacy and employers' organizations</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Exercises on identifying advocacy issues (SWOT, PEST analysis)</li> <li>- Interest analysis for finding strategic partners</li> <li>- List of core briefing documents (the layered briefing folio)</li> <li>- List of media Dos and Don'ts</li> <li>- Checklist on how to write an effective press release, issue brief, fact sheet</li> <li>- Example of a "press pack"</li> <li>- Blueprint for successful advocacy strategy</li> <li>- Sample survey for defining political priorities ("Building a National Business Agenda")</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual Publication series
<b>Comment</b>	Aimed primarily at those setting up, building and managing employers' organizations in less developed countries and countries in transition, well organised, clearly structured and easy to read, provision of best practices and key quotes, lot of practical checklists and exercises included. Part three of a four-part ILO-package "The Effective Employers' Organization", package and electronic toolkit "Reaching out to SMEs" complement each other.

<b>Title</b>	<b>The Effective Employers' Organization:</b> A series of 'hand-on' guides to building and managing effective employers' organizations – <b>Guide Four: Revenue Building – Building Employers' Organization Revenue:</b> Developing adequate and sustainable income streams
<b>Author / Editor</b>	Author: University of Geneva International Organizations MBA Editor/Publisher: International Labour Organization (ILO)
<b>Year of publication</b>	2005
<b>Pages</b>	66
<b>Language</b>	English
<b>Source / Availability</b>	ILO <a href="http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_4_revenue.pdf">http://www.ilo.org/public/english/dialogue/actemp/papers/2006/guide_4_revenue.pdf</a>
<b>Key topics</b>	<b>Organizational development; business service</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Employers' organizations and revenue building</li> <li>- Understanding the current revenue mix</li> <li>- Optimising subscription income</li> <li>- Building service income</li> <li>- Alternative sources of funding</li> <li>- The revenue building compilation checklist</li> <li>- Academic view of revenue generation and customers' relations</li> <li>- Further reading and links on revenue building and employers' organizations</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- List of possible revenue sources</li> <li>- Dos and Don'ts concerning membership fees</li> <li>- Model for membership profiling</li> <li>- Best practises for keeping members</li> <li>- Best practices of services offered by chambers (training, information, conference services)</li> <li>- List of basic data collection methods</li> </ul>
<b>Target group</b>	BMOs Project managers
<b>Type of material</b>	Manual Publication series
<b>Comment</b>	Aimed primarily at those setting up, building and managing employers' organizations in less developed countries and countries in transition, well organised, clearly structured and easy to read, provision of best practices and key quotes, lot of practical checklists and exercises included. Part four of a four-part ILO-package "The Effective Employers' Organization", package and electronic toolkit "Reaching out to SMEs" complement each other.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>The Public-Private Dialogue Handbook – A Toolkit for Business Environment Reformers</b>
<b>Author / Editor</b>	Authors: Benjamin Herzberg, Andrew Wright Publishers: IFC, World Bank, DFID, OECD
<b>Year of publication</b>	2006
<b>Pages</b>	204
<b>Language</b>	English
<b>Source / Availability</b>	IFC ( <a href="http://www.ifc.org">www.ifc.org</a> ) <a href="http://www.publicprivatedialogue.org">www.publicprivatedialogue.org</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Background information on the benefits and risks of Public Private Dialogue (PPD)</li> <li>– Mapping tool for diagnosing the status and potential of PPD</li> <li>– Issues to consider in the design and implementation of PPD strategies</li> <li>– Monitoring and evaluation framework for PPD</li> </ul>
<b>Working materials</b>	<ul style="list-style-type: none"> <li>– Various tools incorporated in main text body, e.g. characteristics and functions of different types of BMOs, strengths and weaknesses of different BMOs as intermediary organizations, example structures of different types of PPD forums. Further tools provided in annexes:</li> <li>– Template for completing a diagnostic report</li> <li>– Templates of diagnostic questionnaires for interviews with private sector representatives, BMO representatives, public sector representatives, civil society</li> <li>– Sample letter of government to BMO to initiate the process of PPD</li> <li>– Example laws for legally incorporating the principle of PPD</li> <li>– Sample illustration on how a private sector forum might be constituted</li> <li>– Sample terms of reference for setting up a secretariat for managing PPD</li> <li>– Sample structure for terms of reference for PPD evaluation</li> <li>– Interview guidelines for monitoring change processes</li> <li>– Evaluation questionnaire to stakeholders</li> </ul>
<b>Target group</b>	Policy makers BMOs Donors
<b>Type of material</b>	Manual
<b>Comment</b>	The handbook is an output of the public-private dialogue initiative co-sponsored by IFC, World Bank, DFID and OECD. Well-structured and very comprehensive manual, provides good information on the background of PPD, on diagnosing its landscape, on designing, implementing and monitoring PPD. A lot of visual elements (lists, matrixes, boxes) highlight good practices, case studies etc. Extensive working materials found in the text body and annexes. The handbook is complemented by a PPD website ( <a href="http://www.publicprivatedialogue.org">www.publicprivatedialogue.org</a> ) designed and supported by the same team of authors and publishers.

<b>Title</b>	<b>The ILO Policy Document on Employers' Activities</b>
<b>Author / Editor</b>	Bureau for Employers' Activities (ACT/EMP), International Labour Organization (ILO)
<b>Year of publication</b>	1998
<b>Pages</b>	9
<b>Language</b>	English
<b>Source / Availability</b>	ILO,ACT/EMP <a href="http://www.ilo.org/public/english/dialogue/actemp/content/1998/policy.htm">http://www.ilo.org/public/english/dialogue/actemp/content/1998/policy.htm</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	Policy document on ILO programmes for employers' organizations: <ul style="list-style-type: none"> <li>- Context (Why support employers' organizations?)</li> <li>- Objective, strategies and methods of the ILO programmes</li> <li>- Programme approach</li> <li>- Priority areas of ILO programmes (e.g. Policy formulation, institution capacity building, promoting enterprise development, environmental issues, human capital development, child labour)</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	Project managers
<b>Type of material</b>	Policy paper
<b>Comment</b>	The document gives an overview of the ILO policy and technical cooperation programmes addressing BMOs worldwide.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>The Role of Industrial Business Associations in Cleaner Industrial Production and in Support of Cleaner Production Activities</b>
<b>Author / Editor</b>	UNIDO – NGO Forum on Cleaner Industrial Production International Network for Environmental Management (INEM)
<b>Year of publication</b>	1995
<b>Pages</b>	20
<b>Language</b>	English
<b>Source / Availability</b>	UNIDO ( <a href="http://www.unido.org/file-storage/download/?file_id=32901">http://www.unido.org/file-storage/download/?file_id=32901</a> )
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>– Definition of different kinds of Industrial Business Associations and their relevance to Cleaner Production (CP)</li> <li>– Barriers to CP in industry as defined by Industrial Business Associations</li> <li>– Suggestions on how to overcome barriers to CP in cooperation with Industrial Business Associations.</li> <li>– Suggestions to promote CP Programmes.</li> </ul>
<b>Working materials</b>	– INEM approach to Environmental Management and Cleaner Production with a programme of activities that reconciles fundamental business and environmental objectives and values.
<b>Target group</b>	BMOs Project managers Policy makers
<b>Type of material</b>	Working paper
<b>Comment</b>	The paper is based on the experience of several business associations and cleaner production centres worldwide. It tries to analyze problems preventing the greater use of CP in industry and tries to consider the role of business associations in solving these problems. As paper is 12 years old, some of the observations may be obsolete; clear recommendations for practical work given.



<b>Title</b>	<b>VBA – The Virtual Business Association</b>
<b>Author / Editor</b>	Authors: Global Strategy Consultants Created for: Center for International Private Enterprise (CIPE) Funded by: National Endowment for Democracy (NED)
<b>Year of publication</b>	2000 - ongoing
<b>Pages</b>	-
<b>Language</b>	English
<b>Source / Availability</b>	CIPE ( <a href="http://www.cipe.org/vba/">http://www.cipe.org/vba/</a> )
<b>Key topics</b>	<b>Identification and benchmarking; organizational development; policy dialogue and agenda setting</b>
<b>Contents</b>	Online source of information for improving BMOs containing best practices, sample documents and resources for 5 department managers: Chief Staff Officer, Financial Manager, Communication Manager, Membership Manager, Public Policy Advocate.  Contains self-diagnostic survey to see how BMO ranks among other international associations and chambers of commerce.
<b>Working materials</b>	<ul style="list-style-type: none"> <li>- Self-diagnostic survey</li> <li>- Chief Staff Officer: Format for a meeting agenda, key provisions of bylaws, membership survey, sample mission statement, key points for executive employment contract</li> <li>- Financial Manager: Examples of balance sheet, income statement, cashflow statement, annual budget and new product decision process</li> <li>- Communications Manager: Samples of news releases, articles and newsletter</li> <li>- Membership Manager: sample dues schedule (reference to other websites), sample of meeting agenda</li> <li>- Public Policy Advocate: Sample policy statement, issue brief and advocate letter</li> <li>- Recommended reading and websites</li> </ul>
<b>Target group</b>	BMOs
<b>Type of material</b>	Website ( <a href="http://www.cipe.org/vba/">http://www.cipe.org/vba/</a> )
<b>Comment</b>	Well structured website, answers a range of frequently asked questions and gives practical guidance to above-mentioned staff members on the basics of BMO management. Websites includes a lot of working material as well as useful reference to reading and other websites. Registration necessary, but easy.

## Tools and Materials for Enhancing Business Membership Organizations

<b>Title</b>	<b>Women Entrepreneurs' Associations (WEA) Capacity Building Guide</b>
<b>Author / Editor</b>	International Labour Organization (ILO), Women's Entrepreneurship Development and Gender Equality – WEDGE
<b>Year of publication</b>	2007
<b>Pages</b>	-
<b>Language</b>	English
<b>Source</b>	ILO <a href="http://www.ilo.org/dyn/empent/docs/F319720952/WEA_CB_Guide_-_16.03.07.pdf">http://www.ilo.org/dyn/empent/docs/F319720952/WEA_CB_Guide - 16.03.07.pdf</a> (online only briefing note)
<b>Key topics</b>	<b>Special issues</b>
<b>Contents</b>	Training package designed to assist Women Entrepreneurs' Associations (WEAs) to run and improve their associations. Topics covered: <ul style="list-style-type: none"> <li>- Governance principles of WEAs</li> <li>- Organisation of a Business Association Membership Strategy</li> <li>- Leadership</li> <li>- Stakeholder analysis</li> <li>- Strategic planning</li> </ul>
<b>Working materials</b>	Power Point modules and supporting facilitator's notes covering the above-mentioned contents.
<b>Target group</b>	BMOs Trainers Project managers
<b>Type of material</b>	Training material Power Point Presentation
<b>Comment</b>	The WEA Guide was created by the Women's Entrepreneurship Development and Gender Equality Team (ILO-WEDGE) in response to research work carried out on women entrepreneurs and WEAs in East and Southern Africa. The modules of the training guide are in PowerPoint format. The guide is participatory, with each session containing at least one discussion or activity. The programme is designed for a 5-day training. The gender implications of each topic are given prominence throughout the guide.

<b>Title</b>	<b>Women Entrepreneurship Development (WED) Capacity Building Guide</b>
<b>Author / Editor</b>	International Labour Organization (ILO)
<b>Year of publication</b>	2007
<b>Pages</b>	198
<b>Language</b>	English
<b>Source</b>	ILO ( <a href="http://www.ilo.org/dyn/empent/docs/F1384738405/WED%20capacity%20building%20guide0406_1.ppt">http://www.ilo.org/dyn/empent/docs/F1384738405/WED%20capacity%20building%20guide0406_1.ppt</a> )
<b>Key topics</b>	<b>Special issues</b>
<b>Contents</b>	The 7-day training course consist of the following 7 modules: <ul style="list-style-type: none"> <li>- Gender and Enterprise</li> <li>- Markets</li> <li>- BDS for WED</li> <li>- The enabling environment for WED</li> <li>- Building associations and strategic alliances</li> <li>- Finance</li> <li>- Assessing impact</li> <li>- Action planning</li> </ul>
<b>Working materials</b>	Power Point modules and supporting facilitator's notes covering the above-mentioned contents.
<b>Target group</b>	BMOs Project Managers Trainers
<b>Type of material</b>	Training material Power Point Presentation
<b>Comment</b>	The guide complements many of the key areas of work of the ILO's Enterprise Department and of the International Training Centre in Turin. The 7 modules of the guide can either be used in stand-alone sessions or as a comprehensive WED training programme. The primary aim of the guide is to improve the skills of BMO staff and projects enabling them to provide better services for women entrepreneurs. Certain issues e.g. women with disabilities, HIV/AIDS or women in rural areas have been addressed throughout the guide.

<b>Title</b>	<b>Women Entrepreneurship Development in Selected African Countries</b>
<b>Author / Editor</b>	Author: Tezer Ulusay de Groot Publisher: UNIDO, Private Sector Development Branch, Investment Promotion and Institutional Capacity Building Division, PDS Technical Working Paper Series No. 7
<b>Year of publication</b>	2001
<b>Pages</b>	36
<b>Language</b>	English
<b>Source</b>	UNIDO ( <a href="http://www.unido.org/userfiles/PuffK/PSD_TWP7.pdf">http://www.unido.org/userfiles/PuffK/PSD_TWP7.pdf</a> )
<b>Key topics</b>	<b>Special issues</b>
<b>Contents</b>	The paper describes UNIDO's Women Entrepreneurship Development Programme: <ul style="list-style-type: none"> <li>- Challenges faced by women in industrial development</li> <li>- UNIDO research on enterprise development in selected African countries (Methodology, problems encountered by women entrepreneurs)</li> <li>- Conclusions for policies, strategies, institutional support and networking</li> <li>- UNIDO's response: UNIDO's Programme for Women Entrepreneurship Development</li> </ul>
<b>Working materials</b>	-
<b>Target group</b>	Project managers Donors BMOs
<b>Type of material</b>	Working paper
<b>Comment</b>	The paper presents a comparative analysis of the findings of assessment missions to several African countries in the 1990s. The missions combined desk research with field research interviewing various stakeholders and women entrepreneurs themselves. The aim of these missions was to identify problems and needs of women entrepreneurs from which to define technical cooperation programmes. Concise introduction into the subject, which remain quite theoretical with only a few case studies and examples given.

<b>Title</b>	<b>www.PublicPrivateDialog.org</b>
<b>Author / Editor</b>	Designed and managed by: Benjamin Herzberg, Andrew Wright Supported by: IFC, World Bank, DFID, OECD, GTZ
<b>Year of publication</b>	2006 ongoing
<b>Pages</b>	-
<b>Language</b>	English
<b>Source / Availability</b>	<a href="http://www.publicprivatedialogue.org">www.publicprivatedialogue.org</a>
<b>Key topics</b>	<b>Policy dialogue and agenda setting</b>
<b>Contents</b>	<ul style="list-style-type: none"> <li>- Introduction to website's contents and objectives</li> <li>- Charter of good practice for using PPD for private sector development</li> <li>- Lessons learned (selection of recent research papers which synthesize experiences and lessons learned from public-private dialogue across different countries and settings)</li> <li>- The PPD Handbook (see above)</li> <li>- Collection of case studies about PPD</li> <li>- Selection of links to the websites of public-private dialogue mechanisms and to private sector representative organizations which promote PPD</li> <li>- Supporting papers to the 2007 Africa Workshop on PPD</li> <li>- Proceedings and materials of the 2006 Global Workshop</li> </ul>
<b>Working materials</b>	See contents (mostly working material)
<b>Target group</b>	Policy makers BMOs Donors
<b>Type of material</b>	Website ( <a href="http://www.publicprivatedialogue.org">www.publicprivatedialogue.org</a> )
<b>Comment</b>	PublicPrivateDialogue.org is intended to serve as a comprehensive one-stop shop of knowledge and advice for stakeholders who are interested in building or maintaining public-private dialogue (PPD) to improve the business climate. The website is an output of the International Workshop on PPD organized by a cross-sectoral team from the World Bank, DFID and the OECD Development Centre in February 2006. It's aim is to share experiences and lessons learned from around the world about what makes PPD successful. Extensive collection of website links and case studies provided as downloads.



Part C

**B3: Supporting References According to Topic**

**TOPIC: IDENTIFICATION AND BENCHMARKING**

- Ferdaus Ara Begum: **A Manual of Chamber Management**, published by: Dr. Kabir U. Ahmed, S. Zakir Husain, SEQUA/ZDH Partnership Program, 1998.
- Roland Strohmeier, Markus Pilgrim, Florian Lütticken, Ralf Meier, Heiko G. Wäsch, Irene Arias: **Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers**, published by: World Bank Group/IFC, 2005.
- Richard F. Doner, Benn Ross Schneider: **Business Associations and Economic Development: Why Some Associations Contribute More Than Others**, 2000.
- **Employers' Organizations and the Promotion of Small and Medium-Sized Enterprises: Practical experiences from Seven Countries**, published by ILO, 2004.
- Angelika Müller: **Legal Frameworks for Employers' Organizations in Eastern Europe and Central Asian Countries**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- Markus Pilgrim, Ralf Meier: **National Chambers of Commerce: a Primer on the Organization and Role of Chamber Systems**, published by: CIPE, 1995.
- Victor I. Fedorov: **Organizational and Legal Models of Chambers**, published by: CIPE, 2007.
- Gero Winkler: **Promoting Trade Associations in South Eastern Europe – Challenges and Experiences**, published by GTZ, 2004.
- Global Strategy Consultants: **VBA – The Virtual Business Association** (<http://www.cipe.org/vba/>), published by: CIPE, 2000 – ongoing.



**TOPIC: ORGANIZATIONAL DEVELOPMENT**

- Irish Business and Employers Confederation (IBEC): **A Guide to Strategic Planning in Employer Organizations**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1998.
- Ferdaus Ara Begum: **A Manual of Chamber Management**, published by: Dr. Kabir U. Ahmed, S. Zakir Husain, SEQUA/ZDH Partnership Program, 1998.
- Torsten Schumacher: **Attracting New Members / Membership Administration: Practical Recommendations and Examples**, published by: SEQUA/ZDH/ Partnership Program, 1997.
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- Larry S. Milner, James P. Low, Gary A. LaBranche, Edward J. McMillan, Joe M. Baker, Jr.: **BUSINESS ASSOCIATIONS for the 21st Century – A Blueprint for the Future**, published by CIPE, 1999.
- UNIDO Integrated Programme in Support of Industrial Development in Cameroon: **CAMEROON facilitator's guide: essentials on managing an entrepreneurial association, group or network**, published by UNIDO, 2007.
- Sriyan de Silva: **Employers' Organizations in Asia in the Twenty-first Century**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1997.
- **Employers' Organizations and the Promotion of Small and Medium-Sized Enterprises: Practical experiences from Seven Countries**, published by ILO, 2004.
- New Zealand Employers' Federation: **Financing of Employers' Organizations – Modular Seminar Package**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1998.
- Martin Wahl, Andreas Dohle, Gilmar Barboza, Reyes Marinho, Ruth Rieckmann: **Good Practices for Working with Sector Units – The Nucleus Approach – A Manual for Business Membership Organizations**, published by: SEQUA, 2007.
- Jean-Marie Standaert: **Governance of Employers' Organisations: Practical Guidelines**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2004.
- Martin Wahl, Rolf Speit, Andreas Dohle; Reyes Marinho: **Guiding Business Membership Organizations – A Manual for presidents and directors of Business Membership Organizations interested in strengthening their association**, 2006.
- Fantahun Melles, Dieter Gagel, Christine Peter, Teklu Kidane: **Improve Your Business Association!**, published by: Ethiopian Business Development Services Network (EBDSN) in collaboration with Ethio-German TVET Programme, Ethio-German Micro and Small Enterprise Development Project (GTZ), 2004.
- **Improve your Business Association**, published by: SPEED Ghana (Support Programme for Enterprise Empowerment and Development); German Technical Cooperation (GTZ); DANIDA (Danish International Development Assistance) in collaboration with Small Business Services (SBS) Network, 2006.

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- Angelika Müller: **Legal Frameworks for Employers' Organizations in Eastern Europe and Central Asian Countries**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- Jean-Marie Standaert: **Lobbying by Employers' Organisations: Tools for Success in Europe**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2006.
- Sriyan de Silva: **Managing an Employers' Organisation in the 21<sup>st</sup> Century – A Training Package**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1998.
- Judy Tan Lan Eng: **Manual on Organising and Managing Chambers of Commerce and Industry**, published by: SEQUA/ZDH Partnership Program, 2000.
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- **Reaching out to SMEs – An electronic toolkit for employers' organizations** (<http://learning.itcilo.org/sme/>), published by: ILO/\_International Organization of Employers (IOE).
- University of Geneva International Organizations MBA: **The Effective Employers' Organization: A series of 'hand-on' guides to building and managing effective employers' organizations – Guide One: Governance – Governance in Employers' Organizations: Designing and implementing sound governance principles**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- University of Geneva International Organizations MBA: **The Effective Employers' Organization: A series of 'hand-on' guides to building and managing effective employers' organizations – Guide Two: Strategy – A Strategic Approach to the Management of Employers' Organizations: Developing, agreeing and delivering a sustainable business plan**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- University of Geneva International Organizations MBA: **The Effective Employers' Organization: A series of 'hand-on' guides to building and managing effective employers' organizations – Guide Four: Revenue Building – Building Employers' Organization Revenue: Developing adequate and sustainable income streams**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- Global Strategy Consultants: **VBA – The Virtual Business Association** (<http://www.cipe.org/vba/>), published b: CIPE, 2000 – ongoing.

**TOPIC: BUSINESS SERVICES**

- Ferdaus Ara Begum: **A Manual of Chamber Management**, published by: Dr. Kabir U. Ahmed, S. Zakir Husain, SEQUA/ZDH Partnership Program, 1998.
- **AVBAN – African Virtual Business Association Network** (<http://www.avban.org/>), published by CIPE, 2002 – ongoing.
- Roland Strohmeier, Markus Pilgrim, Florian Lütticken, Ralf Meier, Heiko G. Wäsch, Irene Arias: **Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers**, published by: World Bank Group/IFC, 2005.
- M.L. Nandrajog: **Chambers of Commerce: Services to Small and Medium-sized Enterprises**, published by: International Trade Center UNCTAD/WTO (ITC), International Chamber of Commerce (ICC), SEQUA/ZDH/ Partnership Program, 1996.
- **Employers’ Organizations and the Promotion of Small and Medium-Sized Enterprises: Practical experiences from Seven Countries**, published by ILO, 2004.
- Martin Wahl, Andreas Dohle, Gilmar Barboza, Reyes Marinho, Ruth Rieckmann: **Good Practices for Working with Sector Units – The Nucleus Approach – A Manual for Business Membership Organizations**, published by: SEQUA, 2007.
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- B.P. Gunaji.: **Income-generating Activities of Chambers of Commerce**, published by: International Trade Center UNCTAD/GATT (ITC), International Chamber of Commerce (ICC), SEQUA/ZDH Partnership Program, 1993.
- **International Conference on Innovative and Best Practices for Chambers and Industry Associations in the New Millennium**, published by: SEQUA /ZDH Partnership Programme, Singapore Confederation of Industries, 2001.
- Jean-Marie Standaert: **Governance of Employers’ Organisations: Practical Guidelines**, published by: ILO/Bureau for Employers’ Activities (ACT/EMP), 2004.
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- Fantahun Melles, Dieter Gagel, Christine Peter, Teklu Kidane: **Improve Your Business Association!**, published by: Ethiopian Business Development Services Network (EBDSN) in collaboration with Ethio-German TVET Programme, Ethio-German Micro and Small Enterprise Development Project (GTZ), 2004.
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- Wong Chin Yeow: **Manual on Developing a Training Centre within a Chamber or Trade Association**, published by: SEQUA/ZDH Partnership Program, 1997.
- Wong Chin Yeow: **Manual on Developing and Operating an Information Service for Chambers and Trade Associations**, published by: SEQUA/ZDH Partnership Program, 1998.
- Torsten Schumacher: **Manual on Income-Generating Services of Chambers and Trade Associations: Income from Services – A Practice-Oriented Manual for the Development of Income-Generating Services of Chambers and Associations**, published by SEQUA, 1999.
- **Organisation and Implementation of Training Workshops on Foreign Economic Cooperation: A Manual for Chinese Local Chambers of Commerce and Industry**, published by: German Confederation of Small Business and Skilled Crafts (ZDH), SEQUA, Confederation of Danish Industries (DI), Jiangsu Provincial Federation of Industry and Commerce of China (CJSFIC), 2005.
- **Private Sector Development Toolbox (CD ROM)**, published by: GTZ, 2007.
- Dr. Schulenburg: **Promoting Business Linkages – Overview and Tool**, published by: GTZ, Economic Reform and Private Sector Development Section, Sector Project “Innovative Tools for Private Sector Development”, 2006.
- Gero Winkler: **Promoting Trade Associations in South Eastern Europe – Challenges and Experiences**, published by GTZ, 2004.
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- Wong hin Yeow: **Setting up a Business Matching Service within a Chamber or Trade Association**, published by: SEQUA/ZDH Partnership Program, 2000.

**TOPIC: POLICY DIALOGUE AND AGENDA SETTING**

- Ferdaus Ara Begum: **A Manual of Chamber Management**, published by: Dr. Kabir U. Ahmed, S. Zakir Husain, SEQUA/ZDH Partnership Program, 1998.
- **Assessing the Enabling Environment for Women in Growth Enterprises: An AfDB/ILO Integrated Framework Assessment Guide**, published by AfDB, ILO Small Enterprise Development Programme, 2007.
- Jane Nelson: **Building Linkages for Competitive and Responsible Entrepreneurship – Innovative partnerships to foster small enterprise, promote economic growth and reduce poverty in developing countries**, published by: UNIDO, Harvard University, John F. Kennedy School of Government, 2007.
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- Larry S. Milner, James P. Low, Gary A. LaBranche, Edward J. McMillan, Joe M. Baker, Jr.: **BUSINESS ASSOCIATIONS for the 21st Century – A Blueprint for the Future**, published by CIPE, 1999.
- M.L. Nandrajog: **Chambers of Commerce: Services to Small and Medium-sized Enterprises**, published by: International Trade Center UNCTAD/WTO (ITC), International Chamber of Commerce (ICC), SEQUA/ZDH/ Partnership Program, 1996.
- Benjamin Herzberg, Andrew Wright: **Competitive Partnerships – Building and Maintaining Public-Private Dialogue to Improve the Investment Climate**, published by: World Bank, Policy Research Working Paper Series 3683.
- Theo Ib Larsen , **Effective Policy Advocacy (Practical manual for trainers, Background reading for trainers, Charts, Handouts)**, published by: World Bank Group / IFC, Dansk Industry (DI), 2006.
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- **National Business Agenda Guidebook: the Voice of Business**, published by: CIPE, 2006.
- **Private Sector Development Toolbox (CD ROM)**, published by: GTZ, 2007.
- **Product Quality – A guide for small and medium sized enterprises**, published by: United Nations Industrial Development Organisation (UNIDO), 2006.
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- **Strategies for Policy Reform – Experiences from Around the World**, published by: CIPE, 2007.
- **Survey of Good Practice in Public-Private Sector Dialogue**, published by: UNCTAD, 2001.
- Pat Richardson, Rhona Howarth and Gerry Finnegan: **The Challenges of Growing Small Businesses: Insights from Women Entrepreneurs in Africa**, published by: ILO, InFocus Programme on Boosting Employment through Small Enterprise Development, SEED Working Paper No. 47, Series on Women's Entrepreneurship Development and Gender Equality – WEDGE, 2004.
- University of Geneva International Organizations MBA: **The Effective Employers' Organization: A series of 'hand-on' guides to building and managing effective employers' organizations – Guide Three: Advocacy – Maximising the Impact of the Voice of Business: Developing and implementing a successful advocacy strategy**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- **The ILO Policy Document on Employers' Activities**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 1998.
- Benjamin Herzberg, Andrew Wright: **The Public-Private Dialogue Handbook – A Toolkit for Business Environment Reformers**, published by: IFC World Bank Group, DFID, OECD, 2006.

**Tools and Materials for Enhancing Business Membership Organizations**

- UNIDO – NGO Forum on Cleaner Industrial Production: **The Role of Industrial Business Associations in Cleaner Industrial Production and in Support of Cleaner Production Activities**, published by: UNIDO, 1995.
- Global Strategy Consultants: **VBA – The Virtual Business Association** (<http://www.cipe.org/vba/>), published by: CIPE, 2000 – ongoing.
- **www.PublicPrivateDialogue.org** ([www.publicprivatedialogue.org](http://www.publicprivatedialogue.org)), published by: IFC World Bank Group, DFID, OECD.

**TOPIC: BMO AND ENTERPRISE NETWORKING**

- **AVBAN – African Virtual Business Association Network** (<http://www.avban.org/>), published by CIPE, 2002 – ongoing.
- Jane Nelson: **Building Linkages for Competitive and Responsible Entrepreneurship – Innovative partnerships to foster small enterprise, promote economic growth and reduce poverty in developing countries**, published by: UNIDO, Harvard University, John F. Kennedy School of Government, 2007.
- Roland Strohmeyer, Markus Pilgrim, Florian Lütticken, Ralf Meier, Heiko G. Wäsch, Irene Arias: **Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers**, published by: World Bank Group/IFC, 2005.
- **Development of Clusters and Networks of SMEs: The Unido Programme**, published by: UNIDO Private Sector Development Branch, 2001.
- **Development of Clusters and Networks of SMEs: The Unido Programme – a guide to export consortia**, published by: UNIDO, Federexports, 2003.
- **Employers’ Organizations and the Promotion of Small and Medium-Sized Enterprises: Practical experiences from Seven Countries**, published by ILO, 2004.
- Martin Wahl, Andreas Dohle, Gilmar Barboza, Reyes Marinho, Ruth Rieckmann: **Good Practices for Working with Sector Units – The Nucleus Approach – A Manual for Business Membership Organizations**, published by: SEQUA, 2007.
- **How to Advocate Effectively: A Guidebook for Business Associations**, published by CIPE, 2003.
- Jean-Marie Standaert: **Lobbying by Employers’ Organisations: Tools for Success in Europe**, published by: ILO/Bureau for Employers’ Activities (ACT/EMP), 2006.
- **National Business Agenda Guidebook: the Voice of Business**, published by: CIPE, 2006.
- **Private Sector Development Toolbox (CD ROM)**, published by: GTZ, 2007.
- Dr. Schulenburg: **Promoting Business Linkages – Overview and Tool**, published by: GTZ, Economic Reform and Private Sector Development Section, Sector Project “Innovative Tools for Private Sector Development”, 2006.



**TOPIC: BMO PROJECT PLANNING**

- Roland Strohmeier, Markus Pilgrim, Florian Lütticken, Ralf Meier, Heiko G. Wäsch, Irene Arias: **Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers**, published by: World Bank Group/IFC, 2005.
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- **Private Sector Development Toolbox (CD ROM)**, published by: GTZ, 2007.
- Gero Winkler: **Promoting Trade Associations in South Eastern Europe – Challenges and Experiences**, published by GTZ, 2004.

**TOPIC: SPECIAL ISSUES**

- **A Path out of Poverty – Developing Rural and Women Entrepreneurship**, published by: UNIDO, 2003.
- Mark McCord: **Assessing the Development of Business Associations in Transitional and Post-Conflict Countries**, published by: CIPE, 2005.
- **Assessing the Enabling Environment for Women in Growth Enterprises: An AfDB/ILO Integrated Framework Assessment Guide**, published by AfDB, ILO Small Enterprise Development Programme, 2007.
- **Employers' Organizations taking the lead on Gender Equality – Case studies from 10 countries**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
- Martin Wahl, Andreas Dohle, Gilmar Barboza, Reyes Marinho, Ruth Rieckmann: **Good Practices for Working with Sector Units – The Nucleus Approach – A Manual for Business Membership Organizations**, published by: SEQUA, 2007.
- Angelika Müller: **Legal Frameworks for Employers' Organizations in Eastern Europe and Central Asian Countries**, published by: ILO/Bureau for Employers' Activities (ACT/EMP), 2005.
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- **Services Offered by Employer's Organisations in the Transition Countries of Central and Eastern Europe: the Reference Book**, published by ILO 2005.
- **Strategies for Policy Reform – Experiences from Around the World**, published by: CIPE, 2007.
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- **Women Entrepreneurs' Associations (WEA) Capacity Building Guide**, published by: ILO, 2006.
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- Tezer Ulusay de Groot: **Women Entrepreneurship Development in Selected African Countries**, published by: UNIDO, Private Sector Development Branch, Investment Promotion and Institutional Capacity Building Division, PDS Technical Working Paper Series No. 7, 2001.

Part C

**Supporting Links**

## Tools and Materials for Enhancing Business Membership Organizations

**Business Development Service (BDS) Forum:** [www.bds-forum.net](http://www.bds-forum.net)

**Center for International Private Enterprise (CIPE):** [www.cipe.org](http://www.cipe.org)

**CIPE -The Virtual Business Association:** <http://www.cipe.org/vba/>

**CIPE - African Virtual Business Association Network:** <http://www.avban.org/>

**Conflict.Sensitivity.org:** <http://conflictsensitivity.org>

**CSR Europe – European Business Network for Corporate Social Responsibility:**

<http://www.csreurope.org/aboutus/>

**Ethiopian Business Development Services Network (EBDSN):** [www.bds-ethiopia.net](http://www.bds-ethiopia.net)

**European Commission – General Directorate Enterprise and Industry:** <http://ec.europa.eu/enterprise/>

**Global Compact:** <http://www.unglobalcompact.org/>

**German Agency for Technical Cooperation (GTZ):** [www.gtz.de](http://www.gtz.de)

**International Labour Organization (ILO):** [www.ilo.org](http://www.ilo.org)

**ILO/IOE Reaching out to SMEs – An electronic toolkit for employers' organizations:**

<http://learning.itcilo.org/sme/>

**International Alert:**[http://www.international-alert.org/our\\_work/themes/business\\_2a.php](http://www.international-alert.org/our_work/themes/business_2a.php)

**International Chamber of Commerce (ICC) – International Court of Arbitration:**

<http://www.iccwbo.org/court/arbitration/id4398/index.html>

**Organization for Economic Cooperation and Development (OECD) –** [www.oecd.org](http://www.oecd.org)

**SEQUA:** [www.sequa.de](http://www.sequa.de)

**SEQUA Partnership Project India:** <http://www.zdhindia.com>

**SEQUA Partnership Project Mexico/Centro Empresarial de Jalisco:** [www.coparmexjal.org.mx](http://www.coparmexjal.org.mx)

**United Nations Conference on Trade and Development (UNCTAD):** [www.unctad.org](http://www.unctad.org)

**United Nations Environment Programme (UNEP), Resources for Business Persons:**

<http://www.unep.org/resources/business/>

**United Nations Industrial Development Organisation (UNIDO):** [www.unido.org](http://www.unido.org)

**UNIDO PSD Toolbox:** <http://www.unido.org/psd-toolbox/index.php>

**UN Millenium Development Goals:** <http://www.un.org/millenniumgoals/index.html>

**US Chamber of Commerce – Information on Accreditation:**

<http://www.uschamber.com/chambers/accreditation/default>

**US Chamber of Commerce – Accreditation Eligibility Requirements for State Chambers of Commerce**

<http://www.uschamber.com/NR/rdonlyres/ejw45eymjagxquxpctj7wsa3jfreymru3kg57xvda5olfazzfxinnccyc2jiej6bdio6ujpqylzjt27v4epnrvdh/stateeligibility.pdf>

**Worldbank/International Finance Cooperation (IFC):** [www.ifc.org](http://www.ifc.org)

**Worldbank/IFC - SME Toolkit:** <http://www.smetoolkit.org>

**Worldbank/IFC - Public Private Dialogue:** <http://www.publicprivatedialogue.org/>

**Worldbank Poverty Net - Impact Evaluation:** [www.worldbank.org/poverty/impact/overview/intro.htm](http://www.worldbank.org/poverty/impact/overview/intro.htm)