

Ethiopian Chamber of Commerce and Sectoral Associations

Strategic Plan Document (2002 – 2006 E.C.)

August 2009

Addis Ababa

1. Introduction

The Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA) is an umbrella organization of Chambers and Sectoral Associations in Ethiopia. ECCSA has been reorganized in line with the proclamation No. 341/2003. It has eighteen members including nine Regional Chambers of Commerce and Sectoral Associations, Two City Chambers of Commerce and Sectoral Associations, one National Chamber of Sectoral Associations and six Sectoral Associations organized at national level.

ECCSA had developed a strategic plan that remained unimplemented for various reasons before two years. Nevertheless, it has undertaken considerable actions to strengthen the national private sector organization which resulted in improvements of organizational capacity. Accordingly, ECCSA has recruited qualified staff at professional and management levels including the Secretary General during the last months. Alongside strengthening the organizational capacity the National Chambers it has also accomplished a number of notable tasks in 2001 E.C. These include the organization of the first Ethio-Chamber International Trade Fair, the African Chambers of Commerce Conference and the Extra Ordinary African Chambers of Commerce, Industry, Agriculture and Professions which resulted in the revitalization of the African Private Sector Organization and the decision taken to make Addis Ababa the seat of the Pan African Chamber of Commerce and Industry among others.

2. Background

The term “Chamber of Commerce” was first introduced in Marseilles, France. The first Chamber of Commerce was also founded in the same city in 1559. Since then, Chambers of Commerce were established in various parts of the world with a view to creating a unified voice of the private sector players and strengthen their bargaining powers with the government.

Four hundred years later, the concept of Chamber of Commerce was introduced to Ethiopia for the first time in 1943. The need to establishing Chamber of Commerce basically emanated from the economic crisis that followed the invasion of Fascist Italy. The establishment of the Chamber of Commerce was sought as a solution to

address the distribution of scarce commodities such as cotton, yarn, and woolen products. Members of the Chamber of Commerce were allowed to distribute those scarce commodities to stabilize the market.

Cognizant of the role of the Chamber in stabilizing the highly distorted market, the Government issued a charter No. 90/47 in 1947 to establish the Chamber as a legally recognized institution. This was the turning point for the establishment of private sector organization in the country. The Charter clearly defined the role and functions of the Chamber and stipulated that membership was mandatory.

Records indicate that the Chamber had good Government support with patronage at the highest political level. In 1959, the Government as part of its endeavors to strengthen the Chamber provided a plot of land on which the seven story Head Quarters building was constructed. The construction of the building was also facilitated by the Government. The National Chamber had then branches in Asmara, Diredawa, Gondar, Jimma and Nazareth.

Following the change of the Government in 1974, proclamation No. 148/74, which was a public law that declared membership of business entities mandatory, restructured the Chamber in line with the command economic policy adopted by the new administration.

The Chambers' activities during this period were focused on export promotion, participation in international trade fairs, conducting research on trade constraints and establishing relations with other chambers.

In 2003, the incumbent Government promulgated proclamation No. 341/2003 to reorganize Chambers of Commerce in line with the free market economic policy and the Government's Industrial Development Strategy. Accordingly, the Ethiopian Chamber of Commerce has been restructured and renamed the Ethiopian Chamber of Commerce and Sectoral Associations in 2007.

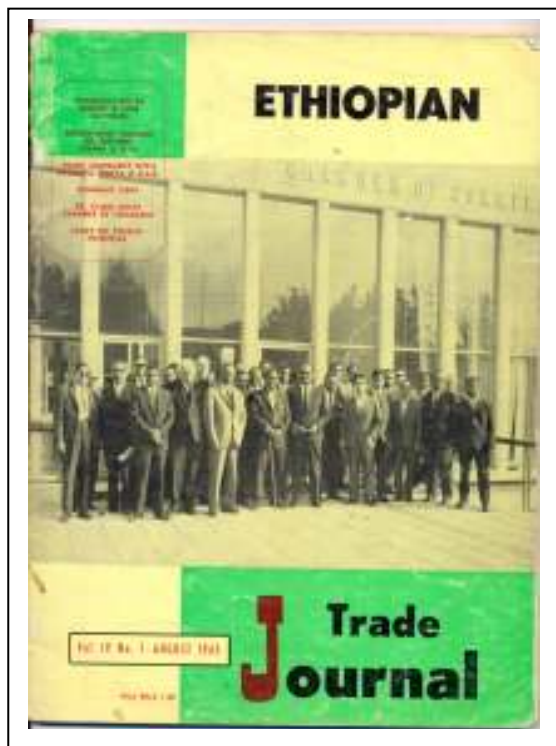
Following the adoption of a market led economy by the incumbent Government, the private sector has been recognized as engine of economic growth. In line with this philosophy, the Government has also committed itself to engage in dialogue

with the private sector recognizing the Ethiopian Chamber of Commerce and Sectoral Associations as the representative of the private sector at national level.

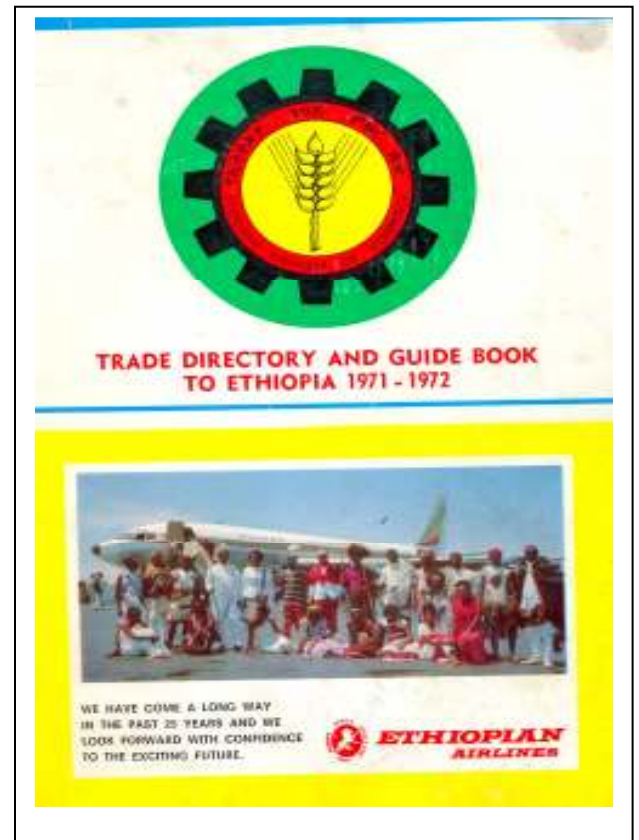
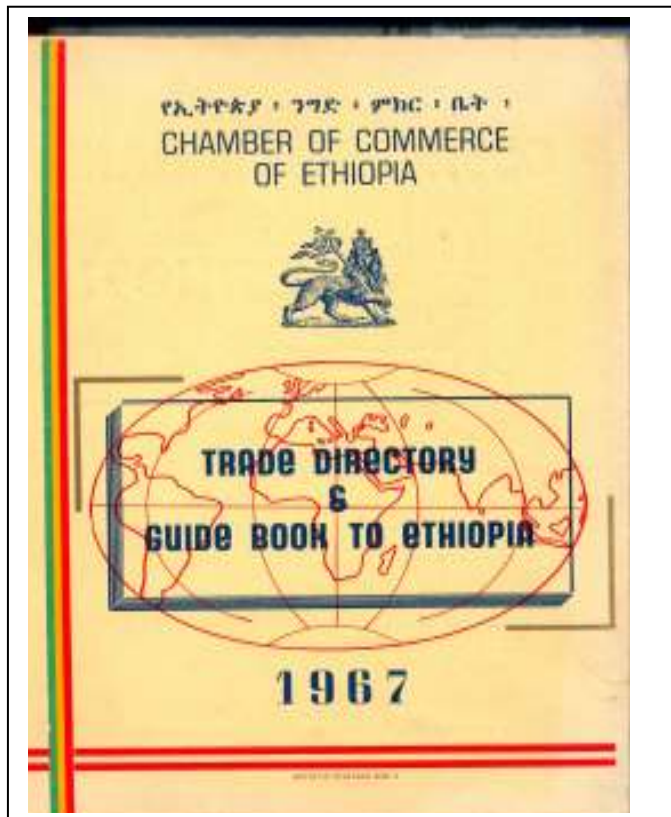
3. Notable achievements of the Ethiopian Chamber of Commerce in the past

The late 1960th and early and mid 1970th (G.C.) were the golden days for the Ethiopian Chamber of Commerce. The Chamber has accomplished notable tasks during those years in terms of strengthening the capacity of the private sector organization and promoting trade and investment in the country.

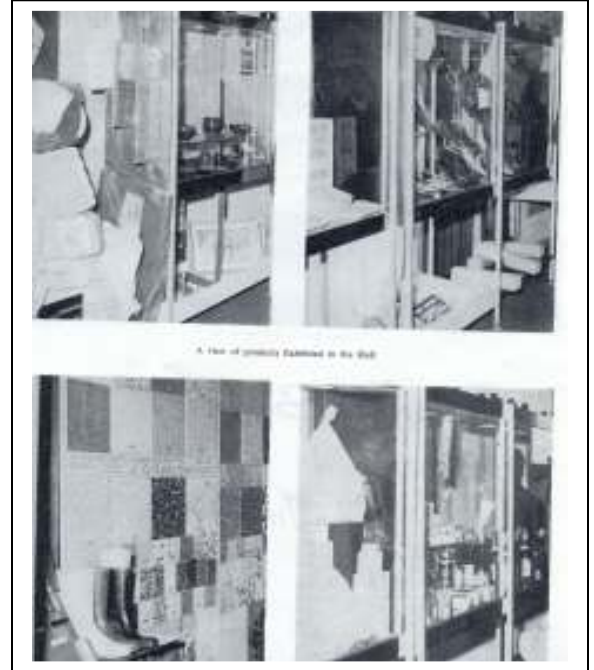
One of the major accomplishments of the National Chamber was the construction of the seven storeys building in one of the most prestigious parts of the city to serve as the Head Quarters of the Chamber. The income generated from the lease of this building served as the main source of finance for the Ethiopian Chamber of Commerce and Sectoral Associations.



There are several evidences that show the strength of the National Chamber during those years. The Trade Directories and Trade Bulletins published by the Ethiopian Chamber are living evidences for the level of the standards of the Chamber and its endeavors to promote trade and investment and create conducive business climate in the country.



Following the Change of the Government and its economic policy in 1974, the National Chamber has remained less vibrant for almost over a quarter of a century. This largely owes to the restrictions imposed upon the development of the private sector during the communist regime and the confiscation of the Chamber's building which left the private sector organization financially incapable.



The pictures above show partial view of the standing exhibition with in the building of the Ethiopian Chamber of Commerce

Since the couple of years, however, encouraging changes have been witnessed in regaining the former strength of the Ethiopian Chamber. Among these were the return of the confiscated building and the exemplary role played by the Ethiopian Chamber of Commerce and Sectoral Associations in establishing the Pan African Chamber of Commerce and Industry and influencing member Chambers to decide the seat of the continental private sector organization to be in Addis Ababa.



Participants of the November 25-26, 2008 conference of the African Chamber of Commerce, Industry, Agriculture and Professions



The establishment of the Pan African Chambers of Commerce and Industry at the Extraordinary General Assembly held from July 6-7 2000, in Addis Ababa

The Ethiopian Chamber of Commerce and Sectoral Associations has shown its competence not only in influencing the decisions of Chambers of Commerce of several African countries but also in mobilizing the Ethiopian private sector to stand together in working for such glorious purpose of common interest.

4. Rationale for the Development of the Strategic Plan

The Ethiopian Chamber of Commerce and Sectoral Associations is one of the oldest private sector organizations in Africa. It has been serving as a mouth piece of the Ethiopian business community over the last sixty two years. Nevertheless, owing to various internal and external factors, the Chamber could not live up to the expectations of its members and of course the demands of the current time. The prevailing national and global economic circumstances are raising lots of

expectations from Chambers of Commerce, should the private sector they represent emerge competitive and victorious amidst the intensification of competitions fuelled by forces of globalization.

The responsibility of Chambers of Commerce should not be limited to serving the interest of the private sector they represent. In today's intense competition among countries in attracting foreign direct investment and the growing threat of unemployment, Chambers of Commerce are required to be responsive to the demands of the governments and the society at large. They are therefore expected to play notable roles in attracting foreign direct investment and promote investment to enhance employment and wealth reaction to the benefits of the people.

In the light of increasing complications of social problems such as health, environmental degradation and depletion of natural resources, Chambers of Commerce are also expected to promote the idea of Corporate Social Responsibilities amongst the private sector.

While evaluating from these perspectives, the Ethiopian Chamber of Commerce and Sectoral Associations have remained far behind delivering to the expectations of its members and the society at large.

Since, the last couple of years, the internal and external environment of the National Chamber have happened to be conducive for its revitalization. The financial status of the Chamber has improved since the return of the confiscated building. Qualified and experienced professionals have joined at professional and management levels and the strategic apex has shown a great deal of commitment to implement change in the chamber system. Government has also shown its commitment to engage with the private sector organizations in all aspects of economic and political governance matters.

Nevertheless, failure to think and act strategically at this moment will take the Chamber nowhere than wasting the emerging opportunities. It is therefore a high time for the Ethiopian Chamber of Commerce and Sectoral Associations to take the initiative of developing strategic plan and implement to discharge the responsibilities vested upon it to the best expectations of its stakeholders.

5. Approach, Methodology and Process of the Strategic Plan Development

The Ethiopian Chamber of Commerce and Sectoral Associations has followed participatory approach in developing the strategic plan. Virtually all of the professional staff members of the Chamber have actively participated in the preparation of the document. The Chamber has commissioned a qualified and experienced consultant to mentor and facilitate the development of the strategic plan. Accordingly the preparation of the strategic plan started with an informative and icebreaking presentation on the concepts, approaches and procedures made by the Head of Advocacy, Research and Planning Department of ECCSA and the commissioned consultant with a view to creating appreciation of the process to be followed amongst all staff members of the Chamber. The entire preparation of the strategic documents has been closely followed up by the Secretary General of the National Chamber.

The following conceptual definitions and explanations were discussed to create clarity amongst the Chamber's staffs who have participated in the strategy development process

- I. That strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization in what it does, and why it does it, with a focus on the future and that the process is strategic because it involves the best way to respond to the circumstances of the organization's environment, whether or not its circumstances are known in advance
- II. That the process is about being strategic because it is about being clear about the organization's objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment
- III. That it is about planning because it involves; setting goals (i.e. choosing a desired future) and developing an approach to achieving those goals (i.e. strategies)
- IV. That Strategic planning determines where an organization is going over a period of time and how it's going to go there

- V. That a vision is a dream or image of a desired future state, it is a new possibility that can become a reality in the long run but only if:
- People share and are committed to it.
 - People set clear goals for achieving it
- VI. That a vision should be concrete and specific, bold, challenging and exciting and should be attainable and that it should highlight the desired development achievements
- VII. That mission statement describes why the organization exists, i.e. its basic purpose and what client needs are intended to be met and with what services

Having created clarity on the concepts, the following activities have been undertaken in series of meetings attended by staff members of the Chamber to develop the strategic plan

- Scanning the external environments with different levels
- Identifying strength and weakness of the chamber in relation to its internal resources and capabilities
- Stakeholders' analysis
- Identification of critical issues/key success factors and developing governing strategies based on the critical issues
- Setting strategic objectives and impact indicator
- Developing vision, mission and values
- Developing action plan
- Conducting stakeholders' validation workshop
- And finally consolidating the feedback obtained during the stakeholders' validation workshop and draft the final strategic plan that governs the activities of the National Chamber for the next five years

6. Resource Analysis

Human resource is the most vital element of organizational resources. In most cases success or failure of organizations attribute to the availability of educate, well trained, capable and motivated staffs and leadership. ECCSA has been deprived of this vital resource for the last several years. Due to the financial incapability of the organization, the Chamber did not manage to recruit and retain adequate

professional and capable staff. Since the return of the confiscated building, the improvement in its financial position somehow allowed the recruitment of qualified staff at professional and management levels.

ECCSA currently has 33 staff members out of which 5 persons possess second degree and 5 persons possess first degree. The ratio of professional staffs to total staffs accounts for over 30%. Although the ratio has shown some improvement over the last two years, it has never reached the desired level in relation to the demand of the job. The Chamber is also not adequately staffed in terms of number of staffs required to fill vacant positions in the organizational structure. Since some of the newly recruited staffs do not have adequate experience of private sector organizations, skill upgrading trainings are required to create the required competence in the human resource of the Chamber.

ECCSA has reasonably adequate office facilities including office furniture, IT equipments, IT networks and presentation aid equipments. Some of these resources have been acquired very recently through the financial assistance from the United Nations Development Program (UNDP)

Although the financial position of the Chamber has improved since the return of the confiscated building, the Chamber does not have adequate financial resource to cover the programs envisaged to be implemented in the years to come. The Major sources of income of the Chamber are building rent and revenue collected from services such as chamberized invoices, certificate of origin and affidavit of support given to the business community. There could be a room to improve these incomes by making price revisions; nevertheless, they are still in elastic beyond certain levels.

Since the Chamber has leased most part of the building and its two member organizations, the Addis Ababa Chamber of Commerce and Sectoral Associations and the Ethiopian Chamber of Sectoral Associations have occupied most of the remaining rooms; the National Chamber has failed to secure adequate working space for its own.

List of the human and material resources of the Chamber is annexed with this document.

7. Services Currently Provided by ECCSA

The services provided by the National Chamber varied from time to time as the political system changed in the country. Since the change of the government in 1991 and particularly after the issuance of the recent proclamation in 2003, the National Chamber has been given ample mandates to extend its services to protect the interest of the private sector and promote trade and investment in the country. The current international economic situations also call for the diversified and effective services to be delivered by the Chamber. Nevertheless, owing to various reasons explained earlier in this document, the services delivered so far by the Chamber are limited to the following:

- Trade and investment promotion
- Research and advocacy
- Trade facilitation through the provision of Certificate of Origin, Chamberized Invoices and affidavit of support for the business community
- Trainings to members on various subjects
- Soliciting supports for members from donors
- Provision of business information to the business community through chamber members and sectoral associations

8. Stakeholders Analysis

The success of organizations depends upon effectively delivering services in such a way that it satisfies all their stakeholders. Stakeholders are both internal and external ones. The common mistakes made by organizations are failure in identifying all the internal and external stakeholders and acting without taking into account their expectations. The analysis of the major stakeholders of ECCSA is presented below.

Stakeholders	Stake holder's expectations	Reactions if expectation is not met
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Members	<ul style="list-style-type: none"> - The highest level of satisfaction from the chamber services 	<ul style="list-style-type: none"> - Lose confidence in the national chamber, withdraw their support that legitimize the national chamber, stop membership contribution - Mal-functioning could be created
Government	<ul style="list-style-type: none"> - Effective representation of the private sector interest - Expects good leadership - Serves as an intermediary between the business community with the government, - growing number of membership 	<ul style="list-style-type: none"> - Stop to recognize the chamber as a partner organization - Makes dialogue and partnership difficult
Donors	<ul style="list-style-type: none"> - Responsiveness to the interest of the private sector, effective and efficient organization that can use the resources made available to the private sector development, transparency and accountability 	<ul style="list-style-type: none"> - Stop to working with the Chamber - Stop any support channeled to the Chamber for private sector development, - Recommend the same to other donors to follow their measures
The business community	<ul style="list-style-type: none"> - Effective protection of the interest of the private sector, promotion of trade and investment climate - intervention of the national chamber in policy, law and strategy formulations - Accurate business information 	<ul style="list-style-type: none"> - Stop recognizing the national chamber as a representative of the private sector, - Discouraged to join City Chambers of commerce and Sectoral Associations, - When appropriate oppose the support

		<p>given to the national chamber by development partners</p> <ul style="list-style-type: none"> - Develop lack of trust and belongingness
The community as a whole	<ul style="list-style-type: none"> - The national chamber to discharge its corporate social responsibilities and educate and encourage the business community to do the same - Expects the chamber to be an institution considered as center of entrepreneurship development 	<ul style="list-style-type: none"> - Stop recognizing the national chamber as a socially responsible organization, when appropriate oppose the support given to the National chamber by development partners - Exacerbates the difficulty in attracting competent staffs to the Chamber
Employee	<ul style="list-style-type: none"> - Expects their right to be respected, earn competitive salary and benefits, expect great image of the institution, appropriate organizational structure, and clear path for career development - Decent working environment 	<ul style="list-style-type: none"> - Complaint, disagreement - Dissatisfaction, low rate of productivity, withdraw voluntarism

9. Environmental Analysis

As indicated earlier in the methodology part, the preparation of strategic plan started with the analysis of the environment in which ECCSA operates. The analysis begins with far reaching environment (the international environment) and then descended to the macro aspects of the national environment.

The analysis includes all aspects of economic, social, political, legal and technological environment which directly or indirectly influence the operations of the Chamber in the next five years. With a view to putting the issues in context, the identified issues were categorized in to two parts, opportunities and threats as outlined below.

9.1 Major International and National Opportunities

- *Globalization of markets providing opportunities for effective and efficient organizations to pursue the “ample opportunities” provided irrespective of their size.*
- *Increasing bilateral and international support to private sector development.*
- *The geo political significance of the country that attracts the interest of other countries and regional and international organizations.*
- *Increased focus of major economies on Ethiopia such as the US, the EU, India, Turkey and China.*
- *Duty/quota free access to major markets provided by AGOA, EBA, COMESA and other similar facilities.*
- *Introduction of market led economic policy in the country.*
- *Government commitment to support private sector development.*
- *Improving Investment policy.*
- *The existence of multi-lateral and bilateral agreements.*
- *Accession process to WTO and other regional groupings can help as a good signal and help building confidence of potential investors.*
- *Large population - Potential market, Source of labor for labor intensive investments.*
- *The special focus given by the government to SMEs will have a positive implication to the economy and the chamber in terms of income and membership.*

- *Government recognition of the private sector as engine of the economy.*
- *Interest shown by the government to engage in PPDs and institutionalize PPDFs.*
- *Increasing trend of government to engage the private sector in the legal, policy and strategy formulation process.*
- *The focus of the government on rural infrastructure has a positive impact on economic development particularly on investment which, in turn, is believed to strengthen the chamber system in the country.*
- *Growing interest of the international society to support issues of HIV/AIDS, environmental protection, Gender, Human Right, Good Governance issues, etc.*
- *Change in the attitude of the community towards business, now business is being perceived as respected undertaking.*
- *Increasing interest of the public to media.*
- *Transformation of cultural institutions into business ventures.*
- *Expansion of education creating literate society and entrepreneurs that can positively contribute to the development of business and investment.*
- *Expansion of Health system to create healthy society.*
- *Women empowerment & increased participation of women in business.*
- *Introduction of ICT to enhance efficiency and effectiveness of business operations.*
- *Better speed of communication and access to information.*
- *International support for good governance and democratization.*
- *Increasing societal awareness on democracy, human rights, good governance, corruption, rule of law, etc.*
- *Beginning of democratization process in the country.*

- *The existence of Anti-Corruption Law and institutions.*
- *Availability of ample investment opportunity.*
- *Low rate of crime in relation to other developing countries.*

9.2 Major International and National Challenges

- *Current global economic down turn affecting inflow of : foreign direct investment*
 - *export earning*
 - *import*
 - *tourism*
 - *development assistance*
 - *remittance*
- *Intensification of competition among countries for attracting foreign direct investment*
- *Intensification of competition among private sector organizations to obtain multilateral and bilateral financial support*
- *Intensification of competition fuelled by the forces of globalization affecting the local infant industries*
- *Inefficiency in the port clearing process and increase in the port service costs*
- *Slow down of privatization and economic liberalization process*
- *Difficulties in getting easy access to land for investment*
- *Shortage of foreign currency affecting import and manufacturing business*
- *Inconsistent tax system, exorbitant tax penalties*
- *High inflation affecting the economy.*

- *No-anti-dumping and counter veiling measures*
- *Illegal and contraband trade affecting taxpaying and legal business operators*
- *Poor status of infrastructure slowing down the economic development*
- *lack of appropriate quality standard implementation system affecting local industries*
- *Poor working culture and low productivity*
- *Environmental degradation and depletion of natural resources*
- *Deterioration in business ethics*
- *Increasing trend in tolerating corruption and crime*
- *Deterioration of educational quality institutions at all levels*
- *Poor professional loyalty*
- *Unfavorable attitude towards locally made products*
- *Very high unemployment rate affecting market size and security*
- *High cost of ICT service and inefficiency of the service provider in Ethiopia affecting international competitiveness of local firms and inflow of FDI*
- *ICT security challenged by information hackers affecting ownership of organizational secrets*
- *Latent potential for conflict with neighboring countries*
- *Inefficiency in strategic sectors such as telecom sector*
- *Delay in court processes, poor enforcement of contract law and unfavorable labor law for employers*

9.3 Strength and weakness of the Chamber in relation to its internal resources and capabilities

Having analyzed the external circumstances that influence the operations of the Chamber, the team has deliberated upon analyzing the internal circumstances of the Chamber. Like the case in analyzing the external environment, this part is also categorized into two parts, strengths and weaknesses of the Chamber.

The strengths and weaknesses have been analyzed in terms of its resources and capabilities. In other words, the analysis has covered the human, financial and the material resources of the organization, the operational systems, the governance and the organizational culture among others. With a view to arriving at realistic conclusions, the participants have tried to substantiate their propositions with figures and facts when appropriate and the process has been debatable throughout. Accordingly, the following points have been identified as strengths and weaknesses of the Chamber as it stand now.

9.3.1 Strengths

- Better experience on how to deal with rendering its services to different clients and stakeholders
- New initiative taken to strengthen the human resource of the Chamber, particularly at management level
- Harmony and interest in team work in the Management Team
- Better experience on how to deal with rendering its services to different clients and stakeholders
- Revival of the human resource of the Chamber, particularly at management level
- Harmony and interest in team work in the Management Team
- Owns a modern building which has a dual purpose
 - Office space for the National Chamber
 - Source of revenue
- Improvement in the financial status after the return of the building

- Determination of the BoDs and the Management to implement change
- Mix of old and new members in the Management and Staff
- Relatively better equipped with modern offices technology
- Limited but knowledgeable and experienced staff

9.3.2 Weakness

- Not adequately staffed at professional level
- Lack of good image
- Inadequate sense of belongingness to the organization
- Resistance to change at certain levels
- Poor office and space that discourage existing and newly arriving staffs
- Inappropriate organizational structure
- Salary and fringe benefits schemes that cannot attract highly qualified and experienced professionals.
- Poor orientation to the priorities of the organization.
- Inefficiency in resource utilization.
- Inadequate facilities such as vehicles, furniture and basic office equipments.
- Inadequate attention to ICT.
- Absence of working manual for the Board of Directors.
- Being tied up with routine matters affecting outward looking.
- Weak network with stakeholders.
- Lack of shared vision and strategy amongst all the staff.
- Inadequate service provision/Weak service delivery.
- Inadequate planning and lack of implementation.

- Non existence of effective HRM system (Non existence of performance evaluation and appraisal system, employee motivation system, career development, training and promotion).
- Weakness in project designing and soliciting funds from potential donors.

10.Vision, Mission and Value Development

The process of vision, mission and values development has been highly participatory and the final decision was arrived on consensus. This was done to create a vision that everyone in the organization shares and work relentlessly towards its achievement. Everyone was made to suggest what he/she thinks the vision, mission and the values of the Chamber should be. Then through discussions and elaborations, the draft vision, mission and values have been refined and articulated by the participants.

Having developed the proposal by the Chamber, it was again presented to the stakeholders during the validation work shop at Hilton Hotel. The stakeholders have also provided their comments and feedback on the proposed vision, mission and values. Finally, having consolidated the concerns and comments of the stakeholders', the vision, mission and values of ECCSA have been formulated.

Vision

To be Internationally Competitive and Exemplary Chamber in Africa

Mission

ECCSA is an umbrella private sector representative striving to create vibrant private sector in the country through advocacy, promotion of trade and Investment and capacity building

Values

- Displaying the highest level of integrity and professionalism
- Great deal of concern for members’ interest and stakeholders expectations
- Pursuing partnership for efficient use of available resources
- Effectiveness and efficiency are central to the chamber’s management practice
- Assuring transparency and accountability in day to day operations
- In every undertaking the chamber assumes, members’ interest and benefits are considered as major rationales
- Assigning competent resources for every assignments to ensure quality standards

11. Strategic Objectives

Once the vision of the Chamber is formulated, the next step was the development of strategic objectives that lead towards its attainment. The development of the strategic objectives have been based on the rational thinking of the team in charge of preparing the document and the realities of the internal and external circumstances explained earlier in the SWOT analysis part. The development of the strategic objectives have also been cognizant of the expectations of the stakeholders as shown in the stakeholders’ analysis part and the mandate given by the law to the Ethiopian Chamber of Commerce and Sectoral Associations.

Accordingly, the strategic plan development team formulated what they assume tangible, realistic and prioritized objectives and presented it to the stakeholders’ workshop. Having incorporated the feedback from the validation workshop, the following strategic objectives have been formulated.

Strategic Objectives	Impact Indicators
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<p>To assist member organizations to increase their members to 100,000 in five years</p>	<p>Collective voice of the private sector strengthened through enhanced membership base of the Chamber System</p>
<p>To engage in proactive and retroactive advocacy works to complement the creation of conducive business and investment environment in the country</p>	<p>Business and investment climate improved through proactive and retroactive advocacy works</p>
<p>To create multi stakeholders' platforms with a view to coordinating the efforts of various stakeholders for the promotion of business and investment</p>	<p>Market efficiency improved through coordinated stakeholders' effort</p>
<p>To build the human resource, material and facility capacity of the National Chamber to enable it to discharge the responsibilities vested upon it effectively and efficiently</p>	<p>The emergence of strong, effective, efficient and influential National Chamber that protects the interest of the business community made possible in the country</p>
<p>To build the human resource, material and facility capacity of member organizations to enable them provide effective and efficient services to their respective members</p>	<p>The services provided to the business community improved as a result of enhanced human and material capacity of the Chambers</p>
<p>To enhance the public image of the</p>	<p>The interest of the Ethiopian Private sector better protected by the advocacy</p>

national chamber	works of highly recognized National Chamber
To enhance efficiency in service delivery in authentication of documents, provision of certificate of origin, affidavit of support and business information to the business community	Business community satisfied by the services rendered by the Chamber
To educate and encourage the business community to discharge their corporate social responsibilities	The social wellbeing the of the community improved through enhanced contributions of the private sector
To develop effective Information Communication Technology and achieve efficient utilization of the system at the national level and member organizations	The operational efficiency and effectiveness on the Chamber system in Ethiopia improved as a result of proper use of ICT
To Improve the advocacy services through institutionalizing PPDFs at National, Regional and City levels	Bottlenecks affecting Business and Investment resolved through Public private Dialogues
To improve the financial capacity of the National Chamber and its members	The services of the Chamber system in Ethiopia due to their enhanced financial capacity
To contribute to the improvement of the inflow of DDI and FDI into the	The inflow of foreign direct investment

country	enhanced
To contribute to the enhancement of the export earning of the country through promoting Ethiopian products in foreign markets	Foreign markets' demand for export products improved
To promote products and services of the country with a view to strengthening local industries.	Demand for domestic products improved
To Construct a building that serve as a source of income at a vacant place inside the Chamber's premises	The financial status of the National Chamber significantly improved through securing sustainable income from building rent
To establish chamber academy which serves the private sector of the nation and the continent	The competitiveness of the business community of the nation and the region at large enhanced through capacity building support from the Chamber system
To complement the effective implementation of bilateral and international trade agreements signed by the government	Trade relation with other countries strengthened
To ensure the protection of the interest of the private sector through	Private sector interests protected in trade and investment related

participating in bilateral, regional and multilateral trade and investment related negotiations such as the WTO accession process at technical and higher levels.	negotiations
To establish standardized communication system between ECCSA and member organizations	The coordination and communication between the National Chamber and its members improved
To support member organizations so that they can deliver demand driven services to their respective members	The business community benefited from the services provided by the Chambers

These strategic objectives and their respective impact indicators have been translated into action plans as presented in the latter part of this document

12. Key Success Factors

Key success factors are those critical issues that determine the achievement of organizational objectives. They are critical because failure in addressing them could have serious repercussions in the achievement of organizational objectives irrespective of endeavors made to bring about success in all other matters. Accordingly, the following key success factors have been identified so that every action of the Chamber has got to be made cognizant if its impact upon these factors. The explanations for the choice of the factors are provided in italics.

- Establishing amicable relationships with all stakeholders (*One of the major tasks of ECCSA is the creation of conducive business and investment environment through engaging the government with dialogue (1) The very existence of ECCSA depends upon the legitimacy secured from its members (2) Currently ECCSA requires significant support from development partners*

to implement what it has planned for the next five years (3). These are just some of the stakeholders of ECCSA among others. Failure to establish amicable relations with these stakeholders significantly affect the attainment of its objectives and vision, one way or the other)

- *Designing compatible organizational structure and fulfilling adequate working facilities (The success of organizations heavily depends upon the effectiveness and efficiency of its staff and management. The success of staffs again depends upon the appropriateness of organizational structure and availability of adequate and appropriate working facilities. Failure to fulfill the aforementioned preconditions frustrates staffs and makes staff motivation and retention very difficult. It should therefore be considered as one of the key success factors for the National Chamber. Please note that this has been identified as one of the weakness of the Chamber in the SWOT analysis part)*
- *Being responsive to environmental changes (The environment in which every organization operates is never static. In fact the preparation of organizational plan requires looking ahead and making provisions for it. Nevertheless, unforeseen circumstances can always appear and demand new and different approaches to get back on track. Organizations which could not adjust to the changing circumstances will face more risk than the flexible ones. The Chamber therefore needs to monitor the changes in the external environment and adjust accordingly)*
- *Pursuing transition from donor based financing of programs to self reliance (The support from development partners does not have the guarantee to continue throughout. On top of this, there is no free lunch at all. If ECCSA has got to protect the interest of its members and achieve its vision independently, it has got to stand by its own)*

13. Gender mainstreaming

ECCSA recognizes the significance of women empowerment for the creation of vibrant private sector in the country. The Chamber therefore consciously considers the issue of gender in all the activities it undertakes towards the achievements of the strategic objectives. It adapts mainstreaming strategy to address the gender issues in its private sector development endeavors and the implementation of the strategic plan.

14. Monitoring and Evaluation Modalities

Monitoring and evaluation modalities employed are required to ensure effective follow up of the implementation of the strategic plan and the achievements of the intended results in the short term and impacts in the long term, respectively.

As indicated in the strategic plan document, impact indicators have been proposed for each strategic objective and result indicators were also stated for each activity in the action plan. Therefore, the monitoring of the implementation of the strategic plan aims at checking whether the planned activities have been accomplished as planned within the context of the predetermined resources and time line. The monitoring also focuses on the achievements of the results against the result indicators shown on the action plans. Similarly, the evaluation of the implementation of the strategic plan aims at checking whether the strategic objectives have been achieved and the strategic moves of the Chamber are towards the achievement of its vision.

Monitoring of the implementation of the strategic plan will be conducted at various levels as indicated below.

- Monitoring of the implementation of the action plan by the functional units of the Chamber will be conducted based upon the bi-weekly reports presented by the units heads at the regular management meeting chaired by the Secretary General
- Monitoring of the implementation of the action plan of the Chamber will be conducted based upon the quarterly and midyear reports presented by the Secretariat at meeting of the Board of Directors

- Evaluation of the implementation of the action plan of the Chamber will also be conducted based upon the annual reports presented by the Secretariat at meeting of the Board of Directors
- Accordingly, the monitoring of the implementation of the strategic plan will be conducted through taking corrective measures wherever deviations appear. Likewise, the evaluation process will be made keeping in mind the predetermined strategic objectives. With a view to enhancing organizational learning, lessons learnt from the evaluation process shall be documented and used as an input for preparation of subsequent strategic plans.

1. Action Plan

One – Advocacy Research and Planning Department

Five Years Action Plan

Strategic Objective	To improve advocacy service through institutionalizing PPDs at National and Regional Levels
Impact Indicator	Bottlenecks affecting Business and Investment resolved through Public private Dialogues

No	Strategic Acts	Year																			
		2002				2003				2004				2006				2006			
1	Establishing PPDFs Coordination Secretariat at National Level - Renting office - Furnishing office - Staff recruitment - Staff induction																				
2	Assisting in establishing PPDFs Coordination Secretariat at four regions and two cities - Renting office - Furnishing office - Staff recruitment - Staff induction																				
3	Assisting in establishing PPDFs Coordination Secretariat at five regions - Renting office - Furnishing office																				

No	Strategic Actins	Year														
		2002			2003			2004			2006			2006		
	<ul style="list-style-type: none"> - Staff recruitment - Staff induction 															
4	<p>Implementing succession plan for the gradual transfer of PPDfs coordination to the National Chamber</p> <ul style="list-style-type: none"> - Staff recruitment - Staff training - Organizing sector dialogue forums - Organizing the Federal PPD Forum 															
5	<p>Assisting in the implementation of succession plan for the gradual transfer of PPDfs coordination to the Regional/City Chambers</p> <ul style="list-style-type: none"> - Assisting in the preparation of succession plans - Assisting in Staff recruitment - Assisting in Staff training - Assisting in Organizing regional /city sector dialogue forums - Assisting in organizing the Regional PPD Forum 															
6	Revising the National Business Agenda															

Two – Membership and Capacity Building

Strategic Objective	To assist member organizations to increase their members to 100,000 in five years
Output Indicator	Collective voice of the private sector strengthened through enhanced membership base of the Chamber System

No.	Strategic Action	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		2002 (2009/10)				2003 (2010/11)				2004 (2011/12)				2005 (2012/13)				2006 (2013/14)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Study and introduce membership development and retention mechanism	■																			
1.1	Prepare TOR	■																			
1.2	Conduct the Study		■																		
	Introduce the system		■	■	■																
2	Organize training for board of management at each level	■				■				■				■							
2.1	Secure finance		■				■				■				■				■		
2.2	Identify resource person & prepare training material		■				■				■				■				■		
2.3	Identify Venue and participants		■				■				■				■				■		
2.4	• Tigay Board of Management			■			■				■				■				■		
2.5	• Amhara Boar of			■			■				■				■				■		

No.	Strategic Action	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		2002 (2009/10)				2003 (2010/11)				2004 (2011/12)				2005 (2012/13)				2006 (2013/14)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Management																				
2.6	• Oromia			■	■		■	■			■	■			■	■			■	■	
2.7	• Sothern Nation...			■	■		■	■			■	■			■	■			■	■	
2.8	• Afar				■	■		■	■			■	■			■	■			■	■
	• Diredwa, Hararar, Somali				■	■		■	■			■	■			■	■			■	■
2.9	• Benshangul, Gambella				■	■		■	■			■	■			■	■			■	■
2.10	• Addis Ababa, ECCSA				■	■			■	■			■	■			■	■			■
2.11	National Sectoral Associations				■	■			■	■			■	■			■	■			■
3	Organize education and awareness seminars and workshops both for stakeholders and members				■																
3.1	Secure finance					■	■			■	■			■	■			■	■		
3.2	Prepare materials					■	■			■	■			■	■			■	■		
3.3	Identify participants and venue					■	■			■	■			■	■			■	■		
3.4	Tigray & Amahara, Afar						■	■			■	■			■	■			■	■	
3.5	Oromia & South						■	■			■	■			■	■			■	■	
3.6	Gambella & Benshangul						■	■			■	■			■	■			■	■	
3.7	Eastern Culuster							■	■			■	■			■	■			■	■
3.8	ECSA, Addis Ababa CCSA, National Sectoral Associations							■	■			■	■			■	■			■	■
4	Organize aggressive membership development campaign	■																			
4.1	Secure finance		■	■			■	■			■	■			■	■			■	■	
4.2	Get agreement with respective regions/cities		■	■																	
4.3	Prepare campaign material			■	■																
	Conduct Campain	■																			
5	Organize inter and intra	■																			

No.	Strategic Action	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		2002 (2009/10)				2003 (2010/11)				2004 (2011/12)				2005 (2012/13)				2006 (2013/14)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	chamber experience sharing																				
5.1	Identify regions/ cities/ countries with best practices			■	■	■	■			■	■			■	■			■	■		
5.2	Secure finance			■	■	■	■			■	■			■	■			■	■		
5.3	Identify participants & facilitate /coordinate learning			■	■	■	■			■	■			■	■			■	■		
5.4	Ensure report submission						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6	Provide technical assistance in the establishment and re-organization of chambers and sectoral association	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.1	Identify needs		■	■		■	■			■	■			■	■			■	■		
6.2	Prepare & provide supports accordingly			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
7	Create and manage membership data-base	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
7.1	Identify data requirements	■	■																		
7.2	Develop data base	■	■																		
7.3	Organize users training		■	■																	
	Follow-up on its proper application	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
8	Strengthen members working relationships with stakeholders (coordinate efforts and resources)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
8.1	Support members to establish & organize networking/ cooperation meeting with stakeholders	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
8.2	Organize meeting between board of the National Chamber and regional Governments			■	■	■	■			■	■			■	■			■	■		
9	Coordinate the provision of																				

No.	Strategic Action	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		2002 (2009/10)				2003 (2010/11)				2004 (2011/12)				2005 (2012/13)				2006 (2013/14)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	package business development services																				
9.1	Identify services to be provided by the National Chamber																				
9.2	Organize services in to packages																				
9.3	Ensure contentious provision of services																				

Strategic Objective	To build the human resource, material and facility capacity of member organizations to enable them provide effective and efficient services to their respective members
Output Indicator	The services provided to the business community improved as a result of enhanced human and material capacity of the Chambers

No	Strategic Actions	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		2002/2009-10)				2003(2010-11)				2004 (2011-12)				2005(2012-13)				2006 (2013-14)			

No	Strategic Activities	2001/2002				2002/2003				2003/2004				2004/2005				2005/2006			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
12	Implementing output based performance management system																				
12.1	Preparing performance evaluation standards and format	■	■																		
12.2	Conducting performance evaluation		■		■		■		■		■		■		■		■		■		■
13	Revising & implementing effective working manuals and administrative guidelines																				
13.1	Preparing materials management & Recourse utilization manual		■																		
13.2	Revising the human resource management manual		■	■																	
13.3	Revising the management manual		■	■																	
13.4	Implementing the manuals			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4	Implementing effective inventory management system																				
4.1	Preparing TOR		■	■																	
4.2	Studying efficiently & effective system		■	■																	
4.3	Implementing the new system			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

FOUR: Trade and Investment Promotion Department

Strategic Objective	To create multi stakeholders' platforms with a view to coordinating the efforts of various
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	stakeholders for the promotion of business and investment
Output Indicator	Market efficiency improved through coordinated stakeholders' effort

No	Activities	2002				2003				2004				2005				2006			
		1st	2nd	3 rd	4th	1 st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
1.1	Prepare project proposals				■																
1.2	Organize fund raising event and soliciting funds					■															
1.3	Organize event for activity joint evaluation							■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.4	Conduct study on business issue									■	■	■	■	■	■	■	■	■	■	■	■

Strategic Objective	To enhance efficiency in service delivery in authentication of documents, provision of certificate of origin, affidavit of support and business information to the business community
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No	Activities	2002				2003				2004				2005				2006				
		1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
	(continuously) for the relevant organizations, diasporas, foreign investors & the business community																					

Strategic Objective	To contribute to the enhancement of the export earning of the country through promoting Ethiopian products in foreign markets
Output Indicator	Foreign markets' demand for export products improved

No	Activities	2002				2003				2004				2005				2006				
		1st	2nd	3rd	4 th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	
4.1	Facilitate the participation of exporters on foreign trade fairs & exhibitions and coordinate trade delegations																					
4.2	Organize sensitization workshops		■				■				■				■							
4.3	Update exporters guide			■																		
4.4	Prepare exporters profile				■																	

Strategic Objective	To promote products and services of the country with a view to strengthening local industries.
Output Indicator	Demand for domestic products improved

No	Activities	2002				2003				2004				2005				2006			
		1st	2nd	3rd	4 th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th

FIVE - Public and International Relations Department

Strategic Objective	To enhance the public image of the national chamber
Impact Indicator	The interest of the Ethiopian Private sector better protected by the advocacy works of highly recognized National Chamber

No	Strategic Actions	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q2 3	Q 4	Q 1	Q 2	Q 3	Q 4	
1	Produce various publications <ul style="list-style-type: none"> • Newspaper • Magazine • Brochure Writing articles & relevant inputs Editing Collecting advertisements Designing Printing & follow up Distribution																				
2	Launch weekly radio program <ul style="list-style-type: none"> • Identify the appropriate radio station • Prepare proposal & Solicit fund • Strike deal with the appropriate radio station • Script writing • Program production • Launch the program 																				
3	Prepare promotional CD <ul style="list-style-type: none"> • Prepare TOR • Invite & select production companies 																				

2	Work together with the concerned body that set standards for ethical business behavior																			
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Six – Information and Communication Technology Unit (ICT)

Strategic Objective	To develop effective Information Communication Technology and achieve efficient utilization of the system at the national level and member organizations
Impact Indicator	The operational efficiency and effectiveness on the Chamber system in Ethiopian improved as a result of proper use of ICT

No	Strategic Actions	1 st Year				2 nd Year				3 rd Year				4 th Year				5 th Year			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Website Design and Hosting	_____																			
2	Adds on website	_____																			
3	Upgrading of ECCSAs Website				_____															_____	
4	Upgrading and Maintaining Networking System	_____																			
5	Hardware and Software maintenance	_____																			
	Users Training support	_____													_____						

ETHIOPIAN CHAMBER OF COMMERCE AND SECTORAL ASSOCIATION
FIVE YEAR STRATEGYIC PLAN BUDGET SUMMERY

ECCSA REVENUE BUDGET SUMMERY

Revenue Estimation: MCB

No.	Source	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1	10% of total membership fee for ECCSA	160,000.00	220,000.00	280,000.00	340,000.00	400,000.00	1,400,000.00
2	Great Run	200,000.00	280,000.00	305,000.00	340,000.00	350,000.00	1,535,000.00
3	Total	420,000.00	500,000.00	585,000.00	680,000.00	750,000.00	2,935,000.00

Five Years Revenue Plan: AF

No.	Strategic Activities	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1	Renting Building	3,079,945.00	3,079,945.00	5,000,000.00	5,000,000.00	5,000,000.00	21,159,890.00
2	Conference hall rent	40,000.00	60,000.00	80,000.00	100,000.00	150,000.00	430,000.00
3	Ras-Grill hotel	100,000.00	125,000.00	150,000.00	150,000.00	150,000.00	675,000.00
4	Advertisement income	200,000.00	230,000.00	230,000.00	230,000.00	230,000.00	1,120,000.00
5	Income from printing press	100,000.00	160,000.00	180,000.00	200,000.00	200,000.00	860,000.00
Total		3,519,945.00	3,474,945.00	5,440,000.00	5,480,000.00	5,530,000.00	23,444,890.00

Revenue: TIP

No	Descriptions	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1	Organizing Trade Fair	1,245,000	1,700,000	2,250,000	2,250,000	2,250,000	9,695,000
2	Displaying local products (on the permanent exhibition place)	200,000	900,000	1,000,000	1,000,000	1,000,000	4,100,000
3	Income from Business Directory	1,000,000		2,500,000		2,500,000	6,000,000
4	Service charge (fee) : authentication of documents, provision of certificate of origin and affidavit of support to the business community	742,000	779,000	818,000	859,000	1,000,000	3,198,000
5	Advertisement fee income from Exporters Guide & Exporters Profile	150,000	190,000	70,000	60,000	30,000	500,000
	Total	3,337,000	3,569,000	6,638,000	4,169,000	5,780,000	23,493,000

SOURCE OF REVENUE: PR

No.	Source of Revenue	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1.	Advertisements	60,000	80,000	100,000	100,000	150,000	490,000
2.	Sales of Publications.	20,000	40,000	50,000	50,000	50,000	210,000
	Total	80,000	120,000	150,000	150,000	200,000	700,000

SOURCE OF REVENUE: IT

No.	Source of Revenue	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1.	Website Design and Hosting						
2.	Acquiring Adds	120,000.00	132,000.00	158,400.00	174,240.00	200,000.00	724,640.00
3.	Website Design and Hosting	26,000.00	30,000.00	35,000.00	40,000.00	45,000.00	176,000.00
4.	Renting out the 1mb/s subscribed internet connection to those who rent the building/month	0	36,000.00	36,000.00	36,000.00	36,000.00	144,000.00
Sub Total		146,000.00	198,000.00	229,400.00	250,240.00	281,000.00	1,044,640.00

SUMMERY OF REVENUE PLAN BY SOURCE

No.	Strategic Activities	Year					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1.	10% of total membership fee for ECCSA	160,000.00	220,000.00	280,000.00	340,000.00	400,000.00	1,400,000.00
2.	Great Run	200,000.00	280,000.00	305,000.00	340,000.00	350,000.00	1,475,000.00
3.	Renting Building	3,079,945.00	3,079,945.00	5,000,000.00	5,000,000.00	5,000,000.00	21,159,890.00
4.	Conference hall rent	40,000.00	60,000.00	80,000.00	100,000.00	150,000.00	430,000.00
5.	Ras-Grill hotel	100,000.00	125,000.00	150,000.00	150,000.00	150,000.00	675,000.00
6.	Advertisement income	200,000.00	30,000.00	30,000.00	30,000.00	30,000.00	320,000.00
7.	Income from printing press	100,000.00	180,000.00	180,000.00	200,000.00	200,000.00	860,000.00
8.	Organizing Trade Fair	1,245,000	1,700,000	2,250,000	2,250,000	2,250,000	9,695,000.00
9.	Displaying local products (on the permanent exhibition place)	200,000	900,000	1,000,000	1,000,000	1,000,000	3,000,000.00
10.	Income from Business Directory	1,000,000		2,500,000		2,500,000	1,100,000.00
11.	Service charge (fee) : authentication of documents, provision of certificate of origin and affidavit of support to the business community	742,000	779,000	818,000	859,000	1,000,000	6,000,000.00
12.	Advertisement fee income from Exporters Guide & Exporters Profile	150,000	190,000	70,000	60,000	30,000	4,198,000.00

13.	Advertisements	60,000	80,000	100,000	100,000	150,000	500,000.00
14.	Sales of Publications.	20,000	40,000	50,000	50,000	50,000	490,000.00
15.	Acquiring Adds	120,000.00	132,000.00	158,400.00	174,240.00	200,000.00	210,000.00
16.	Website Design and Hosting	26,000.00	30,000.00	35,000.00	40,000.00	45,000.00	784,640.00
17.	Renting out the 1mb/s subscribed internet connection to those who rent the building/month	0.00	36,000.00	36,000.00	36,000.00	36,000.00	176,000.00
Grand Total		7,442,945.00	7,861,945.00	13,042,400.00	10,729,240.00	13,541,000.00	52,617,530.00

ECCSA Expenditure Budget Summery
Advocacy Research and Planning Department
Five Years Expenditure Plan

Strategic Objective: To improve advocacy service though institutionalizing PPDs at National and Regional Levels

Output Indicator: Bottlenecks affecting Business and Investment resolved through Public private Dialogues

No	Strategic Actins	Year					Total Budget	Source
		2002	2003	2004	2005	2006		
1	Establishing PPDFs Coordination Secretariat at National Level	660,000					660,000	Donor
2	Assisting in the establishment of PPDFs Coordination Secretariats at nine regions and two cities	120,000					120,000	Donor
3	Implementing succession plan for the gradual transfer of PPDFs coordination to the National Chamber				444,000	484,000	928,000	Donors
4	Assisting in the implementation of succession plan for the gradual transfer of PPDFs coordination to the Regional/City Chambers				90,000	30,000	120,000	ECCSA
5	Revising the National business agenda	260,000	260,000	260,000	260,000	260,000	1,300,000	Donor
	Total	1,040,000	260,000	260,000	794,000	774,000	3,128,000	

Strategic Objective: To conduct proactive and retroactive advocacy works to complement the creation of a more conducive business and investment climate

Output Indicator: Business and Investment Climate Improved through Proactive and Retroactive Advocacy Works Conducted by ECCSA

No	Strategic Actions	Year					Budget	Source
		2002	2003	2004	2005	2006		
1	Conduct research on selected value chains and initiate interventions to solve business and investment bottlenecks and enhance growth	120,000	385,000	325,000	125,000	125,000	1,080,000	Donors
2	Organize round table discussions and business lunches to discuss contemporary issues and acquainting the business community with government officials	50,000	50,000	50,000	50,000	50,000	200,000	Donor/ sponsor
3	Conducting assessment study to identify vulnerable sectors from Ethiopia's accession to WTO	0	200,000				200,000	Donor
Total		170,000	635,000	375,000	175,000	175,000	1,480,000	

TWO: Membership and Capacity Building.

Strategic objective: Assist Member organization to increase members to 100,000

No	Strategic Action	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Study and introduce membership development and retention mechanism in collaboration with Ethiopian Economic Association.	28,000.00	0	0	0	0	28,000.00	ECCSA
2	Organize seminar on association leadership & corporate Governance for board of management & secretariat on Tax and Customs Issue	150,000.00	360,000.00	396,000.00	426,000.00	468,000.00	1,374,000.00	Donor
3	Organize education and awareness seminars and workshops both for stakeholders and members (40,000 each)	140,000.00	220,000.00	240,000.00	260,000.00	280,000.00	1,200,000.00	Donor
4	Developing Revolving Fund Management modalities & organize validation workshop	50,000.00					50,000.00	CCSA
5	Establish revolving fund		5,100,000.00				5,100,000.00	Donor
6	Organize inter and intra chamber secretariat experience sharing	46,800.00	350,000.00	250,000.00	50,000.00	50,000.00	746,800.00	Donor
7	Create and manage membership database	20,000.00	10,000.00	10,000.00	10,000.00	10,000.00	60,000.00	HWK-PP
Total		434,800.00	6,040,000.00	896,000.00	320,000.00	808,000.00	8,558,800.00	

Strategic Objective 2: Build Member's capacity

No	Strategic Actions	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		

No	Strategic Actions	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Celebrating Chamber Day	209,000.00	220,000.00	240,000.00	260,000.00	280,000.00	1,209,000.00	ECCSA
2	Reform working systems and procedures (Information Provision, reporting, code of Conduct, Board working manuals)	28,800.00	20,000.00				48,800.00	ECCSA
3	Develop Members' Human Resource capacity through training & exposure learning	140,000.00	350,000.00	350,000.00	160,000.00	140,000.00	1,140,000.00	Donor
4	Provide office infrastructure/ Material/ Notice board, office memo, fax ...)	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	500,000.00	Donor
5	Develop and implement Chamber A forestation Program (10 Hectors , 2 at each year)		27,000.00	34,000.00	38,000.00	42,000.00	141,000.00	ECCSA
Total		477,800.00	717,000.00	724,000.00	558,000.00	562,000.00	3,038,800.00	

No.	Strategic Activities	Year	Total	Source
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		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Re-innovating chamber building	300,000					300,000	ECCSA
2	Re-innovating & furnishing the conference halls	100,000					100,000	Donor
3	Furbishing Ras- grill hotel	50,000					50,000	ECCSA
5	out sourcing the printing press	2,000					2,000	ECCSA
Total		452,000	0	0	0	0	452,000	

Objective I: To improve the financial capacity of the national chamber

Impact Indicator: The Financial Capacity of the National Chamber is Strengthened.

Objective II- Build up the human resources, materials and facilities of the national chamber

Impact Indicator: The Capacity of the National Chamber is Enhanced

No.	Strategic Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Training of staffs	100,000		150,000			250,000	Donor
2	Implementing attractive salary scale and fringe benefit packages	2,372,400	2,372,400	2,372,400	2,372,400	2,372,400	11,862,000	ECCSA
3	Recruitments of professionals & skilled personnel	5,000	5,000				10,000	" "
4	Purchasing vehicles	900,000	500,000	600,000	600,000		2,600,000	" "
6	Fixed Assets	631,000					631,000	Donor
7	Installing lift	700,000					700,000	Credit
8	Constructing office Building	100,000					100,000	ECCSA

9	Sine Post	10,000					10,000	ECCSA
10	Computerizing the archive system		25,000				25,000	Donors
11	Revising & implementing effective working manuals and administrative guidelines	2,000					2,000	ECCSA
12	Implementing effective inventory management system	20,000	10,000				30,000	ECCSA
13	General Assembly	200,000					200,000	ECCSA
14	Other Administrative costs	2,500,000					2,500,000	
Total		7,540,400	2,937,400	3,122,400	2,972,400	2,372,400	18,920,000	

FOUR: Trade and Investment Promotion Department

Strategic Objective 1:- Create multi stakeholders' platforms with a view to coordinate the efforts of various stakeholders for the creation of market access

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1.	Organize event for activity joint evaluation		60,000	120,000	120,000	120,000	420,000	Donors

Strategic Objective 3:- Improve the inflow of FDI & DDI as well as the involvement of local investors to the sector

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
3	Organize match making event and provide the information (regularly) for the relevant organizations, diasporas, foreign investors & the business community		150,000		150,000			Donors

Strategic Objective 4:- Enhance the export earning of the country through promoting Ethiopia's products in foreign markets

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Facilitate the participation of exporters on foreign trade fairs & exhibitions and coordinate trade delegations	200,000	470,000	517,500	565,000	612,500	2,365,000	ECCSA
2	Update exporters guide	200,000					200,000	Donors
3	Prepare exporters profile		200,000				200,000	Donors
	Total	400,000	670,000	517,500	565,000	612,500	2,765,000	

Strategic Objective 5:- Promote products and services of the country with a view to strengthening local industries

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		

1	Organize trade fairs	448,500	550,000	1,100,000	1,100,000	1,100,000	4,298,500	ECCSA
2	Establish permanent exhibition center (place) and promote local products	200,000					200,000	Donors
3	Prepare Business Directory	300,000		500,000		500,000	1,300,000	Donors
	Total	948,500	550,000	1,600,000	1,100,000	1,600,000	5,798,500	

Strategic Objective 7:- Ensure protection for the interest of the private sector through Participating in bilateral, regional and multilateral trade & investment related negotiations such as the WTO accession process at technical and higher levels.

No	Activities	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Participate in bilateral, regional and multilateral trade & investment related negotiations & Agreements (held locally and abroad)& follow up implement actions	251,000	251,000	251,000	251,000	251,000	1,255,000	ECCSA

Expenditure: PR

No	Strategic Actions	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Produce various publications	150,000	170,000	180,000	180,000	250,000	930,000	ECCSA
2	Launch weekly TV program	700,000	700,000	700,000	700,000	700,000	3,500,000	Donor
3	Prepare promotional CD	30,000			30,000		60,000	ECCSA
4	Promote the performance of ECCSA via electronic & print media outlets	10,000	15,000	15,000	20,000	20,000	80,000	ECCSA
	Grand Total	890,000	885,000	895,000	930,000	970,000	4,570,000	

No	Strategic Actions	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Website Design and Hosting	26,000.00	6,000.00				32,000.00	Donor
2	Upgrading and Maintaining Networking System	957,950.00					957,950.00	Donor
3	Upgrading and Maintaining Networking System	288,650.00					288,650.00	Donor
4	WAN Link Acquisition on 256kbs -RCCSA	65,900.00	49,800.00	49,800.00	49,800.00	49,800.00	265,100.00	Donor
5	Consultancy fee for first installment	3,500,000.00					7,000,000.00	Donor
6	Network Administration and maintenance	60,000.00	30,000.00		50,000.00		140,000.00	Donor
7	Hardware and Software maintenance	60,000.00		25,000.00		30,000.00	115,000.00	Donor

No	Strategic Actions	Year					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
8	Users Training	15,000.00		15,000.00			60,000.00	Donor
9	Equipment for ECCSA	90,000.00					90,000.00	Donor
	Total	5,063,500.00	85,800.00	89,800.00	99,800.00	79,800.00	8,948,700.00	Donor

MANPOWER REQUIREMENT

NO	Title	Qty	Monthly Salary	Salary/year
1.	Secretary General	1	12,000	144000
2.	Executive Secretary	1	3,500	42000
3.	Secretary	1	2,400	28800
4.	Deputy Secretary General	1	10,500	126000
5.	Executive Secretary	1	3,200	38400
6.	Admin & Finance Director	1	9,000	108000
7.	Finance Officer	1	4,500	54000
8.	Senior Accountant	1	3,500	42000
9.	Cashier	1	2,500	30000
10.	Administration And Logistics Officer	1	4,500	54000
11.	Personnel & General Service Junior Officer	1	2,500	30000
12.	Stores and Inventory Klerk	1	1,500	18000
13.	Purchasing and Supplies Junior Officer	1	3,000	36000
14.	Purchaser Driver	1	1,800	21600

NO	Title	Qty	Monthly Salary	Salary/year
15.	Messenger Driver	1	1,200	14400
16.	Office Assistant	3	1,800	21600
17.	Security Guards	8	6,400	76800
18.	Advocacy and Research Coordinator	1	9,000	108000
19.	Value Chain Development Officer	1	5,500	66000
20.	Research Officer	2	11,000	132000
21.	Membership Coordinator	1	9,000	108000
22.	Training officer	2	11,000	132000
23.	Membership development senior expert	1	5,500	66,000
24.	PR Coordinator	1	9,000	108,000
25.	Senior Publication Officer	1	5,500	66,000
26.	Publication Officer	1	4,500	54,000
27.	Media & Communication Officer	1	4,500	54,000
28.	Audiovisual Officer	1	2,500	30,000
29.	Trade and Investment Coordinator	1	9,000	108,000
30.	Marketing & Investment Promotion Officer	1	5,500	66,000

NO	Title	Qty	Monthly Salary	Salary/year
31.	Fund raising and Project Coordinator	1	9,000	108,000
32.	Fund raising & Project Officer	1	5,500	66,000
33.	Planning Expert	1	5,500	66,000
34.	Secretary	1	2,400	28,800
35.	Programmer & Network Administrator	1	5,500	66,000
36.	Web master and Hardware and software maintenance expert	1	4,500	54,000
Total Salary			197,700	2,372,400

Equipment & Furniture Requirement (Additional)

No.	Items Requested	Items Requested by Functional Units						Total Qty Requested	Est. Unit Price	Est. Total Price
		Fund Raising	AD&R	MCB	A&F	TIP	PR			
1	Editing machine						1	1	100,000	100,000
2	Professional Video Camera						1	1	100,000	100,000
3	Digital Photograph Camera						1	1	5,000	5,000
4	Desk top Computers	3	3	3	3	3	2	17	12,000	228,000
5	Photocopy Machine				1			1	16,000	16,000
6	Color printer						1	1	2,400	2,400
7	Laptop Computers	1						1	14,500	14,500
8	Tables	4	3	3	5	3	3	21	3,500	73,500
9	Chairs	4	3	3	5	3	3	21	2,500	52,500
10	Shelves	2	2	2	6	2	2	16	2,500	40,000
	Sub Total									631,900

EXPENDITURE BUDGET SUMMARY

By Functional Department

No.	Strategic Actions	YEAR					Total
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	
1	10% of total membership fee for ECCSA	160,000.00	220,000.00	280,000.00	340,000.00	400,000.00	1,400,000.00
2	Great Run	200,000.00	280,000.00	305,000.00	340,000.00	350,000.00	1,475,000.00
3	Renting Building	3,079,945.00	3,079,945.00	5,000,000.00	5,000,000.00	5,000,000.00	21,159,890.00
4	Conference hall rent	40,000.00	60,000.00	80,000.00	100,000.00	150,000.00	430,000.00
5	Ras-Grill hotel	100,000.00	125,000.00	150,000.00	150,000.00	150,000.00	675,000.00
6	Advertisement income	200,000.00	30,000.00	30,000.00	30,000.00	30,000.00	320,000.00
7	Income from printing press	100,000.00	180,000.00	180,000.00	200,000.00	200,000.00	860,000.00
8	Organizing Trade Fair	1,245,000.00	1,700,000.00	2,250,000.00	2,250,000.00	2,250,000.00	9,695,000.00
9	Displaying local products (on the permanent exhibition place)	200,000.00	900,000.00	1,000,000.00	1,000,000.00	1,000,000.00	4,100,000.00
10	Income from Business Directory	1,000,000.00		2,500,000.00		2,500,000.00	6,000,000.00
11	Income From Services	742,000.00	779,000.00	818,000.00	859,000.00	1,000,000.00	4,198,000.00
12	Exporters Guide and profile	150,000.00	190,000.00	70,000.00	60,000.00	30,000.00	500,000.00
12	Advertisements	60,000.00	80,000.00	100,000.00	100,000.00	150,000.00	490,000.00

13	Sales of Publications.	20,000.00	40,000.00	50,000.00	50,000.00	50,000.00	210,000.00
14	Website Design and Hosting						0.00
15	Acquiring Adds	60,000.00	132,000.00	158,400.00	174,240.00	200,000.00	724,640.00
16	Website Design and Hosting	26,000.00	30,000.00	35,000.00	40,000.00	45,000.00	176,000.00
17	Renting out the 1mb/s subscribed internet connection to those who rent the building/month	0.00	36,000.00	36,000.00	36,000.00	36,000.00	144,000.00
	Total	7,382,945.00	7,861,945.00	13,042,400.00	10,729,240.00	13,541,000.00	52,557,530.00

ECCSA EXPENDITURE BUDGET SUMMERY

No.	Strategic Actions	YEAR					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
1	Establishing PPDFs Coordination Secretariat at National Level	660,000					660,000	Donor
2	Assisting in the establishment of PPDFs Coordination Secretariats at nine regions and two cities	120,000					120,000	Donor
3	Implementing succession plan for the gradual transfer of PPDFs coordination to the National Chamber				444000	484000	928000	Donors
4	Assisting in the implementation of succession plan for the gradual transfer of PPDFs coordination to the Regional/City Chambers				90,000	30,000	120,000	ECCSA
5	Revising the National business agenda	260,000	260,000	260,000	260,000	260,000	1,300,000	Donor

No.	Strategic Actions	YEAR					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
6	Conduct research on selected value chains and initiate interventions to solve business and investment bottlenecks and enhance growth	120,000	385,000	325,000	125,000	125,000	1,080,000	Donors
7	Organize round table discussions and business lunches to discuss contemporary issues and acquainting the business community with government officials	50,000	50,000	50,000	50,000	50,000	200,000	Donor/ sponsor
8	Conducting assessment study to identify vulnerable sectors from Ethiopia's accession to WTO		200,000				200,000	Donor
9	Study and introduce membership development and retention mechanism in collaboration with Ethiopian Economic Association.	28,000					28,000	ECCSA
10	Organize seminar on association leadership & corporate Governance for board of management & secretariat on Tax and Customs Issue	150,000	360,000	396,000	426,000.00	468,000	1,374,000	Donor
11	Organize education and awareness seminars and workshops both for stakeholders and members (40,000 each)	200,000	220,000	240,000	260,000	280,000	1,200,000	Donor
12	Developing Revolving Fund Management modalities & organize validation workshop	50,000					50,000	CCSA
13	Establish revolving fund		5,100,000				5,100,000	Donor
14	Organize inter and intra chamber secretariat experience sharing	46,800	350,000	250,000	50,000	50,000	746,800	Donor
15	Create and manage membership data-base	20,000	10,000	10,000	10,000	10,000	60,000	HWK-PP
16	Celebrating Chamber Day	209,000.00	220,000.00	240,000.00	260,000.00	280,000.00	1,209,000.00	ECCSA
17	Reform working systems and procedures (Information Provision, reporting, code of Conduct, Board working manuals)	28,800.00	20,000.00				48,800.00	ECCSA
18	Develop Members' Human Resource capacity through training & exposure learning	140,000.00	350,000.00	350,000.00	160,000.00	140,000.00	1,140,000.00	Donor

No.	Strategic Actions	YEAR					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
19	Provide office infrastructure/ Material/ Notice board, office memo, fax ...)	100,000.00	100,000.00	100000	100000	100000	500,000.00	Donor
20	Develop and implement Chamber A forestation Program (10 Hectors , 2 at each year)		27,000.00	34,000.00	38,000.00	42,000.00	141,000.00	ECCSA
21	Re-innovating chamber building	300,000.00					300,000.00	ECCSA
22	Re-innovating & furnishing the conference halls	100,000.00					100,000.00	Donor
23	Furbishing Ras- Grill Hotel	50,000.00					50,000.00	ECCSA
24	out sourcing the printing press	2,000.00					2,000.00	ECCSA
25	Training of staffs	100,000.00		150000			250,000.00	Donor
26	Implementing attractive salary scale and fringe benefit packages	2,372,400.00	2,372,400.00	2,372,400.00	2,372,400.00	2,372,400.00	11,862,000.00	ECCSA
27	Recruitments of professionals & skilled personnel	5,000.00	5,000.00				10,000.00	" "
28	Purchasing vehicles	900,000.00	500,000.00	600,000.00	600,000.00		2,600,000.00	" "
29	Fixed Assets	631,000.00					631,000.00	Donor
30	Installing lift	700,000.00					700,000.00	Credit Bank
31	Constructing office Building	100,000.00					100,000.00	ECCSA
32	Sine Post	10,000.00					10,000.00	ECCSA
33	Computerizing the archive system		25,000.00				25,000.00	Donors
34	Revising & implementing effective working manuals and administrative guidelines	2,000.00					2,000.00	ECCSA
35	Implementing effective inventory management system	20,000.00	10,000.00				30,000.00	ECCSA
36	General Assembly	200,000.00					200,000.00	ECCSA
37	Other Administrative costs	2,500,000.00					2,500,000.00	
38	Organize event for activity joint evaluation		60,000.00	120,000.00	120,000.00	120,000.00	420,000.00	Donors
39	Organize match making event and provide the information (regularly) for the relevant organizations, diasporas, foreign investors & the business community		150,000.00		150000			Donors

No.	Strategic Actions	YEAR					Total	Source
		2001/2002	2002/2003	2003/2004	2004/2005	2005/2006		
40	Facilitate the participation of exporters on foreign trade fairs & exhibitions and coordinate trade delegations	200,000.00	470,000.00	517,500.00	565,000.00	612,500.00	2,365,000.00	ECCSA
41	Update exporters guide	200,000.00					200,000.00	Donors
42	Prepare exporters profile		200,000.00				200,000.00	Donors
43	Organize trade fairs	448,500.00	550,000.00	1100000	1100000	1100000	4,298,500.00	ECCSA
44	Establish permanent exhibition center (place) and promote local products	200,000.00					200,000.00	Donors
45	Prepare Business Directory	300,000.00		500000		500000	1,300,000.00	Donors
46	Participate in bilateral, regional and multilateral trade & investment related negotiations & Agreements (held locally and abroad)& follow up implement actions	251,000.00	251,000.00	251,000.00	251,000.00	251,000.00	1,255,000.00	ECCSA
47	Produce various publications,	150,000.00	170,000.00	180000	180000	250000	930,000.00	ECCSA
48	Launch weekly TV program	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00	3,500,000.00	Donor
49	Prepare promotional CD	30,000.00			30000		60,000.00	ECCSA
50	Promote the performance of ECCSA via electronic & print media outlets	10,000.00	15,000.00	15,000.00	20,000.00	20,000.00	80,000.00	ECCSA
51	Website Design and Hosting	26,000.00	6,000.00				32,000.00	Donor
52	Upgrading and Maintaining Networking System	957,950.00					957,950.00	Donor
53	Upgrading and Maintaining Networking System	288,650.00					288,650.00	Donor
54	WAN Link Acquisition on 256kbs -RCCSA	65,900.00	49,800.00	49,800.00	49,800.00	49,800.00	265,100.00	Donor
55	Consultancy fee for first installment	3,500,000.00					7,000,000.00	Donor
56	Network Administration and maintenance	60,000.00	30,000.00		50,000.00		140,000.00	Donor
57	Hardware and Software maintenance	60,000.00		25000		30000	115,000.00	Donor
58	Users Training	15,000.00		15,000.00			60,000.00	Donor
59	Equipment for ECCSA	90,000.00					90,000.00	Donor
	Total	17,728,000.00	13,216,200.00	8,850,700.00	8,035,200.00	8,324,700.00	59,334,800.00	