



Development Goal

The sustainability of the economic development of Ethiopia and the competitiveness of small and medium enterprises are strengthened

Project Goal

ECCSA and its targeted member organizations are increasingly accepted, self sustainable, professional and service oriented

Indicators

- Quotations of BMO-statements and respective comments in media, government papers a.s.o.
- The percentage of self financing of the promoted RCCSA's has increased by 10% per year (as compared to the starting point in 10/2008)
- By October 2011, the range and quantity of BDS activities in the targeted areas is increased by 25% (compared to the range and quantity of services provided in the 2nd project phase);
- By 2011, the ECCSA Departments can carry out member-related training/promotion activities alone

Result No. 1

ECCSA, 4 of its member regional chambers and the cluster regional chamber are credible representatives of the interest of their members and are as such invited and respected in political decision making processes which concern them.

Result No. 2

The organization of structures and procedures within the chamber system (especially with regards to the interaction between national and regional level) is functional.

Result No. 3

ECCSA and the targeted regional chambers arrange needs-oriented services for small & medium enterprises

Result No. 4

The targeted chambers/associations are part & parcel of measures in the area of business promotion.

Indicators to measure the results

1. From 06/09 on, the targeted RCCSA's have adequate office facilities;
By the end of the three year project period,
2. the private business dialogue with MoTI, member chambers and member associations (BMO conference) implemented by ECCSA has contributed to modifications/adjustments of the chamber law (proclamation).
3. An accreditation system for BMO's is established by ECCSA and is introduced to the regions by 2010
 - there is an accreditation system for BMO's which is underpinned by an up-to-the-date membership databank (starting 2008 and continuously ongoing);
 - followed up by ECCSA (which is furnished with a robust mandate for this task);
 - introduced in the targeted regions (until 2010)
4. The targeted RCCSA's are visible in the general public (Source of verification: Tangible media products)

Indicators to measure the results

1. By 2010, the targeted RCCSA's have started to generate income by providing/facilitating BDS/business information; by 2011, they increased this income by 10%.
2. By 2010, a reliable financial data base for the chamber system is established. By 2011, it provides at least for the targeted RCCSA's evidence on:
 - a) the overall income;
 - b) the respective sources;
 - c) the shares transferred to the regional and the national level.
3. Latest by the election period of 2011, the targeted RCCSA's utilize the manuals provided by ECCSA / PP covering membership, election and chamber management affairs in their daily work;
4. From 12/09 on, the electronic network between ECCSA and the targeted RCCSA's is operational. It is also used for the membership data-bank and the local staff can handle/update it alone.
5. In a survey to be carried out in 2011 at least 50% of the city chambers point out that they accept RCCSA's as advisory institutions.

Indicators to measure the results

1. By 2011, ECCSA has the capacity to advise its members on the elaboration, adoption and/or updating BDS (Source of verification: Service catalogue of ECCSA/RCCSA's, correspondence with public, private and/or donor-operated BDS providers).
2. By 2011, ECCSA can develop/update needed BDS manuals/business information independently;
3. ECCSA/RCCSA's have demonstrated their sector specific relevance in public statements, articles, comments to government initiatives a.s.o. on TVET/skills development, tax-related issues;
4. From 2009 on, ECCSA disseminates manuals/brochures through the RCCSA network on an increasingly cost-covering base;
5. The number of training contacts to SME's established by city chambers through the support of RCCSA's, ECCSA/PP has increased by 10% compared with the 2nd phase of the prior project
6. ECCSA and the supported RCCSA are integrated in all relevant networks for BDS. They contribute to the further development and the dissemination of the services (Verification: Minutes, reports);

Indicators to measure the results

1. ECCSA and RCCSA staff can quickly produce quality information, background papers reports on prior events and processes or at least links to further sources of quality information with regard to all important areas of private sector development by the end of 2011. (Source of verification: Random interviews – questions);
2. Governmental authorities, ecdb, the urban governance program and other authorities include ECCSA and especially RCCSA's in all interventions related to business promotion. (verification via documentation of statements, minutes, invitations);
3. The participation of the targeted RCCSA's in important for a/steering boards focusing on regional development planning, legislation & business promotion is appreciated by the involved stakeholders, specifically from enterprises (minutes/interviews)
4. The institutionalized co-ordination with DAG has led to the inclusion of BMO's and to well – coordinated and needs oriented assistance (Minutes, documents, interviews);
5. At the end of 2011, at least 3 RCCSA's can demonstrate successful examples for business advocacy achieved e.g. through
 - own contribution on at least 4 current topics/ advocacy issues (NBA, PPP, PPD, CSR) to public authorities (supported by ECCSA/PP)
 - establishment of/ or effective collaboration in technical committees (e.g. for tax appeal or investment), which included e.g. input from ECCSA and/or sectoral associations)
6. Presence/visibility in the regional media

Activities to be undertaken

National Level

- 1.1. Assist in establishing/amending the legal system by co-financing a team of legal specialists with TOR to
 - 1.1.1 Develop/update byelaws and to
 - 1.1.2 refine election procedures
 - 1.1.3 Facilitate formal recognition of chambers
- 1.2. Help in maintaining the membership database and contribute elements for the upgraiing of the website

Regional level

- 1.3 Assist regional chambers to have efficient offices, office facilities and secretariats;
- 1.4. Train representatives and employees of RCCSA's and concerned government officials on issues related to the proclamation and the chamber system (business ethics, chamber system, BDS a.s.o);
- 1.5. Assist in membership promotion/verification through introduction/maintenance of a database management system
- 1.6. Help regional chambers to promote themselves through publication and media

Activities to be undertaken

National Level (For ECCSA – MCB Department)

- 2.1 Specific capacity building needed at national level directed mainly to staff of the Departments for MCB and PR (incl. ToT – issues)
- 2.2. Specific OD - consultancies on request (e.g. to refine strategic plan)

National and Regional level

- 2.3 Elaboration of a comprehensive training plan (building on UNDP assessment and integrating HRD, workshops, the building of an up-to-the level documentation system, experience sharing with HWK and local partners and evtl. ToT – issues)
- 2.4. Delivery of the interventions according to the training plan (e.g. in leadership, human resource management, project management, strategic planning, bi- & multilateral relations)
- 2.5 Help in establishing income generating schemes (in the areas of BDS / business information – publications)

Regional level

- 2.6 Provide Chamber Development Advisors to the targeted RCCSA's
- 2.7 Help regional chambers in developing and adopting of working manuals (follow up on prior preparatory work)
- 2.8 Help to develop ICT information and networking of regional chambers with national chamber

Activities to be undertaken

National Level

- 3.1 Establish INSTRUCT at national level and make it reach out to the regions;
- 3.2 Assist ECCSA to build/maintain capacity to provide business information (e.g. taxation manual);
- 3.3 Assist ECCSA on specific advocacy issues (in areas, where the project is active like taxation and skills development (TVET));
- 3.4 Train ECCSA's MCB Department and outreach staff in BDS-related areas like tax advisory skills ("train-the trainer")

Regional level

- 3.5 Provide training for chambers on how to get involved in skills development within the frame work of the national TVET system (help BMO's through INSTRUCT, CDA's a. s. o. in making skills development more responsive to regional needs);
- 3.6 Facilitate studies on SME-development problems and forward possible solutions (where appropriate and in collaboration with other stakeholders);
- 3.7 Facilitate networking of RCCSA's with regional and local TVET authority and institutions (with the assistance of INSTRUCT);
- 3.8 Assist RCCSA's to develop appropriate packages to support their city chambers in identifying BDS needs of their members;
- 3.9 Assist RCCSA's to arrange for BDS to the members of their city chambers (pilot case: Extending the tax advisory service ...);
- 3.10 Assist regional chambers disseminate business information (e.g directories, taxation, cost calculation & accounting manual, own newsletters etc.)
- 3.11 Facilitate ToT (where necessary and other providers do not exist)

Activities to be undertaken

National Level

- 4.1 Improving/building up a central documentation for technical resource persons, technical committees and the issues tackled by them, travel, international contacts a.s.o.
- 4.2 PM takes part in DAG –PST group and reports back to ECCSA

National and Regional Level

- 4.3 Establish a network of professional technical advisors from sources like ECCSA, other chambers, SA, professional associations a. s. o.
- 4.4 Upgrading officials, elected business persons and / or appointed resource persons with regard to specific technical topics;
- 4.5 Assist in the identification and the follow-up of business advocacy work in selected areas like taxation, educational system (building on NBA and in co-operation with other ECCSA – partners)

Regional Level

- 4.6 Assess current problems which require interventions of the organized business community (together with UNDP)
- 4.7 Publish statements on current issues and information relevant to the business community (together with UNDP)
- 4.8 Assist RCCSA's as for quality preparation and participation in relevant regional cooperation fora (with reporting back to ECCSA)