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Strengthening the structure of trade associations in the non-oil export sector for better governance and leadership

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Member Relations & Communication



Transaction between BMO and Members

As an association, what did you sell, what do you sell, what will you be selling?

As a member, what did you come to buy, what have you bought, what will you be buying?

Qualitative Membership – a concept

Indicators of Effective Member Engagement

BMOs **must** make a deliberate effort to identify the needs, wants, values and beliefs of members and stakeholders

*First step in value proposition for is to ask the question:
“How can we support our sectors to prosper while also becoming more attractive to potential members?”*

Indicators of effective member engagement:

- Timely payment of dues by most members.
- Active participation by members

Communication

Effective communication fosters a sense of community and belonging among members.

BMOs **must** communicate to members, in a structured manner, its plans, intentions and activities.

Options available to BMOs include email list serves, blogs, Facebook, WhatsApp, Twitter, Instagram, LinkedIn **with focus on the peculiarities of the association**

Database Management

- Every BMO **must** have a comprehensive and up-to-date database of its members.
- Database should include names of members, contact details of member and point persons, members' registration details, industry/sector, geographical spread of members (mapping of members), dues payment history, records of participation of members (e.g. attendance at meetings)


Food for Thought

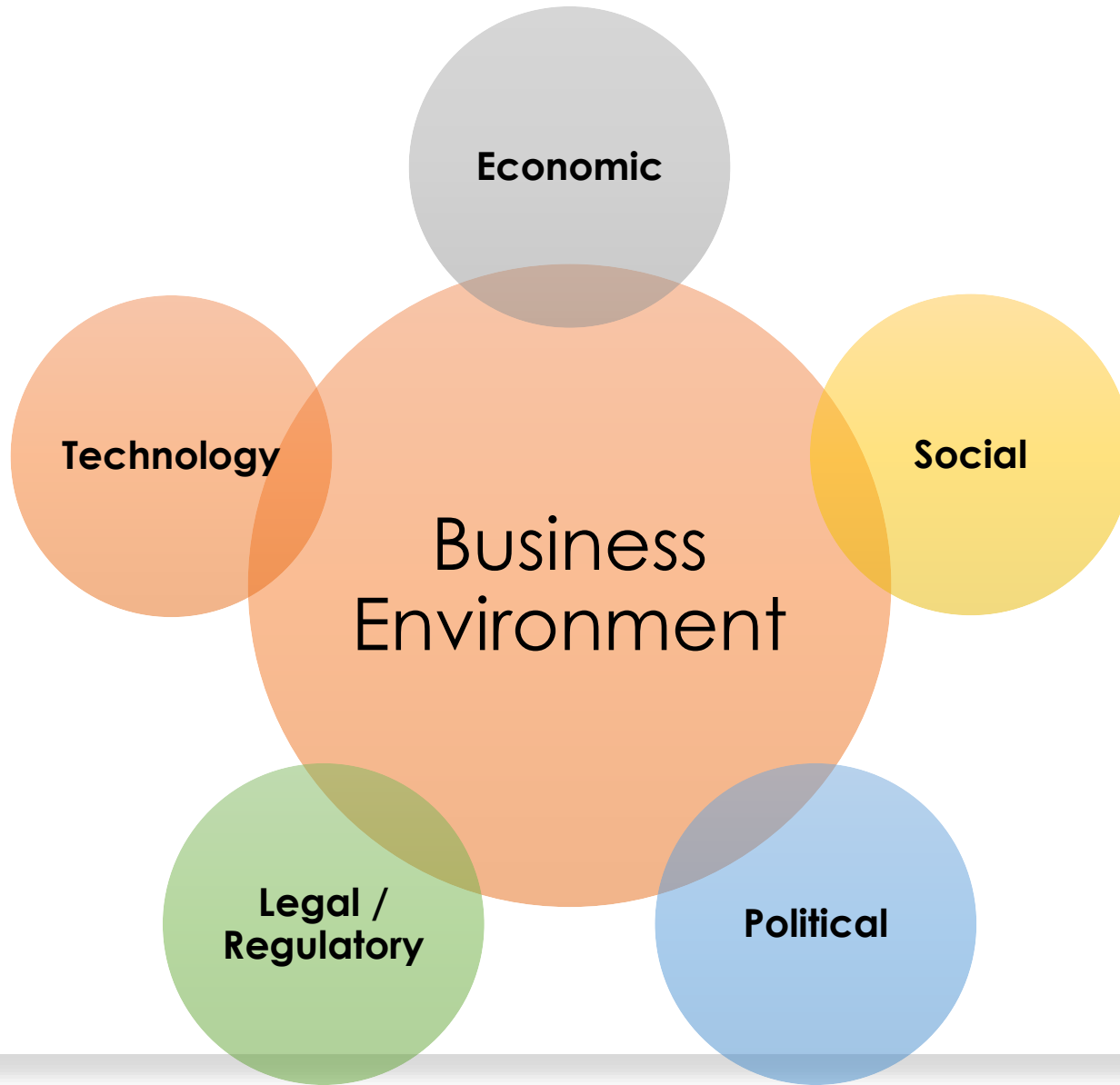
AOs 'trade' their membership data in the 'advocacy market'. It is on the strength of member numbers AOs engage decision makers. Credibility and opportunities for change are lost where there is no verifiable evidence to back advocacy.



Advocacy

Central to the mandate of Business Membership Organisations (BMOs) is their advocacy role

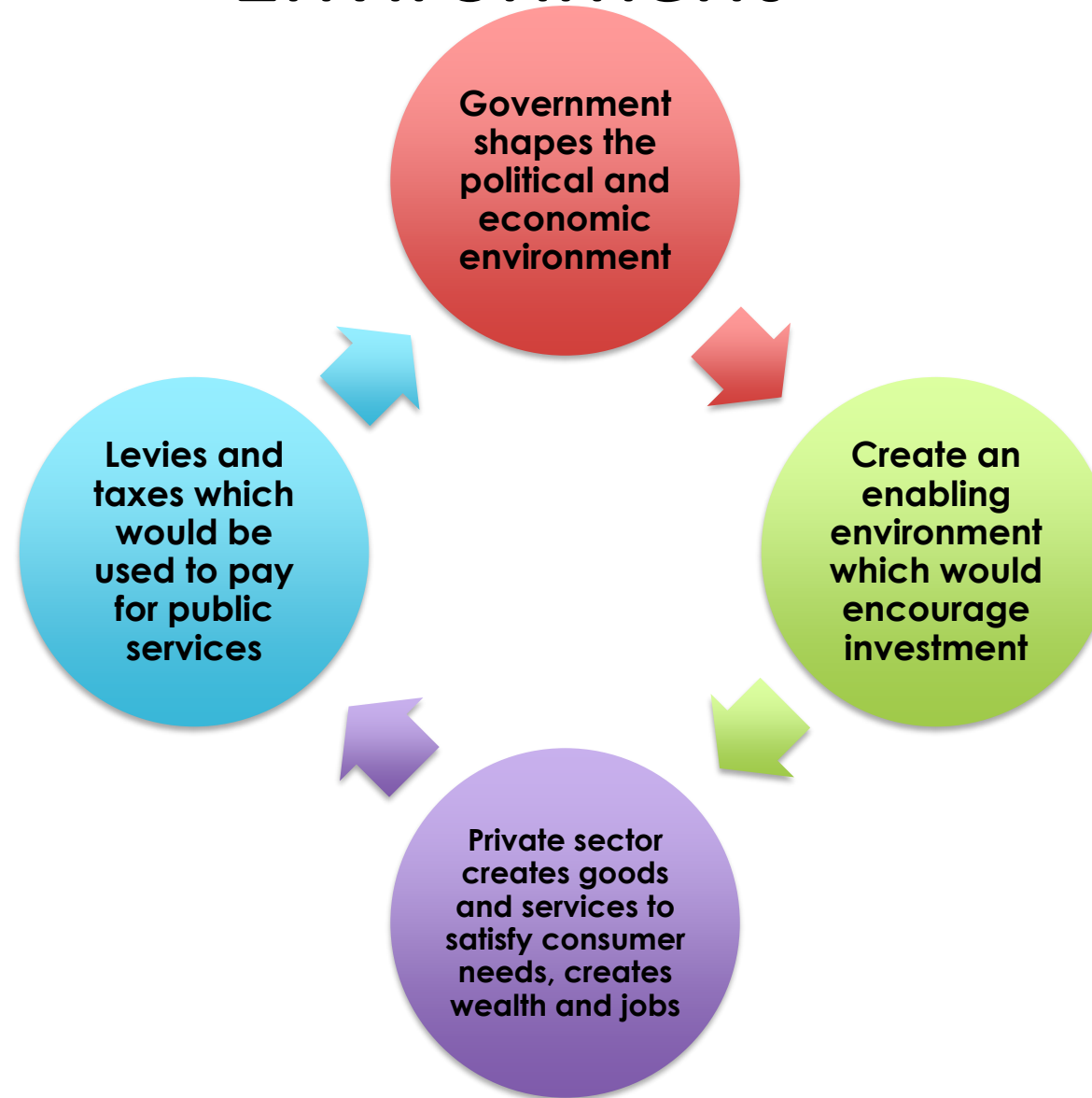




**The Business Environment
refers to the external forces
influencing business decisions**

**Components of a
Business
Environment**

Government: a key actor in the Business Environment

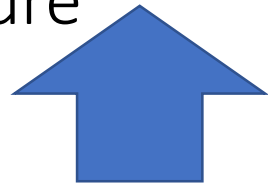


BMOs: key influencer in the Business Environment

Impact: Private sector growth, increased investment, productivity, exports, trade



Outcome: Government creates improved Business Environment: policy & regulatory reforms, infrastructure



Outputs: BMOs advocate for change in policies, bills, regulations; with joint positions and one voice



Understanding Advocacy

Advocacy is...

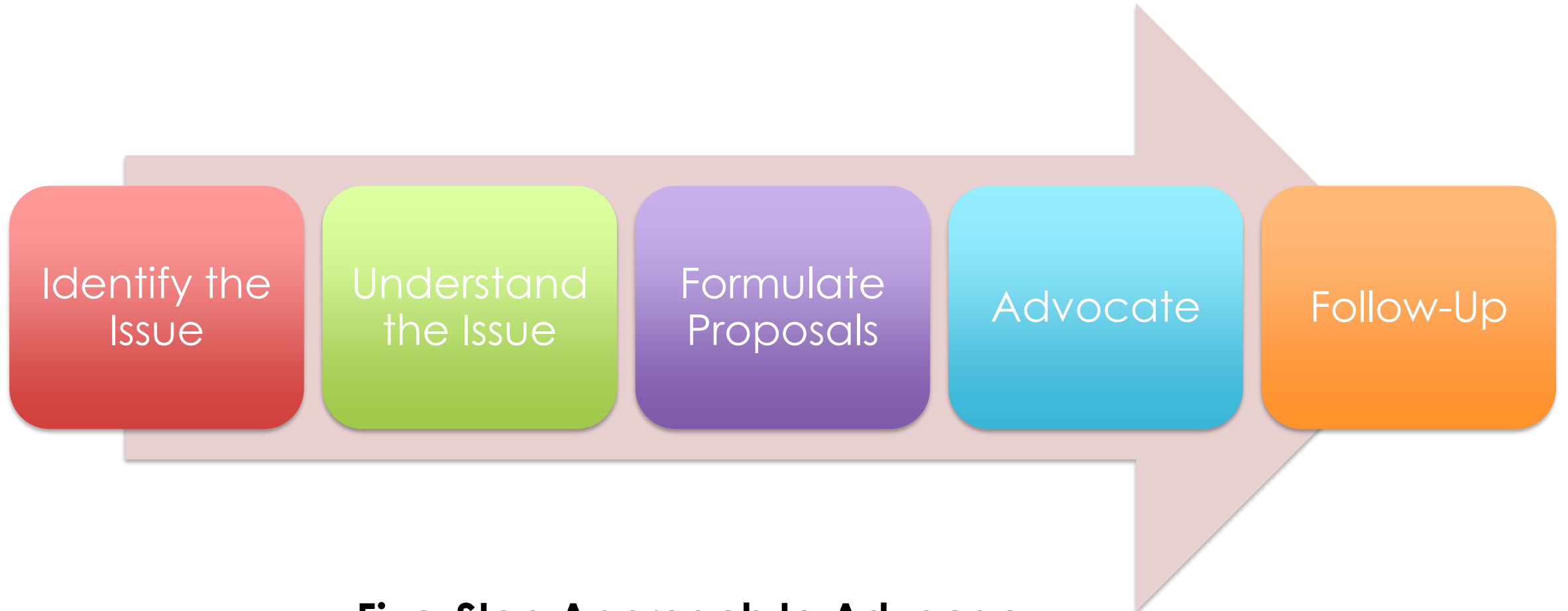
- Defending
- Sensitizing
- Influencing
- Providing a Solution
- Intervening
- Lobbying
- Dialogue
- Persuasion
- Communication

Advocacy is NOT...

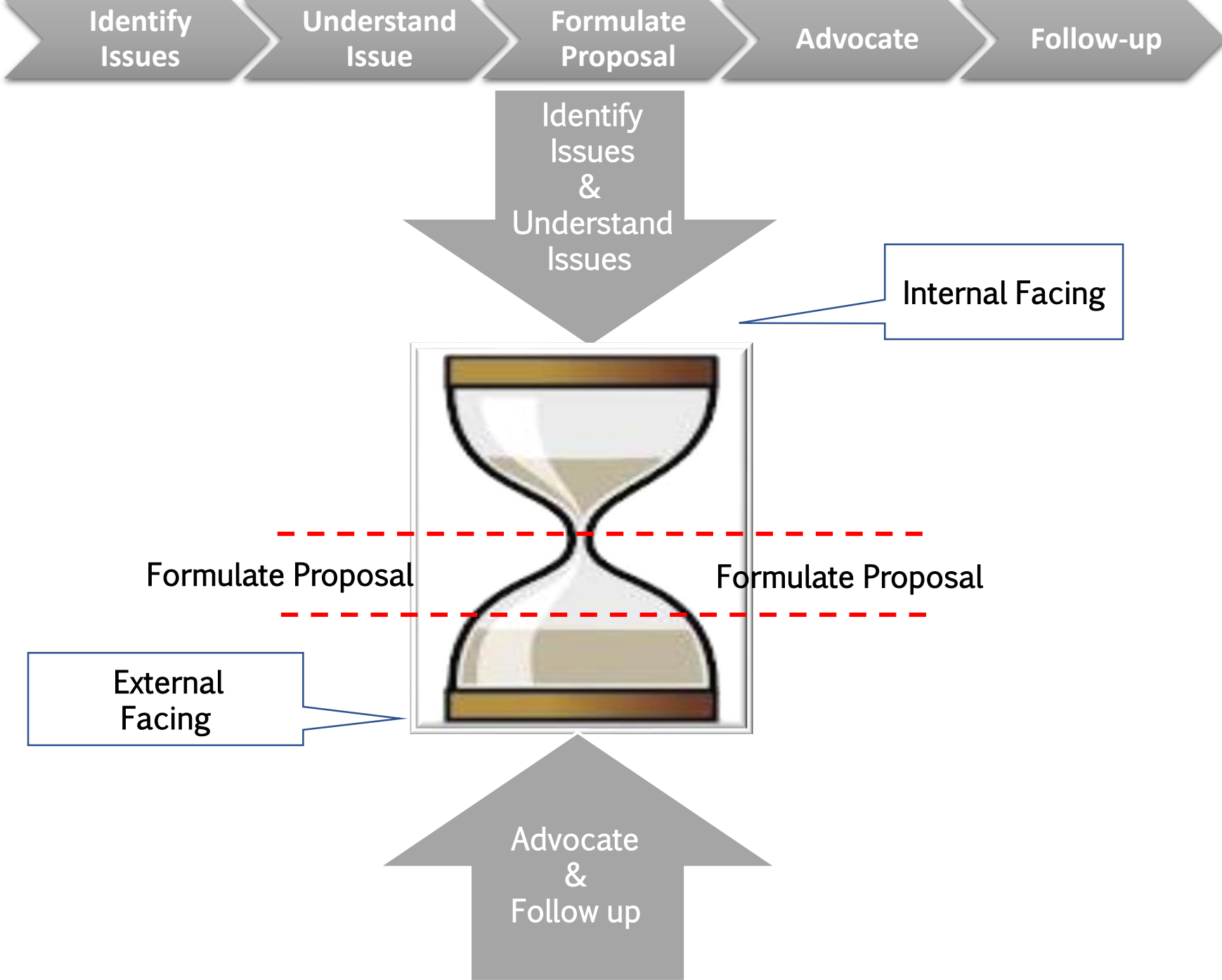
- Marketing
- Competitive Advantage
- Confrontation
- Adversarial
- Protests
- Strikes
- Influence Peddling

Demystifying Advocacy

Advocacy Planning



Five-Step Approach to Advocacy



Advocacy - Common Weaknesses & Solutions - 1

| Weakness | Solution |
|--|--|
| Taking on too many issues at once; underestimating time required for each issue. | <ul style="list-style-type: none"> • An Advocacy Strategy in place, centred on selection and prioritization of issues based on input from members. • Proper internal structures in place to move issues forward effectively. • Good communication between the Secretariat and members. • Regular review of advocacy successes and failures. |
| Limited role for members in selecting issues and participating in campaigns. | <ul style="list-style-type: none"> • Tools in place to request input from members regularly and ensure members participate in actual advocacy campaigns. • Good member communication strategy, to ensure members are kept informed of progress and advocacy successes. |
| Lack of actionable advocacy strategies and work plans. | <ul style="list-style-type: none"> • Work plans developed for each issue selected, addressing: (i) task; (ii) responsibility; and (iii) timing. • Work plans regularly reviewed and updated over time. |
| Inadequate technical understanding of the issues; Policy papers not sufficiently grounded in evidence. | <ul style="list-style-type: none"> • Seek input from experts, academics, or other BMOs (if possible). • Seek input from members. • Conduct desk-research. • Where resources exist, commission research into the issue. • Consider advocating on a less complex issue that is easier to understand with potential to build up to the larger issue. |
| Lack of Secretariat capacity – high staff turnover; resource limitations. | <ul style="list-style-type: none"> • Human Resources Development policy in place, including performance review process as well as job enrichment plan. • Make advocacy one of the key functions of the BMO, and reward staff involved in successful advocacy campaigns. |
| Inadequate networking and coordination | <ul style="list-style-type: none"> • Seek to partner with other stakeholders and form coalitions to have a stronger and organised voice on selected issues |

Advocacy - Common Weaknesses & Solutions - 2

| Weakness | Solution |
|--|---|
| Lack of internal readiness – No Advocacy Committee | <ul style="list-style-type: none"> • Having an Advocacy Committee as part of the BMOs’ structure • BMOs may further decide to have Advocacy Champions for specific issues |
| Activity of a BMO diverted away from advocacy and toward activities supported by external funding. | <ul style="list-style-type: none"> • Annual review of successes and failures of advocacy activities. • Internal structures in place to ensure regular involvement of members in advocacy |
| Inconsistent presentation of the campaign message. | <ul style="list-style-type: none"> • Development and internal distribution of BMO’s Position Paper to ensure consistent understanding of message. • Board meeting to familiarise members with the advocacy strategy and message. • Work Plan that clearly highlights division of roles and tasks for the campaign. |
| Inadequate media utilization | <ul style="list-style-type: none"> • Treat journalists as “partners” to inform stakeholders about the advocacy issues • Get to know the reporters/editors covering the segment relating to the advocacy issue; visit their newsrooms to understand their operations, meet their editors, etc. • Reach out to reporters and editors – don’t wait for the phone to ring; suggest stories. • Provide service to journalists - help identify sources, arrange interviews, provide “copy ready” information. • Educate journalists on issues repeatedly. • Be available, be responsive, always follow through, know your facts and tell the truth. |
| Inflexible framing of positions. | <ul style="list-style-type: none"> • Several solutions should be available in case the policy makers reject the specific solution recommended. |

Stakeholder Management



Stakeholder Mapping

Which public sector institutions (or individuals)

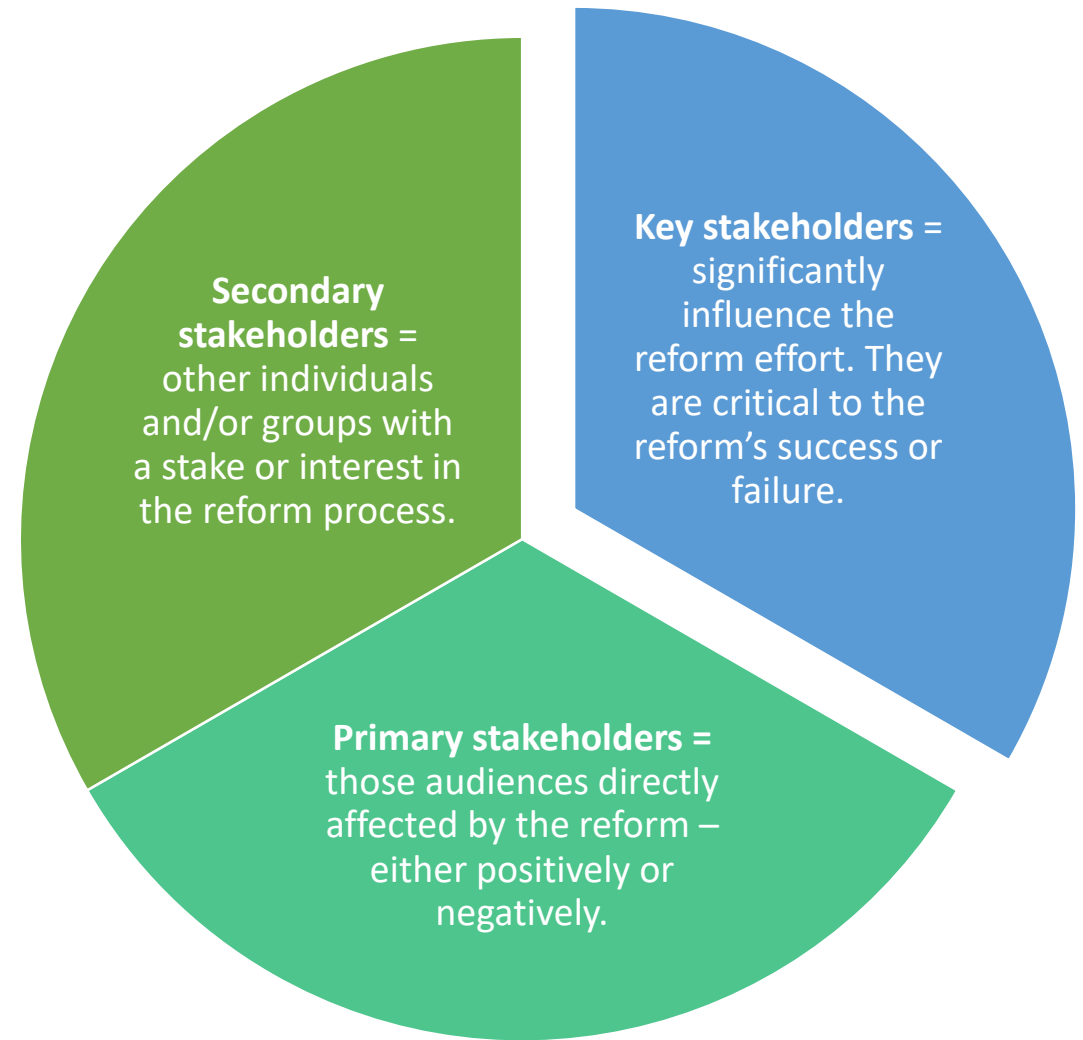
- Will have the most influence in getting these reforms approved and then implemented?
- Will be most likely to support the reforms?
- Will be most likely to oppose them? How strongly and why?

Which private sector institutions (or individuals)

- Will have the most influence in getting these reforms approved and then implemented?
- Will be most likely to support the reforms?
- Will be most likely to oppose them? How strongly and why?



Types of Stakeholders



Stakeholders...how do we reach them?

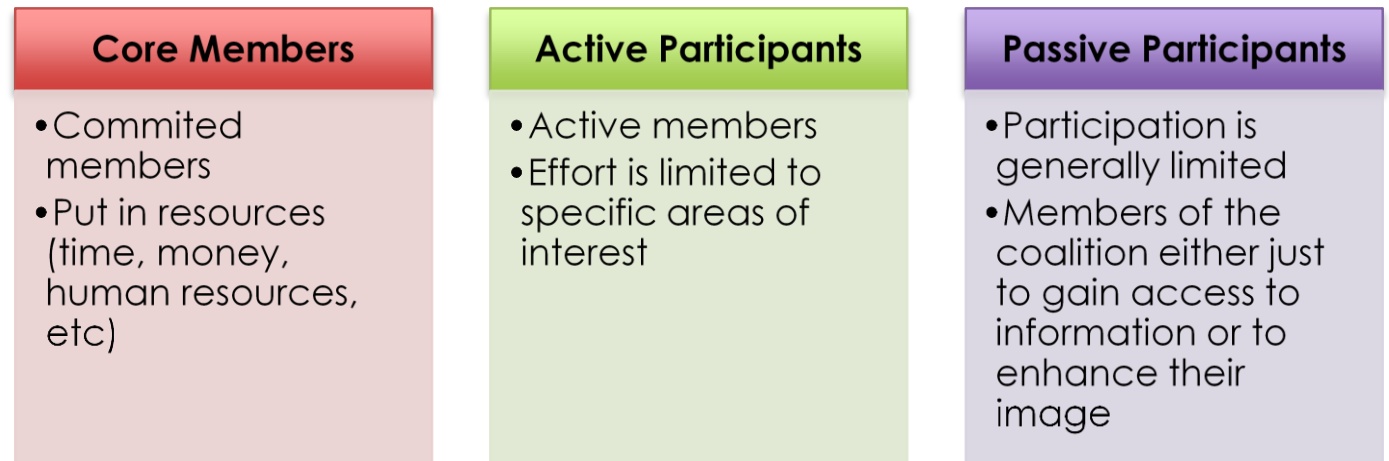
| Level of Support for Reform | Communication Strategy | Examples of Organisations |
|-----------------------------|------------------------|---------------------------|
| Unmovable opponent | No effort | ??? |
| Opponent but may waver | De-activate or convert | ??? |
| Uncommitted and uninvolved | No effort | ??? |
| Uncommitted and involved | Activate | |
| Ally but may waver | Reinforce | ??? |
| Very strong ally | Minor effort | ??? |

Networking & Coalition Building: Rules of the Game

Members need to agree on the following:

- Lines of authority and a division of labor
- Partnership strategy and timetable
- Sharing of expenses
- A designated coalition spokesperson of spokespersons
- A coalition coordinator/lead
- Develop a common message and shared position

These measures will help coalition partners to speak with a unified voice to maximize effectiveness.



Types of Coalition Members



Fund Raising & Financial Management



Fundraising – Planning & Implementation



BMO understands funding required for programs; current sources of funding.

BMO identifies the kinds of strategies: programs, dues, individual contributions, grants, etc.

BMO identifies funding requirements for each strategy: links Outcome, donor, funding needed.

BMO identifies specific Prospects for each donor group for each strategy and identifies potential contribution

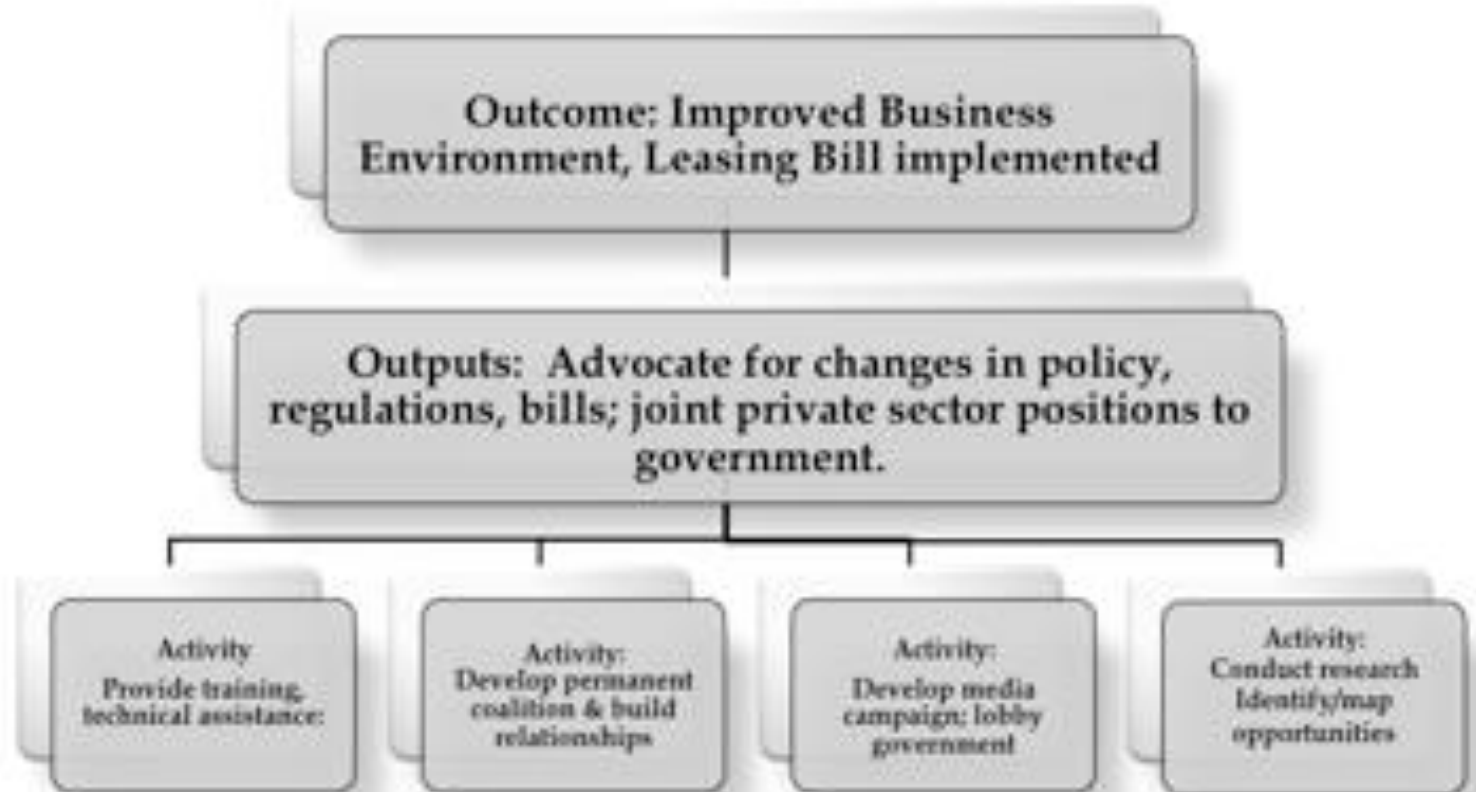
BMO formulates implementation team, plan and M&E learning system.

Fundraising – Planning & Implementation

People, organizations, and corporations...

Do not give money because you **have needs**, they give money because you **meet needs**

You are “selling” your advocacy results, or Outcomes, rather than a direct service for a membership in need



Tools for Raising Funds



Organizational Profile



Brochure



Annual Report



Governing Document (Constitution)



Fact Sheet



Website

| Type of Donor | Pros | Cons | Recommendations |
|---------------|--|---|--|
| Institutional | <ul style="list-style-type: none"> • Can provide technical support • Lend credibility • Obligated to give funding • Often publish RFPs | <ul style="list-style-type: none"> • Technical application process • Slow process • Often restricted funding | Institutional donors are a great source of BMO funding; however there are high barriers to entry. Finding the right donor takes time and research, and donors typically expect BMOs to be well-versed in proposal-writing, budgeting, monitoring and evaluation etc |
| Corporate | <ul style="list-style-type: none"> • Often able to give grants, volunteers and in-kind support • Companies with good reputation can be a positive impact | <ul style="list-style-type: none"> • Difficult to research • Slow process • No obligation to give • Companies with bad reputation can be a negative impact | Companies based in the local community can be a good source of funding; however fundraising from large corporations is very difficult for most small or new NGOs. Success may require a deep understanding of how the company operates and often the recommendation of a company employee |
| Individual | <ul style="list-style-type: none"> • Often unrestricted funding • Easy to access • Great starting point • Large potential pool | <ul style="list-style-type: none"> • Need to be in their network • Hard to build large network • No obligation to give • May want to receive a tax return for large donations | For new BMOs, raising small amounts from the local community is one of the best ways to get started. Individuals are a particularly good source for community-based organizations, faith-based BMOs etc. Raising funds outside of the community however can be more difficult and may require understanding of online tools such as; social media, crowdfunding platforms, email, newsletters etc. Purchase of donor management tools may also be required to keep track of large numbers of individual donors |

Financial Management



Sustaining the long-term life of an association requires business strategies like **standardized, efficient systems and processes** that take care of the daily business and make sure the finances, membership, events, and other key agendas are addressed.



Growing through financial stability will ultimately allow growth in other areas, including achieving an association's mission.



Leadership & Corporate Governance



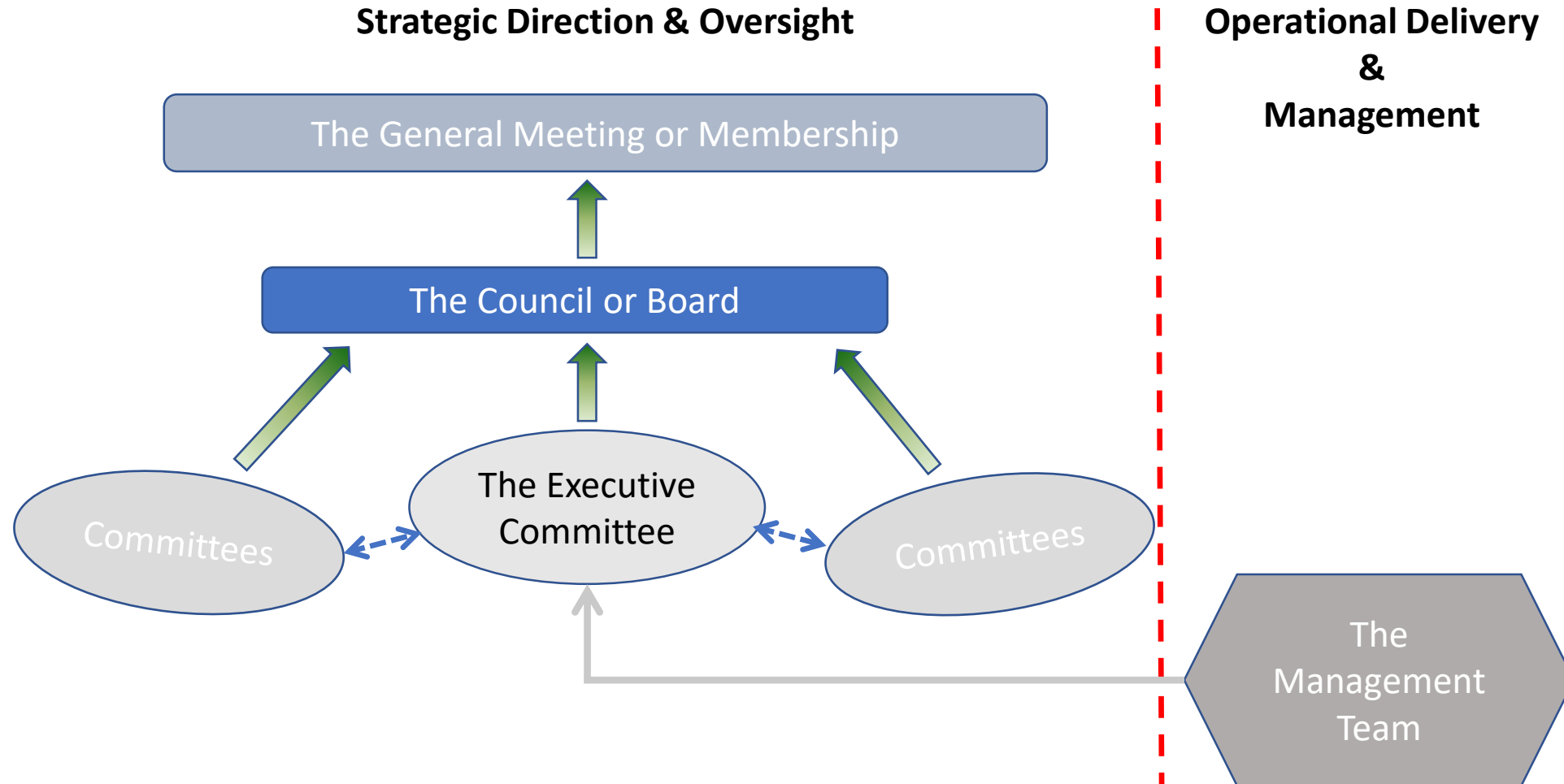


Operating Model of a BMO

The operating model is how a BMO:

- Creates and delivers value for its members
- Satisfies the needs and aspirations of members, board and staff of the secretariat
- Sustains the entire process of generating value into the future

The Structure of a BMO



Delivering the Mission - Management

Appropriate policies to put in place:

- Code of Conduct
- Conflict of Interest
- Board Recruitment
- Board Meetings
- Authority of the CEO
- Annual Board performance review
- CEO/Management performance review
- Board development & learning opportunities
- Signatory authority
- Risk Management
- Board Liability
- Complaints & Whistle blower handling etc.

Summary of Key Tasks of a Board

| | INTERNAL | EXTERNAL |
|------------|--|---|
| LONG-TERM | <p>Exercising responsibility Accountability to members & Other Interested Parties</p> | <p>Foresight, Determining Vision, Mission & Values</p> |
| SHORT-TERM | <p>Oversight Delegation To Management</p> | <p>Setting Strategy & Structure/Planning</p> |

Some thoughts on Leadership

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."

-John Maxwell

"A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better."

-Jim Rohn

"Leadership and learning are indispensable to each other."

-John F. Kennedy

Succession Planning in BMOs

Ensures that a standard leadership governance training and development scheme is in place

Succession planning is not about replacing people, the purpose is to prepare the organization and develop its "bench strength" for future organizational requirements.

When BMOs fail to develop new talent, directors and officers stay long after their passion for the organization has waned, and leadership transitions and board elections result in dramatic shifts in strategy that prevent organizational continuity.

Questions and Comments