

Tigray Chamber of Commerce and Sectoral Association

Five Year Strategic Plan

(2024 – 2028)

First draft

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Executive Summary

In the wake of the challenging post-conflict landscape in the Tigray region, the Tigray Chamber of Commerce and Sectoral Associations (TCCSA) presents its five-year strategic plan (2024-2028), a roadmap meticulously crafted to guide the region towards economic resurgence and sustainable development. The last two years full scale war in the region had been devastating with far-reaching impact. The war has significantly affected the private sector businesses including micro and small enterprises and disrupted their function and operation. TCCSA has a critical role in supporting businesses in their recovery journey by influencing the policy terrain and government interventions to spur economic recovery. The strategic plan is not just a necessity but a moral imperative, acknowledging the pivotal role of the private sector in post-conflict recovery. It underscores the Chamber's commitment to driving inclusive growth and fostering resilience amidst adversity.

The plan outlines eight strategic pillars aimed at enhancing institutional competence, advocacy, trade and industry promotion, private sector development, capacity building, partnership, membership development, and resource mobilization. These pillars form the cornerstone of coordinated efforts towards achieving the TCCSA's vision. Crafted in response to the region's unique context and challenges; the strategic plan aligns with post-conflict business, economic, and reconstruction strategies. It embodies a proactive approach to address the multifaceted needs of the region, emphasizing collaboration and partnership with key stakeholders and partners. At the heart of the strategic plan lie the core values of people orientation, customer service, partnership, integrity, transparency, accountability, and social responsibility. These values underscore the Chamber's ethos and guide its actions towards achieving shared goals.

The strategic planning process adopted a participatory approach, engaging diverse stakeholders through consultations, focus group discussions, and thorough analyses. By incorporating global best practices and benchmarking exercises, the plan reflects a comprehensive understanding of internal capabilities and external dynamics.

The successful implementation of the strategic plan hinges on collaboration and partnership with regional stakeholders. The commitment of TCCSA's board, management, and staff towards the shared vision, coupled with a newly proposed organizational structure, underscores the Chamber's resolve to drive tangible impact and ensure financial sustainability.

In essence, the strategic plan serves as a compass, guiding TCCSA and its stakeholders towards a resilient and prosperous future, grounded in innovation, collaboration, and unwavering commitment to the region's socio-economic development.

1. INTRODUCTION AND BACKGROUND

1.1. Background

Thousands of organizations fail every year but none of them plan to fail. Many of them, however, fail to plan, thus contributing to their demise. In order to succeed in today's ever-changing environment, business associations embrace a new management paradigm that includes appropriate emphasis on strategy. Strategic planning is defined as the process whereby an organization determines where it is going and the most direct path to getting there.

Essentially, the process involves the institutionalization of a process that begins with a definition of where the organization wants to “go” or what it wants to achieve in the future.

Some of the most successful business associations in the world use strategic planning as their first and most important building block for success. As one association executive in the Czech Republic stated, “It only makes sense to know where you want to go before you start the trip”. Strategic planning allows associations to know where they want to go and how they are going to get there

A strategic plan is important for four main reasons. First, it makes an organization proactive versus reactive. Planning allows an organization to “see the future” and take advantage of opportunities instead of dealing with day-to-day problems. Secondly, it allows an organization to adapt to a fluid environment. In transitional countries, changes are rapid and profound. Organizations can use strategic planning as a way to be on the leading edge of change instead of being in a constant state of chaos. Thirdly, strategic planning helps organizations adapt to crisis situations. Finally, and most importantly, strategic planning provides a mechanism through which organizations can invigorate the membership to support its vision.

It is against this background that Tigray Chamber of Commerce and Sectoral Associations (TCCSA) has developed the strategic plan. The Strategic Plan identifies what are the Chamber's top priorities and goals, serving as a road map to lead our Chamber from where it is now to where it strives to be in five years. The Plan is cognizant of the environmental factors under which the TCCSA operates in and has taken these into account while formulating the various strategies of achieving its objectives in the next five years. The process of developing the strategic plan involved extensive internal and external stakeholder participation and consultation.

1.2. The genesis of the chamber system in Ethiopia

The genesis of the formal chamber system in Ethiopia is a recent phenomenon that dates back to the establishment of the Addis Ababa Chamber of Commerce (AACC) that was published in the Negarit Gazeta as General Notice Number 90/1947 in April 1947. Thus, the Imperial Charter for the establishment of the Addis Ababa Chamber of Commerce marked the beginning for modern legal history of Chambers of Commerce in Ethiopia. Although the Charter provided the basis for the legal establishment of regional city chambers, it neither imposes a requirement for businesses to a mandatory nor voluntary membership. In 1965, the Addis Ababa Chamber of Commerce was renamed by the decision of its board of directors as The Ethiopian Chamber of Commerce and this decision was submitted to and accepted by the Emperor. However, such acceptance was not accompanied by the amendment of the Charter.

When the “Dergue,” came to power proclaiming Socialism as its official economic policy and ideological orientation, the then newly flourishing private industry and trade enterprises were nationalized and emerging private businesses discouraged. In line with its ideology, the Dergue, issued a new Chamber of Commerce Proclamation No. 148/1978 which heralded for the first time, the legal establishment of a national chamber, the Ethiopian Chamber of Commerce and other “Urban Centre Chambers” to be established in consultation with the Minister of Commerce and Tourism. The Ethiopian Chamber consisted of “the council whose members are presidents of Chambers and a representative of the Minister.” The Proclamation introduced mandatory membership and imposed the obligatory representation of virtually each public commercial, agricultural, industrial, financial institutions as well as cooperative societies and peasant associations. During this period, the relative independence chambers enjoyed during the imperial era was abolished as the chambers become a wing of the government and the small private sector was practically undermined.

Following the downfall of the Dergue regime in 1991, a new market oriented economic policy was adopted by the Transitional Government of Ethiopia (TGE). However, Proclamation No. 148/1978 continued to be in force even though most of the rules contradicted the policies and laws of the TGE and later, the Constitution of the Federal Democratic Republic of Ethiopia. Later, the Government issued Proclamation No.341/2003 to establish the Chamber of Commerce and Sectoral Associations which reconstituted the chambers of commerce and sectoral

associations in line with the free market policy of the government and the federal structure adopted by the country. Consistent with article 31 of the Ethiopian Constitution that ensures freedom of association, the Proclamation introduced voluntary membership. It also included the establishment of sectoral associations and their chambers.

At present, the Chambers of Commerce and Sectoral Association Establishment Proclamation No 341/2003 and the Directives for the Implementation of the Proclamation form the legal basis for the establishment of the current chamber system in Ethiopia. The Proclamation provides for the establishment of the Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA), regional chambers of commerce and sectoral associations, city chambers of commerce and sectoral associations, sectoral associations at woreda, regional and national levels, the national chamber of sectoral associations, regional chambers of sectoral associations and city or woreda chambers of associations, each with their own powers and duties, organization and juridical personalities.

The chambers of commerce and sectoral associations are established at three levels: at national level, at regional level, and at cities of the regions and woreda/town administrations levels. The Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA) is an umbrella organization of Chambers and Sectoral Associations in Ethiopia. The Ethiopian Chamber of Commerce and sectoral Association (ECCSA) has as its members regional and city chambers of commerce and sectoral associations, the National Chamber of Sectoral Associations, and six sectoral associations that have been selected as per the directives of the then Ministry of Trade and Industry for the implementation of the Proclamation among the 21 sectoral associations that could be established at the national level.

At regional level, City Chambers of Commerce and Sectoral Associations are established in a Region and Regional Sectoral Associations of the same region establish their Regional Chambers of Sectoral Associations.

1.3. The genesis of Tigray chamber of commerce and sectoral association

Established in 2007, the Tigray Region Chamber of Commerce and Sectoral Associations is an autonomous, non-profit membership-based organization. Its primary objectives are to promote trade, industry, and investment in the region, coordinate the activities of its chamber members,

and provide capacity building training and business development support services, and collection and dissemination of information on all matters of interest to the region's business community

Tigray Chamber of Commerce and Sectoral Association (TCCSA) has been established in line with Proclamation No.341/2003 through the first founding General Assembly meeting which was held in Feb 2007. The founding members were drawn from the city chambers of commerce and sectoral associations, Woreda sectoral associations and the regional chamber of sectoral associations.

The Regional Chamber of commerce and Sectoral Associations (TCCSA) serves as an umbrella for the member chambers. It is the apex body of the city chambers and sectoral associations and the Woreda chamber of commerce and sectoral associations in the region. The higher decision-making body at the Chamber is the General Assembly which is composed of the representatives of member chambers of commerce and sectoral associations of TCCSA. It is governed by a board elected by the General Assembly. A management team led by the secretariat manages the day-to-day operation of the chamber. With a membership base consisting of 45 woreda and city chambers, the Chamber collectively serves over 80,000 business operators in the region.

1.4. Mandate analysis

According to the proclamation 341/2003 article 3, Chambers, including the TCCSA, have the following five objectives.

- To provide different services to the business community;
- To safeguard the overall rights and benefits of their members;
- To promote and publicize products and services of the region;
- To enhance trade and investment of the region;
- To serve as a bridge between the business community and the Government.

The proclamation also grants the following powers and duties to the TCCSA (Article 5).

- To encourage the establishment of Chambers at different levels and provide necessary supports after being established;
- To find local and foreign markets for products and services;
- To participate with the concerned organs, in identifying export products, improving their

quality and quantity and in finding solution to problems pertaining to trade activities;

- To establish relations with foreign chambers in order to exchange information and share experiences;
- To organize or participate in local or foreign trade exhibitions upon obtaining license from concerned organ;
- to settle disputes arising out of business transactions between members, by way of arbitration, when the parties so request;
- to issue product certificate of country of origin upon delegation by the Government;
- to prepare commercial gazettes, bulletins, reports, compile statistical information and provide different trainings;
- to make members aware of business-related government policies, proclamations, regulations and directives; and participate at discussion forum prepared by the Government;
- to determine the contribution to be made by members;
- to charge fees for the services it provides;
- to own property, enter into contract, sue and be sued in its own name;
- to perform such other duties deemed necessary for the attainment of its purposes

1.5. The context of strategic planning

In the aftermath of conflict, the Tigray region stands at a pivotal juncture, poised for recovery and reconstruction. Amidst the challenges and complexities of post-war rebuilding, the private sector emerges as a beacon of hope, holding immense potential to drive economic resurgence and foster sustainable development. The preparation of a comprehensive five-year strategic plan by the Tigray Chamber of Commerce and Sectoral Association (TCCSA) is not just a strategic imperative but a moral obligation towards steering the region towards prosperity.

The two-year conflict in the region has been devastating with far-reaching impact. The war has significantly affected the private sector businesses including micro and small enterprises and disrupted their function and operation. This in turn has affected the livelihoods of thousands of people either in losing jobs or reducing. TCCSA has a critical role in supporting businesses in their recovery journey by influencing the policy terrain and government interventions to spur

economic recovery. So, TCCSA continue to conduct high level policy analysis and advocacy initiatives critical for the recovery of businesses in the region including start-ups.

The devastation wrought by conflict underscores the critical need for a structured, forward-looking roadmap that harnesses the collective energies of the private sector. This strategic plan serves as a compass, guiding the region through the intricacies of recovery, revitalization, and growth. By delineating clear objectives, strategies, and actions, it empowers businesses to navigate uncertainty, capitalize on opportunities, and contribute meaningfully to Tigray's resurgence.

At its core, this strategic plan embodies a profound recognition of the private sector's pivotal role as an engine of economic recovery and social progress. It underscores the imperative for concerted action, collaboration, and innovation to overcome the multifaceted challenges confronting the region. Through strategic alignment and synergistic partnerships, the private sector can catalyze inclusive growth, job creation, and sustainable development, thereby laying the foundation for a resilient and prosperous Tigray.

1.6. Approach and methodology

The preparation of the TCCSA's five-year strategic plan epitomizes a participatory approach, grounded in stakeholder engagement, inclusivity, and rigorous analysis. From its inception, meticulous attention has been accorded to ensure broad-based representation and input, reflecting the diverse perspectives and aspirations of key stakeholders.

The journey towards crafting this strategic roadmap commenced with a comprehensive engagement process, involving intensive consultations with board members, management, business communities, city chambers and sectoral associations, sectoral associations representatives at region and Woreda level, large business representatives, financial institutions and government agencies. Through a series of one-on-one interviews, focus group discussions, and stakeholder workshops, invaluable insights were gleaned, enriching the strategic planning process.

The initiation of this endeavor involved the presentation of the proposal to the board members, marking the outset of detailed discussions regarding the strategic process, including the approach, methodology, and work plan.

Critical to our approach was the review and analysis of sectoral performance, past organizational achievements, legal frameworks, and policy imperatives. Stakeholder analyses were conducted to decipher key priorities, challenges, and opportunities, while internal and external evaluations provided a holistic understanding of TCCSA's strengths, weaknesses, and the broader operating environment.

Central to our methodology was the adoption of a participatory approach, ensuring the active involvement of key stakeholders across various sectors. This inclusive ethos guided the conduct of extensive one-on-one interviews (KIIs) with the board president and the chamber secretary, providing valuable insights into their perspectives and expectations. Furthermore, a series of nine focus group discussions (FGDs) were convened, encompassing diverse stakeholders such as board members, representatives from city chambers (including Mekelle and Wukuro), sectoral associations, financial institutions, large businesses, and relevant government agencies. These engagements served as forums for in-depth dialogue, enabling the exploration of critical issues, challenges, and opportunities pertinent to Tigray's post-conflict reconstruction and economic revitalization.

In addition to stakeholder consultations, a comprehensive review of internal and external factors was undertaken through SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analyses. These analytical frameworks facilitated a holistic understanding of TCCSA's internal capabilities, external environment, and broader contextual factors shaping the region's trajectory.

Moreover, drawing inspiration from global best practices and experiences, benchmarking exercises were conducted through interview and experience-sharing field visits with sister chambers such as the Addis Ababa Chamber of Commerce and Sectoral Association (ACCSA) and the Ethiopian Chamber of Commerce and Sectoral Association (ECCSA). These interactions

provided invaluable insights into global best practices, enabling the integration of innovative strategies and approaches into the strategic plan.

In essence, the methodology adopted in the preparation of this strategic plan reflects a commitment to evidence-based decision-making, stakeholder empowerment, and collective ownership, thereby laying the groundwork for sustainable growth and resilience in the Tigray region.

1.7. Organization of the strategic plan

The Strategic Plan is divided into the following chapters:

- I. Introduction and Background
- II. Best International Experience Related to Chamber Operation
- III. Stakeholders' and Collaborators' Analysis
- IV. SWOT and PESTEL Analysis
- V. Strategic Directives: Strategic Priorities/Pillars
- VI. The Strategic Plan: Goals, Objectives and Initiatives
- VII. Implementation of the Strategic Plan
- VIII. Monitoring and Evaluation

2. BEST INTERNATIONAL EXPERIENCES RELATED TO CHAMBER OPERATIONS

In developing a comprehensive strategic plan for the Tigray Chamber of Commerce, it is essential to draw insights from international best practices and successful chambers in Africa region and within the East African region, particularly Kenya.

a) Some prominent chambers in Kenya

Kenyan chambers of commerce have been instrumental in driving economic growth, advocating for business-friendly policies, and providing essential support services to enterprises across various sectors. Here are insights into some prominent chambers in Kenya:

Kenya National Chamber of Commerce and Industry (KNCCI): KNCCI is the umbrella body representing the interests of businesses across Kenya. It plays a vital role in advocacy, policy formulation, and business development. KNCCI has regional chambers and county chambers, allowing it to effectively address the needs of businesses at different levels. The chamber organizes trade missions, exhibitions, and business forums to promote domestic and international trade. KNCCI also offers business advisory services, capacity building programs, and networking opportunities to its members.

Kenya Association of Manufacturers (KAM): While not a traditional chamber of commerce, KAM is a prominent industry association representing the manufacturing sector in Kenya. It focuses on policy advocacy, sector-specific research, and capacity building initiatives to promote industrial growth and competitiveness. KAM collaborates with government agencies, development partners, and other stakeholders to address challenges facing the manufacturing sector, such as infrastructure deficiencies, regulatory barriers, and skills shortages.

Nairobi Chamber of Commerce and Industry (NCCI): NCCI serves as a platform for businesses in Nairobi to connect, collaborate, and access business support services. The chamber organizes seminars, workshops, and business networking events to facilitate knowledge sharing and market linkages. NCCI also engages in advocacy efforts to address issues affecting businesses in the capital city, such as infrastructure development, urban planning, and regulatory compliance.

Kenya Tourism Federation (KTF): As tourism plays a significant role in Kenya's economy, KTF represents the interests of businesses in the tourism sector. It advocates for policies that promote tourism growth, sustainability, and competitiveness. KTF works closely with government agencies, tourism boards, and hospitality stakeholders to enhance the tourism business environment, promote destination marketing, and improve visitor experiences.

Key Lessons from Kenyan Chambers:

- **Regional and County Representation:** Establishing regional or county chambers allows for more localized advocacy and support services tailored to the specific needs of businesses in different areas.
- **Public-Private Partnerships:** Collaborating with government agencies, industry associations, and other stakeholders strengthens advocacy efforts and enhances the impact of initiatives aimed at promoting business growth and development.
- **Sector-Specific Focus:** Chambers that focus on specific industries, such as manufacturing or tourism, can provide targeted support and advocacy to address sector-specific challenges and opportunities.
- **Capacity Building:** Offering training programs, mentorship opportunities, and access to information and resources helps businesses improve their competitiveness, productivity, and resilience in dynamic market environments.

b) The Kenyan experience by key areas:

1. **Public-Private Dialogue (PPD):** International best practices have shown that effective advocacy and PPD are essential for shaping business-friendly policies, fostering economic growth, and addressing the needs of the business community. Chambers such as the Kenya National Chamber of Commerce and Industry (KNCCI) have demonstrated the importance of:

- Establishing structured platforms for ongoing dialogue between government and private sector stakeholders.
- Prioritizing issues of mutual interest and identifying tangible outcomes to drive policy reforms.

- Engaging with a diverse range of stakeholders, including SMEs, industry associations, and civil society organizations, to ensure inclusivity and broad-based participation.

2. Business Development Services (BDS)

Kenyan chambers, including KNCCI and sector-specific associations like the Kenya Association of Manufacturers (KAM), have been instrumental in providing BDS to support the growth and competitiveness of businesses.

c) Review of other successful chambers in Africa in areas of advocacy and BDS

Best practice and successful chambers of commerce across Africa in PPD and BDS

I. Public-Private Dialogue (PPD):

Botswana Chamber of Mines (BCM): The BCM has successfully facilitated constructive dialogue between the government and private sector stakeholders in the mining industry. Their approach emphasizes collaboration, transparency, and regular engagement to address regulatory challenges, promote investment, and ensure sustainable development.

South African Chamber of Commerce and Industry (SACCI): SACCI has a long history of advocating for pro-business policies and fostering dialogue between the government and business community. Their PPD initiatives focus on addressing barriers to entrepreneurship, promoting economic growth, and enhancing the business environment through evidence-based research and policy analysis.

Ghana Chamber of Commerce and Industry (GCCI): GCCI has been instrumental in promoting dialogue between the public and private sectors in Ghana, particularly in sectors such as agriculture, manufacturing, and trade. Their PPD platforms facilitate information sharing, policy discussions, and collaborative problem-solving to drive inclusive economic growth and development.

Key Lessons for PPD:

- Foster a culture of trust and transparency between government and private sector stakeholders.
- Establish structured platforms for ongoing dialogue and collaboration, such as task forces, working groups, or advisory councils.

- Prioritize issues of mutual interest and identify tangible outcomes to drive policy reforms and regulatory improvements.
- Engage with a diverse range of stakeholders, including small and medium-sized enterprises (SMEs), industry associations, civil society organizations, and academia, to ensure inclusivity and broad-based participation.

II. Business Development Services (BDS):

Enterprise Mauritius: Enterprise Mauritius provides a wide range of BDS to support the growth and competitiveness of Mauritian businesses, including export promotion, market intelligence, product development, and capacity building. Their tailored services help enterprises expand into international markets, improve productivity, and adopt innovative practices.

Zimbabwe National Chamber of Commerce (ZNCC): ZNCC offers comprehensive BDS to its members, including business incubation, entrepreneurship training, access to finance, and technology adoption. Their programs target both established businesses and startups, aiming to create a conducive environment for enterprise growth and job creation.

Rwanda Chamber of Commerce and Industry (RCCI): The Rwanda Chamber of Commerce and Industry (RCCI) has been commended for its comprehensive range of business development services, including access to finance and skills training.

The Rwanda Development Board (RDB): While not a traditional chamber of commerce, RDB exemplifies best practices in providing BDS at the national level. Their one-stop center approach offers streamlined services for business registration, investment facilitation, licensing, and permits, reducing bureaucratic hurdles and improving the ease of doing business in Rwanda.

Key Lessons for BDS:

- Customize services to meet the specific needs and priorities of different industries, sectors, and stages of business development.
- Foster collaboration with government agencies, financial institutions, training providers, and other stakeholders to leverage resources and expertise.
- Embrace digitalization and technology-driven solutions to enhance service delivery, reach a wider audience, and improve efficiency.

- Monitor and evaluate the impact of BDS interventions to ensure effectiveness and relevance to the evolving needs of businesses.

Conclusion: By incorporating these lessons learned from international best practices and Kenyan chambers, the Tigray Chamber of Commerce and sectoral association can enhance its capacity to promote dialogue, drive policy reforms, and provide valuable support services to businesses in the region. By fostering collaboration, innovation, and inclusivity, the chamber can contribute to the sustainable economic development and prosperity of Tigray.

d) Best Practices for TCCSA from across the World

There exist universally accepted practices which can be regarded as the best practices for running a successful Chamber of commerce and industry. The best practices highlighted here have been put into practice by many successful Chambers of commerce worldwide including Chambers in Ethiopia (ACCSA and ECCSA), Kenya, Tanzania, South Africa, Ghana, Turkey, Malaysia, China, and Dubai among others

i. Services offered by the chambers under the best practices

A typical Chamber must be able to offer the following services to its members:

- Advocacy services on relevant issues impacting members.
- Hold regular dialogues with government to advocate, provide feedback on, and help fine-tune policies and legislations affecting business practices.
- Serve in statutory boards and government committees to help formulate policy guidelines and set standards that will enhance business climate and members' competitiveness.
- Business facilitation services, including business appointments, trade missions, and market research.
- Business opportunities, including export-import trade leads, business and government procurement information.
- Forge strategic alliances with local and foreign business organizations to establish and develop mutually beneficial relationships via Memoranda of Understanding, Joint Consultative, Committees, etc.
- Hold Seminars and workshops on relevant business themes.
- Issue Certificates of Origin for the local commodities destined for international market.

- Development of initiatives and policies to improve competitiveness and the business environment in the host country.
 - Conduct market surveys and economic research and circulate findings to members through newsletters, economic bulletins, general membership circulars or IT tools.
 - Act as information centers for customs, duties, tariffs, and regulations for the benefit of the members.
 - Operate and maintain a Library and reference facilities for members' use.
 - Participation in activities aimed at furthering the interest of its members.
 - Join a global network of Chambers of Commerce to facilitate co-operation and international exposure.
 - The Chamber must operate a business matching center to provide services such as:
 - Arranging buyer-seller meeting.
 - Providing facilities and secretarial services for meetings.
 - Linking trade visitors and members.
1. A model Chamber must build up a membership base through recruitment of new members and retention of existing ones. This is mainly achieved by:
 - Launching membership drives to supplement on-going recruitment.
 - Sustaining members' interest by offering quality services and enhancing membership status and privileges.
 - Encouraging co-operation and fraternity amongst members by organizing social and sports events.
 - Publishing a directory of members, their businesses and capabilities.
 2. A model Chamber operating under the best practices must offer training and consultancy/ advisory services to its members. This can be done through the following:
 - Operate a training center that will offer human resource development programs, business skills and technological upgrading courses, etc.
 - Organize meetings, conferences, workshops, seminars to provide members with fora for exchange of views and experiences.

- Encourage member companies to enhance competitiveness through quality management and help the members to attain ISO standards.
- Improved product design e.g. by organizing competitions to reward good products and packaging designs.
- Encourage members to computerize their operations and take other IT initiatives to achieve greater efficiency.
- Maintain a list of consultants, resource personnel, professionals, etc. to whom referrals can be made if members require their services.
- Offer arbitration/mediation/reconciliation services to help resolve trade disputes.

ii. Leadership, Governance, and Organizational Structure:

- **Clear Vision and Strategic Direction:** Successful chambers have visionary leadership that sets clear goals and objectives aligned with the needs of their members and stakeholders. They establish a strategic roadmap that guides the organization's activities and initiatives.
- **Transparent and Accountable Governance:** Chambers with effective governance structures ensure transparency, accountability, and ethical conduct in their operations. They have clear roles and responsibilities for board members, staff, and volunteers, and they adhere to best practices in governance.
- **Adaptive Organizational Structure:** Chambers should have flexible and adaptive organizational structures that can respond to changing needs and circumstances. They should empower staff and volunteers to take initiative and innovate while maintaining accountability and efficiency.

iii. Networking, Partnership, and Collaboration:

- **Building Strategic Networks:** Successful chambers actively build and maintain networks of stakeholders, including businesses, government agencies, NGOs, and other chambers. They facilitate networking opportunities for their members through events, forums, and platforms for collaboration.
- **Strategic Partnerships:** Chambers form strategic partnerships with organizations that share their goals and values, including government agencies, international organizations, and industry associations. These partnerships enhance the chamber's capacity and influence and enable collaborative initiatives to address common challenges.

- Cross-Sector Collaboration: ** Chambers foster collaboration across different sectors and industries to promote economic growth, innovation, and sustainability. They facilitate cross-sectoral dialogue, knowledge sharing, and joint initiatives to address complex challenges and capitalize on opportunities.

iv. Organizational Sustainability (Financially):

- Diversified Revenue Streams: Chambers should diversify their sources of revenue to reduce dependence on any single funding source. This may include membership dues, sponsorship, grants, event fees, and income-generating activities.
- Financial Planning and Management: Successful chambers have robust financial planning and management systems in place to ensure financial sustainability. They develop annual budgets, monitor financial performance regularly, and make strategic decisions to optimize resource allocation.
- Resource Mobilization: Chambers actively seek opportunities for resource mobilization, including fundraising campaigns, grant applications, and partnerships with donors and sponsors. They demonstrate their impact and value proposition to attract support from stakeholders.
- Conclusion: By incorporating these lessons and best practices into its strategic plan, the Tigray Chamber of Commerce and sectoral association can strengthen its leadership, governance, networking, partnership, collaboration, and financial sustainability, positioning itself for long-term success and impact in the region.

3. STAKEHOLDERS' AND COLLABORATORS' ANALYSIS

Stakeholders are individuals, groups, or institutions that have an interest in an organization and can positively or negatively impact its activities. They might be internal or external to the organization. Most often, organizations make mistakes by neglecting to identify their stakeholders and disrespecting their expectations. However, their success is dependent on providing services that fulfill the expectations of their key stakeholders. TCCSA, like other organizations, has internal and external stakeholders. Internal stakeholders include chamber members, the board, and staff; external stakeholders include government agencies, the commercial sector, non-members, funders, international institutions, civil society groups, and financial institutions. The analysis of the primary players in TCCSA is shown below.

Exhibit 1: Major Stakeholders and Collaborators of TCCSA and their Analysis

Major Stakeholders	Stakeholder's expectations (Interests and claims)	Reactions if expectation is not met
Members	• Business counseling • Provision of market information • Creating market linkage • Representing the private sector, influencing government policies and creating conducive business environment • Capacity building programs • Handling complaints of members, mainly in relation to taxes, investment and good governance • Assisting in obtaining government services • Serving as the voice of the chamber and its members • Efficient and effective service delivery: Advocacy, counseling, ADR services • Bazaars and exhibitions supported by market linkage	• Withdrawal from membership • Lack of trust on the chamber • Passive participation • Unwilling to be elected for leadership • Opposition to the chamber • Emerging other local associations/groups
Board	• strong chamber that meets member expectations; • Increased and sustained membership; • strong management that fulfills its duties as the private sector's representative; • knowledgeable and capable board members; • strategy-focused board and management; and	• Resignation from position of leadership; • Weak leadership and management; • Dysfunctional chamber; and • Government loses confidence;

Major Stakeholders	Stakeholder's expectations (Interests and claims)	Reactions if expectation is not met
	integrated relationships with the federal and city/woreda chambers	
Management	- Adequate autonomy and independence in daily operations; - Robust and congruent directives and guidelines; - Sufficient compensation;	- Dissatisfaction and leaving the Chamber; - Inadequate integration with the Board;
Employees	- Favorable work atmosphere; - Contemporary, well-equipped office system; - Transparent and involved leadership; - Competitive pay package;	- discontent and time spent moaning; - poor performance and poor service; - voluntary Turnover;
Federal and City/Woreda Chambers	- Respecting regulations; - Mutually beneficial relationship; - Representing the private sector; - Sharing experience and networking; - Collaborating on funding and PPD initiatives;	- Loss of confidence in the chamber - Stop working together - Preference for individual chamber approaches when dealing with the government - Unwillingness to collaborate on representing the private sector - Potential for conflict and loss of negotiating power - Lack of willingness to share experiences and resources.
Government Agencies	- Serve as bridge with the private sector; - Facilitate collaboration with the private sector;	Stop to acknowledge the chamber as a partner organization;

Major Stakeholders	Stakeholder's expectations (Interests and claims)	Reactions if expectation is not met
	• Promote business opportunities; • Create a favorable business environment; • Adhere to rules and regulations; • Focus on government priorities; • Fostering a socially responsible private sector; • Promoting trade and investment; • Investing in value-added and quality products; • Encourage citizens to pay taxes; • Support private-sector BDS services; • Ensure fair trade practices and consumption;	• Makes dialogue and partnership (or PPD) difficult; • Lack of trust in the chamber to represent the private sector; • Discouragement of the chamber; • Unable to support the chamber; • Restrictions on bazaars and exhibits;
Partners and Donors	• Prioritizing private sector interests; • Confident and autonomous chamber; • Supporting business enabling environment; • Effective resources allocation and expenditure of donated fund; • Accountability and transparency in resource handling; • Capacity building with sustainable development;	• Lose trust in the chamber's ability to represent the private sector and stop cooperating with it; • Stop supporting private sector growth through the Chamber; • Persuade other donors not to support it;
The business community	• Effective protection of the interest of the private sector, promotion of trade and investment climate	• No longer recognize the national chamber as a representation of the private sector; • Feeling discouraged about

Major Stakeholders	Stakeholder's expectations (Interests and claims)	Reactions if expectation is not met
	• intervention of the regional chamber in policy, law and strategy formulations through its hierarchy • Accurate business information; • Creating conducive business environment; • Serving as the voice of the private sector	joining chambers of business and sectoral associations; • When necessary, oppose development partners' support for the regional chamber; • Have a lack of trust and belonging;
<i>Civil Society Organizations, including Women's associations</i>	• Networking and experience; • Collaboration on policy and good governance concerns; • Collaborate in keeping peace and security; • Mutual collaboration and support; • Support for women entrepreneurs;	• The ability to stop collaboration on governance concerns. i.e., may not work together on mutual projects
<i>Higher Education Institutions</i>	• Collaborate in conducting research and consultancy services; • Provide community services; • Provide training and capacity-building services; • Organize internship opportunities for students;	• Lack of cooperation;
<i>Utilities [Finance, Telecom, Electric, and Water]</i>	• Efficient and effective service; • Fair treatment; • Information sharing;	• May not provide services with commitment and cooperation.
<i>The local community of Tigray</i>	• The regional chamber serves as good corporate citizenship by strengthening the business	• Stop recognizing and, if necessary, oppose development partners' support for

Major Stakeholders	Stakeholder's expectations (Interests and claims)	Reactions if expectation is not met
	community via education; • Serve as the entrepreneurial development chamber;	the regional chamber; • Difficulties in attracting skilled workers to the Chamber.

4. ANALYSIS OF THE ENVIRONMENT

4.1. Analysis of the External Environment: Opportunity and threats (PESTEL)

Apart from the internal strengths and weakness, the CCSA and the private sector are also affected by the external environment. This self-evident truth calls for understanding the circumstances and developing strategies to take advantage of the opportunities and minimize the effect of the negative impacts. In this regard, there are many ways of undertaking external environmental scanning but PESTEL analysis which stands for assessment of the political, economic, social/societal, technological, environmental and legal environments is deemed to be inclusive enough to cover all external factors. The following table shows a framework of the PESTEL analysis through which opportunities and threats are identified and for which strategies should be developed in order to ensure that they are properly addressed.

Exhibit 2: PESTEL Analysis Matrix

Analysis factor	Opportunity	Threats
Political	• The support from the international agencies such as International Monetary Fund (IMF) and World Bank (WB) for the government to engage the private sector in Public-Private-Dialogue (PPD). • The global pressure on the federal government to create a conducive environment for the private sector • Market liberalization and accession to WTO might force the government to develop international standard policies and regulations	• The negative attitude of some federal officials and institutions on business operators from Tigray in providing government services • The federal government's restriction on commercial banks in their loan provisions • The practice of the governments at local level to re-organize chambers at woreda and sub-city levels • The political instability and conflict in different regions of the country affecting the private sector business operations • Associations in Ethiopia are influenced by the governing party for its own advantages
Economic	• Promoting diversity and inclusion within the business community • Lesson from the economic crises to build a resilient business • Opportunity to attract new members • The opportunity for the international institutions to work with and support the private sector	• Economic recessions or downturns threaten chambers because businesses may cut back on their membership fees or participation in chamber events, reducing the chamber's revenue and effectiveness • Economic slowdown at national level and shortage of budget limit new infrastructure expansion vital to the private sector. • An acute shortage of hard currency to make international purchases directly affecting the performance of the private sector. • High inflation rate limits the purchasing power of the society. This negatively affected the volume

		of transactions of the private sector • War damage compensation expected by the private sector from the federal and international bodies is long delayed • The amount of the total savings and the amount of the loan provided to the clients in the region by commercial banks is imbalanced and insignificant
Societal	• High rate of urbanization in the region and corresponding demand for commodities and services • Availability of educated workforce in all professions in the region • Changing the lifestyle of the society to demand more commodities and services • A brand conscious society allowing more market opportunities to brands with the standard quality	• Growing rent-seeking social and business attitude • The deteriorated quality of education may negatively impact the quality of service provided by the public servants to the private sector. • In most of the government offices, meeting has been taken as their daily and regular tasks • Lack of hard-working attitude and endurance • Rapid changes in consumer behavior which the chamber and private sector unable to adapt their services • A negative public image or reputation harms the private sector and chambers. • “Buy Local” Philosophy Not Widely Adopted by society
Technology	• Strong regional government attention to technology adaptation and transfer • High demand for efficiency in operations in the public and private sectors • Availability of hard and soft-ware technologies that enhance service effectiveness and efficiency	• Rapid changes and shifts in technology that outpace the private sector • government is not quick enough to introduce technology to facilitate services provided to the private sector • Traditional businesses and less exposed to the

		importance of technology application.
Environmental	• Availability of environmental policy and legislations to follow and be guided with • Availability of various industries supplying environmental-friendly technologies • High demand for environmental technologies • Environmental protection had a positive impact on sustainability of the businesses	• The recent war has threatened the natural resources that sustain livelihoods and ecosystems. The environmental harm has affected the private sector engaged in the areas • Pandemic (contagious virus in livestock, or any other animal population) • Stringent environmental protection and natural resources conservation requirements; • Climate change affecting the private sector resulting in natural disasters; • Increasing demand for corporate social responsibility; • Implementation of projects depends on their environmental soundness and this limits the numbers of eligible private sector projects.
Legal	• The global pressure on the federal government to deregulate based on their interest of Structural Adjustment Program (SAP) • Availability of laws governing registration and operations of the private sector	• Rapid shifts in industry legislations and regulations challenged the chambers to adapt services to remain relevant to their members. • Weak regulatory bodies to implement policies and regulations • Poor enforcement of available laws including commercial, tax and intellectual property laws • Proclamation 341/2003 that integrated the sectoral associations into the chamber system need to be adjusted in consultation of the private sector operators • Poor attention to rule of law

4.2. Analysis of the Internal Environment (Strengths and Weaknesses)

The internal environment analysis is a strategic planning tool used by organizations. The process helps assess and evaluate the institutions' current position industry to make stronger, more informed decisions. It provides a structured approach to conducting a comprehensive internal analysis of the association, enabling the institution to identify strategic priorities and develop effective strategies to achieve its stated social objectives. Hence, the internal strengths and weaknesses of the association are analyzed with the help of McKinsey's Seven S (7S) analysis tool. This tool helps to assess the association in terms of strategy, structure, systems, staff, skills, (management) style and shared values, and their alignment. The main argument of the 7S McKinsey model is that the success of any organization depends on the interrelated seven factors (Gökdeniz, Kartal and Kömürcü, 2017). The extended explanation of the seven elements of the organizations is detailed below.

Strategy: Strategy is the organization's plan for the future, and how it will achieve sustainable competitive advantage.

Structure: structure is the organizational hierarchy, including reporting arrangements. It includes consideration of whether the formal structure fully sets out the power relationships. It may also be helpful to consider aspects like whether decision-making is centralized or decentralized, and the communication lines of the organization.

Systems: systems include all the processes and procedures used within the organization. It includes all formal and informal methods of operations, procedures and communication flow.

Skills: This describes the employees' competences and capabilities.

Staff: Staff describes the organization's employees and their general characteristics. It focuses on how many are recruited, trained and motivated.

Style: style describes the style of leadership in the organization. There are many different styles of leadership. All of them have a different effect on the organization and its members, and it is worth exploring the nature of the leadership style of the whole leadership team, not just the CEO.

Shared Values: shared values are the core values of the organization, shown in the culture and general 'feel' of the organization. Shared values may be implicit or explicit, but are central to the organization.

Exhibit 3: Internal environment analysis using 7S framework

Analysis factor	Strength	Weakness
Strategy	• Clear mission and vision • The commitment of the board for a long-term strategic plan • Most board members are committing themselves to see changes in the Chamber. • The board have sense of ownership and commitment to serve the chamber without the availability of facilities and benefit packages	• Unable to work and implement Chamber duties based on the mission statements • Unable to strictly follow the implementation of the strategic plan in the overall activities of the chamber and its evaluation at the end of the strategic period • Lack of clear strategies and actions for effective advocacy and lobbying programs • Financial strains and lack of clear financial mobilization strategy • Weak assessment of the strategic plan achievement at the end of the strategic plan period
Structure	• There is a structure that link the council down to the Board of Directors and Management body	• Undefined structure of the regional Chamber of Commerce with chambers and Sectoral Associations at different hierarchies • The naming and different structural arrangement of Chamber of Commerce and Sectoral Association has created a conflicting interest • The CCSA is understaffed and the lacked capable personnel as per the structure

System	• A strong work relationship with the higher Institutions in the region • Closely working with the regional government at different levels	• Limited financial resources to provide a wide range of services and support to its members • Limited membership base and unable to reach out a large and diverse members • Limited capacity for advocacy and lobbying • Poor planning, monitoring and evaluation systems • Limited effort in assessing and documenting the overall performance of the previous strategic plan • Absence of clear criteria to elect the Board of Directors • Limited industry expertise for the Chambers to provide specific and specialized support • Insufficient brand image and reputation of the chamber by the business operators • Limited efforts in engaging Income Generating Activities (IGAs)
Staff	• Employees are committed and overloaded to compensate the scarcity of the workforce	• There is an inadequate work force a possible challenge to implement the strategic plan in its full-fledged way • Absence of capable and experienced project unit to proactively and reactively prepare proposals for national and international financing competitions • Weak compensation and incentive packages

Skills	• Easy to get competent and skillful graduates from the market	• Limited qualified staff in areas critical to the implementation of the objectives of the association
Management Style	• The congressional meeting of the association is participatory and inclusive	• The focus of the management body on routine day to day activities rather than strategic issues • The president and vice-president of the TCCSA are frequently elected from the chamber of commerce. Members from the Sectoral Association are sidelined. • The Board's regular meeting is not always respected
Shared values	• Risk taking behavior of the business operators in the time of crises to supply basic commodities to the society •	• Most business operators are traditional and lack a long-term plan to expand and change their businesses • The culture of business operators working together and helping each other is weak • Lacks instituting a culture of creativity and innovativeness within the association

5. STRATEGIC DIRECTIONS AND STRATEGIC PILLARS

The Strategic Plan of TCCSA revisits and reinforces the organization's mission, vision and strategic priorities that will continue to focus on the interest of members and services to be provided to the business community in general and that of members in particular. our members and the business community. The strategic directives cover Mission, Vision, and Strategic Priorities of the chamber. It identifies what the Chamber's top priorities and goals are, serving as a road map to lead the organization from where it is now to where it needs to be in five years as indicated and described below.

Exhibit 4: Key Elements of the Strategic Directions

Element	Addresses the questions
Mission	What is the chamber's unique and fundamental purpose for existing?
Vision	Where the chamber aspires to be?
Strategic Priorities	What is absolutely necessary in order for the organization to fulfill its mission?
Strategic Objectives	What are the implementation steps to attain the identified priorities or goals?
Strategic Initiatives	What are our major programs, projects and services undertaken to meet identified goals?

Source: WELLSVILLE AREA CHAMBER OF COMMERCE, INC. STRATEGIC PLAN (2015-2019)

5.1.Mission Statement of TCCSA

To serve as a unified voice of the private sector in advocacy and private sector development program, promoting trade and industry with due regard to regional and global integration, and providing appropriate services to members in Tigray region.

5.2. Vision of TCCSA

TCCSA aspires to be a leading and competent national chamber in representing the private sector and serving the interest of its members by 2035 in Ethiopia.

5.3. Guiding Values

In fulfilling the mission and realizing its vision, the guiding values that TCCSA shall promote and uphold in pursuance of its mission are following:

People oriented: We believe that our employees and members are the sources of our strength. They provide our organizational intelligence and determine our reputation and validity. Employee involvement and members' participation are the association's core human values. TCCSA believes that its employees and members are its greatest assets.

Customer Service: Our customers who are our members come first and we will strive to serve them in a friendly, fair, respectful, efficient and innovative ways.

Partnership and Collaboration: We believe in strong mutual partnership and collaboration with our stakeholders as our means of growth and sustainability.

Integrity: We will exercise the highest standards of integrity in everything we do. We will practice and defend organizational and personal honesty. Our job performance will be characterized by truthfulness, dependability, and responsibility. Our doors are open to all members, and stakeholders with trust and confidence. We will seek to be known by our clients and stakeholders as trustworthy and dependable.

Transparency: TCCSA shall discharge its responsibilities to implement the strategic plan with openness to its stakeholders in its policies, decisions, and actions.

Accountability: We are individually and collectively responsible for our behaviors, decisions, actions and performances in the process of discharging our responsibilities

Social Responsibility: We are committed to ethical and responsible organizational practices in our relationships with employee, members, partners, collaborators, and stakeholders. We will remain committed to contribute to conservation of scarce resources and protection of the natural environment with the highest level of social responsibility

5.4. Strategic Pillars

With the purpose of fulfilling the mission and realizing the vision of the TCCSA, the following strategic pillars are developed to serve as a framework for setting goals, and strategic initiatives to be used in implementing the strategic plan:

- i) Enhancing institutional competence of the chamber
- ii) Enhancing advocacy to promote business enabling environment.

- iii) Promoting trade and industry
- iv) Promoting private sector development program
- v) Capacity building and business development services
- vi) Partnership, networking and collaboration
- vii) Membership development and sustainability
- viii) Broadening the resource base and strengthening financial sustainability

i) Enhancing institutional competence of the chamber

To effectively represent the interest of the business community in general and that of members in particular through advocacy and capacity building, it is vital to enhance the institutional competence of TCCSA in a way it transforms itself into competent and sustainable chamber.

The key problems identified in the situation analysis are problems related to functional competence, governance and leadership capacity, and resource and infrastructural facilities. With the purpose of resolving such problems, one of the key pillars of TCCSA is enhancing operational efficiency and effectiveness in advocacy, capacity building, and service delivery through Improving organizational structure, compensation benefits, manuals, and other systems and processes, human resource development with a focus on board leadership, management, and employees, enhancing visibility and building reputation, enhancing horizontal and vertical integration, and equipping its offices and service centers with appropriate infrastructures and facilities.

ii) Enhancing advocacy to promote business enabling environment

Through effective advocacy, TCCSA will promote an enabling business environment and increase its influence in policy making process, strengthened public-private dialogues and consultations, improving government policies and practices, improved government services so as to improve ease of doing business in the region; advocate for the development and implementation of a private sector development strategy or roadmap; legal provision for privatization. public private partnership and out sourcing; improve business community's awareness of the government laws and policies; advocate for the revision of the legal and policy framework for establishing the chamber; institutionalize dispute resolutions mechanisms for effective functionality; and enhance the working relationships and linkages

with the government. Advocacy on business ethics and social responsibility, work culture and work discipline are also areas that deserve attention.

iii) Promoting Trade and industry

Another strategic pillar of the chamber in this strategic plan is promoting trade and industry through strengthening bazaars and exhibitions with focus on B2B relations and technology transfer, improving trade and investment climate, enhancing regional and global integration, and enhancing the role of the chamber and business community in regional and international trade engagements.

iv) Promoting private sector development program

With due regard to regional integration and globalization, which are the buzz words of today's economy, survival, growth and sustainability of enterprises can be secured only through building international competitiveness. To make the private sector locally and internationally competitive providing incentives to correct market failures and capacitating the private sector in collaboration with the government and other stakeholders is vital. The key efforts may include promoting design of a road map for private sector development, enhancing business ethics and corporate social responsibility, strengthening alternate dispute resolution centers at all levels, enhancing intra-sector and inter-sector integrations in marketing and supply chain management of industries, and enhancing firm level competitiveness and compliance to market requirements through promoting standardization.

v) Capacity building and business development services

One of the primary objectives of chambers including TCCSA is capacity building and provision of appropriate services. To promote and facilitate postwar economic recovery, business development and resilience, the key efforts may include, but not limited to, establishing chamber academy, as a center of excellence for, training services, capacitating the private sector through training, enhancing provision of business information and provision of facilitative functions, enhancing firm level competitiveness and compliance to market requirements through promoting standardization.

vi) Partnership, collaboration and networking

In this regard, the strategic objectives to be achieved include: enhancing accountability, transparency, and independence for building and sustaining relations with partners and donors, building its goodwill and image, enhancing partnership with domestic CSO and develop joint projects, closely working With INGOs, closely working with the government for enhanced government services and ethical leadership.

vii) Membership development and sustainability

One key strategic direction of TCCSA in this strategic plan is membership development, participation and engagement through enhancing members' knowledge on roles and responsibilities, standardizing membership and soliciting members sustainability, and designing and implementing a system for members' participation and engagement

viii) Broadening the resource base and strengthening financial sustainability

In implementing the strategic priorities described above, there is a need for a huge task of sustainable resource mobilization that can be broadened and strengthened through ensuring sustainable membership and revising membership fees, diversifying income sources, designing and developing projects, and providing different types of business services including training, information and other facilitation functions.

6. THE STRATEGIC PLAN

As described in the previous chapter this strategic plan focuses on eight strategic pillars that are selected as strategic priority areas. For each pillar, strategic objectives and strategic initiatives or projects are developed as illustrated by exhibits shown under each pillar.

6.1. Strategic Pillar 1: Enhancing Institutional Competence of the Chamber

In enhancing the institutional competence of TCCSA, the strategic objectives developed are improving the organizational structure, developing organizational systems, enhancing visibility and building reputation, enhancing integration, building human capacity, and capacitating the chamber with required equipment and infrastructural facilities. For each strategic objective, strategic initiatives or projects are developed as shown below.

Exhibit 5: Enhancing Institutional Competence

STRATEGIC PILLAR 1	STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES/TASKS
Enhancing Institutional Competence of the chamber	Improving the organizational structure and compensation benefits	Setup a revised new structure
	Developing organizational systems, processes and manuals	- Human resource development manual - Financial manual - Monitoring and evaluation manual
	Enhancing visibility and building reputation	- Developing and effectively utilizing website of the chamber - Using mainstream media - Using all types of social media
	Enhancing horizontal and vertical integration,	- Joint development of projects by both chamber of commerce and chamber of industry/sectoral association to build horizontal integration at all levels - Development of projects by TCCSA in collaboration with city and woreda chambers to build vertical integration
	Building the capacity of the board, management, and staff	- Introducing organizational manual of election, responsibility and accountability of board members criteria for board membership - Orientation on the legal and policy framework for chambers and expected roles - Training on leadership and managerial skills, particularly in assuming board and leadership positions - Designing a mechanism for the board to focus on policy and strategic issues, regulatory and monitoring purposes - Build a high-performance team among board - Introducing appraisal and accountability procedures for board, management and staff
	Building the Competence of Employees	- Setup HRD manual with new improved salary package - Introducing action planning, monitoring and evaluation systems

		• Re-orienting on TCCSA mandates and training employees • Ensure that all staff and board are well trained and versed in chamber services • Build a high-performance team among staff members
	Equipping the offices and the service center	• Acquiring office furniture • Acquiring office equipment • Acquiring office and ICT facilities with software applications

6.2. Strategic Pillar 2: Enhancing advocacy to promote business enabling environment

One of the primary tasks for which chambers are established is advocacy that enables them to serve as a unified voice of the private sector in policy dialogues and consultations, improvement in government services, improved legal provisions towards building and sustaining business enabling environment. The details of the strategic objectives and initiatives developed for this pillar are summarized in Exhibit 6.2 below.

Exhibit 6: Enhancing advocacy to promote Business Enabling Environment

STRATEGIC PILLAR 2	STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES/TASKS
Enhancing advocacy to promote Business Enabling Environment	strengthening public-private dialogues and consultations	- Conducting research to Identify factors affecting trade and industry/investment - Identifying areas that deserve PPD - Conducting PPD in scheduled ways in consultation with key stakeholders (The government, other chambers, and Mekelle University) - Proposing the legal and policy framework for PPP - Proposing government procurement services to be handled by TCCSA
	improving government policies and practices	enhancing the working relationships and linkages with the government
	improving business community's awareness of the government laws and policies	- Designing and developing projects - Designing plate forms for training, mainstream media, and social media
	advocate for the revision of the legal and policy framework for establishing the chamber	Establishing task force to propose improved proclamation
	institutionalizing dispute resolutions mechanisms; and	- Promoting Alternate dispute resolution - Identifying potential causes of conflict among members - Providing ADR services

6.3. Strategic Pillar 3: Promoting Trade and Industry

Trade and industry promotion is another key task of chambers for which they are established. The strategic objectives developed to achieve this strategic priority include strengthening bazaars and exhibitions to enhance B2B, changing the attitude of society and government towards locally made products, creating market for the private sector through backward and forward linkages, strengthening the information center to provide market and supply information. The summary of the strategic objectives and relevant initiatives are provided below.

Exhibit 7: Promoting Trade and Industry

STRATEGIC PILLAR 3	STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES/TASKS
Promoting Trade and Industry	Strengthening bazaars and exhibitions with focus on market linkage and technology transfer	• Organize general and specialized trade fairs in scheduled ways in consultation with authorities • Prepare guidelines on criteria to be fulfilled in participation • Organize and facilitate Business to Business (B2B) relation
	Changing the attitude of society towards local products	• Building the capacity of the private sector to offer quality products and services • Developing minimum standards of quality on selected products of selected sectors • Reducing unfair competition among domestic businesses by enhancing win-win approaches • ‘Buy local’ campaigns and influencing the government in its purchase
	Creating market for the private sector	• Identifying market opportunities for MSEs/SMEs along the value chain of MLEs – subcontracting and outsourcing • Identification of joint markets • Identifying leading firms in each sector • Preparing business directory of all businesses in Mekelle • Providing market related information on products exported by members
	Strengthening the information center	• Disseminating classified information on bids, bazaars and exhibitions, • Disseminating information on market prices of major domestic products • Disseminating information on market prices of major exports and imports by TCCSA members

6.4: Strategic Pillar 4: Promoting Private sector development

The strategic objectives under this pillar include supporting the private sector, enhancing business ethics and corporate social responsibility, strengthening alternate dispute resolution centers at all levels, enhancing intra-sector and inter-sector integrations in marketing and supply chain management of industries, and enhancing firm level competitiveness and compliance to market requirements through promoting standardization.

Exhibit 8: Promoting Private Sector Development

STRATEGIC PILLAR 4	STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES/TASKS
Promoting private sector development program	Supporting the private sector	• Identify operational capacity gaps of the private sector • Providing tax advisory services • Facilitating joint purchases of facilities and services by members and clusters • Establish task force to develop private sector development road map (proposal)
	Enhancing Business ethics and corporate social responsibility	• Promote the role of chambers in economic development • Stay abreast of regional and local development at various government levels by attending meetings, communicating with representatives, etc. • Assess the expectations of consumers from the business community • Develop and implement general business code of ethics • Promote fair trade practices • Establish a task force to deal with illegal businesses in collaboration with government and build work systems
	Strengthening the Alternate Dispute Resolution Center	• Promoting the advantages of legal counsel and arbitration • Identifying potential causes of conflict among members • Providing legal counsel and arbitration services
	Enhancing Integration along supply chain of clusters	• Enhancing Integration along supply chain of clusters • Building and maintaining vertical integration and cooperation among firms

6.5. Strategic Pillar 5: Capacity building and support services

It is the objective of TCCSA to organize and facilitate and capacity building programs and the provision of various support service that strengthen the soft and hard skills of its members to stay competitive and improve their operation. Supporting support functions need to focus on business development services, access to finance, skill development, and information.

Exhibit 9: Capacity Building and Business Support Services

Strategic Pillar 5	Strategic Objectives	Strategic Initiatives
Capacity building and support services	Promote and facilitate post-war economic recovery, businesses redevelopment and resilience	• Promote and creation of entrepreneurship awareness, culture and capacity • Initiate and promote entrepreneurial skill development programs, business incubation centers and youth and women business hubs • Connect small and micro businesses to resources, support, and opportunities • Facilitate business linkages, backward and forward linkages between SMEs and large companies • Organize meetings, conferences, workshops, seminars to provide members with fora for exchange of views and experiences • Create a dedicated market intelligence and business development support services that provide advice to MSMEs on crucial issues of accessing finance, customer management, forward and backward business linkages, skills development, and psycho-social support • Lobbying for economic stimulus package (recovery response fund to SMEs) • Sensitization of SMEs on business formalization

		• Promote peace for business
	Enhancing the capacity of the businesses, especially the SMEs	• Launch business and entrepreneurial training needs assessment survey • Organize capacity-building trainings based on the needs identified • Organize meetings, conferences, workshops and seminars • Provide relevant business information to members such as information on business opportunities, technological advancements, government rules and regulations, etc. • Sensitization of businesses on AcFTA and WTO accusations • Encourage members to computerize their operations and take other IT initiatives to achieve greater efficiency • Sensitization of SMEs on standardization of products and services • Maintain a list of consultants, resource personnel, professionals, etc. to whom referrals can be made if members require their services • Establish a training center (chamber academy) that will offer human resource programs, entrepreneurship and business skills and technological upgrading course, etc.

		• Collaborate with government agencies, financial institutions, universities, training institutions such as FeMSDA, Enterprise Ethiopia-MSE Development Program, UNIDO Micro and Small Enterprise Development, ILO, etc.
	Improve access to financing and credit facilities	• Organize (continue to organize) 'business finance forum' in collaboration with the financial institutions and the universities, at least once in a year • Lobbying for relaxed conditionality • Lobbying(advocate) the NBE to change or revise the loan ceiling for the regional districts • Lobbying(advocate) the NBE to change or revise the loan ceiling for the regional districts • Propose specialized schemes for SMEs finance, for example lease financing • Promote digitalization (digital financing, fintech, e-commerce)

6.6. Strategic Pillar 6: Enhancing partnership, collaboration and networking

Partnering with actors for business recovery and the development of private sector is critical and can take many forms. Chambers including the TCCSA form strategic partnerships with organizations that share their goals and values, including government agencies, international organizations, and industry associations. These partnerships enhance the chamber's capacity and influence and enable collaborative initiatives to address common challenges. Chambers foster collaboration across different sectors and industries to promote economic growth, innovation, and sustainability. They facilitate cross-sectoral dialogue, knowledge sharing, and joint initiatives to address complex challenges and capitalize on opportunities. Another focus is networking. Successful chambers actively build and maintain networks of stakeholders, including businesses; government agencies, NGOs, and other chambers. TCCSA need to facilitate networking opportunities for its members through events, forums, and platforms for collaboration.

Exhibit 10: Partnership, Collaboration and Networking

Strategic Pillar 6	Strategic Objectives	Strategic Initiatives
Partnership, Collaboration and Networking	Strengthen partnership and collaboration	• Develop stakeholders' engagement strategy and plan • Undertake a stocktaking of existing partnerships to better understand the different levels of depth, commitment and responsibility • Identify key stakeholders and build/continue partnerships • Identity and establish partnership agreement with international development organizations that commit to post conflict economic recovery— MSMEs redevelopment and resilience (e.g. GIZ, SIDA, UID, ILO and UNDP) • Identity and establish partnership agreement with international development organizations that commit to post conflict economic recovery— MSMEs redevelopment and resilience (e.g. GIZ, SIDA, USAID, ILO and UNDP) • Establish partnerships agreements with partners that commit to extending services to MSMEs (e.g. KFW, CATALYZE MS4G etc.) • Explore opportunities to collaborate with CIPE and business for peace initiatives • Continue to work and collaborate with federal and regional government, agencies, universities, financial institutions and CSOs

	Put in place a platform that enhances networking opportunities	• Form strategic alliances with local, regional and global chambers and business organizations to establish and develop mutually beneficial relationships via Memoranda of Understanding, Joint Consultative Committees, etc. • Join a global network of Chambers of Commerce to facilitate co-operation and international exposure. • Create a platform for information exchange and networking among businesses • Organize various networking events, forums, and seminars for members to interact, exchange ideas and form beneficial relationships • Organize social functions (for example annual dinner) and sport events • Develop organizational website, online presence in popular social media (e.g. Facebook, Tweeter, LinkedIn)
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6.7. Strategic Pillar 7: Membership Development and Sustainability

Membership development is a cornerstone of most fees-related organizations, including chambers of commerce. Skills relating to recruiting, tracking, engaging, and retaining members are important to membership development and sustainability. It focuses on the Chamber of Commerce and Sectoral Association to attract new members and keep current ones active and involved. A declining or static membership will not only place the Chamber at risk of not being able to remain viable, it will also mean unable to be more representative to consult on and involve in matters of importance to the business community.

6.8. Strategic Pillar 8: Broadening the resource base and strengthening financial sustainability

The Chamber of Commerce and Sectoral Association has many strategic issues tabled to accomplish. It is mandated for the advocacy of businesses by engaging in Lobbying and Policy Advocacy. This involves championing initiatives such as advocating for tax breaks, infrastructure improvements, regulations, local and global networking, partnership and collaboration. To offer these services, the Chamber of Commerce and Sectoral Association needs a steady stream of revenue and this is where membership fees and other financial sources come into play. These membership fees and other financial sources are essential, helping chambers cover costs and continue their important work. The Chamber of Commerce membership fees are the dominant income and serve as the lifeblood that fuels the chamber's day-to-day operations. They are the financial contributions made by members, pooling resources to sustain the chamber's activities. The membership fees collected by the Chamber of Commerce are primarily allocated to support specific causes that directly benefit members and the broader business community.

Exhibit 11: Broadening the Resource Base, and Membership Development Sustainability

Strategic pillars	Goals/Strategic objectives	Strategic initiatives
Broadening the resource base and strengthening financial sustainability	Ensuring adequate finance from members	• Revising the amount of annual membership fees considering the rate of inflation and the category of businesses (A, B and C) along with improving the services of the chamber • Pursued all businesses (manufacturing, trade and services) to be members of the chamber including recruitment of new members by existing members • Work for legal provisions to make CCSA membership obligatory to all businesses. In many countries around the world, membership in the chamber of commerce is mandatory under national laws (e.g. European Union and much of Asia).
	Diversifying Income	• Immense potential in utilizing training and professional development programs to enhance revenue generation and foster long-term sustainability • In addition to the membership dues Chamber should get diversified adequate income from sponsorship, grants, event fees, and other income-generating activities. • Engage in resource mobilization activities such as fundraising campaigns and partnerships with donors and sponsors. • Robust financial planning and management systems in place to ensure financial sustainability and optimal resource allocations

		• The Chamber of Commerce and Sectoral Association to have its own training center and based on demand use the pool of professionals from Universities in Tigray • Providing scheduled training at fair prices with partial sponsorship from donors and collaborators
	Designing and developing projects	• Hiring a dedicated resourceful staff with the profession and expertise to develop global standard project proposals to compete for funding • Engaging Universities in the region to participate in developing competitive and standard project proposal for the chamber • National and international level professionals support who have the know-how for project proposal development and properly know the interests of donors
Membership development and sustainability	Enhance members and the private sectors' knowledge on roles and responsibilities of TCCSA	• Monitor and address the members' demands and expectations • Educate the private sector on the benefits of membership by increasing the chamber's visibility on web and social networks (Facebook, Twitter and You Tube). • Properly communicate the vital role of the chamber in providing substantial support to its member businesses by facilitating grants and loans. • Engaging members in the affairs of the chamber in particular and the private sector in general
	Enhancing membership sustainability	• Increase existing members' involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success • Develop and implement communication strategy to ensure transparency and

		common understanding with members • Retention must be the chamber's first priority and then move on to recruitment • Increase personal contact between members and chamber staff raising chamber visibility and allowing for strengthened communication
	Solicit new members recruitment	• Increase public awareness of chamber services and activities to build a solid base of community support • Increase chamber's visibility on the web and social media networks (Facebook, Twitter and WhatsApp) • Recruitment of new members by existing members (extensive contacts and "word of mouth" publicity) and the use of recruiting officers. • Efforts to make new members feel that they belong to their new institution.

7. IMPLEMENTATION OF THE STRATEGIC PLAN

Once a strategic plan is developed, it needs checking whether it is feasible or not. Besides, adequate preparations need to be made to facilitate and ensure its successful implementation. Therefore, the following implementation plan needs to be considered.

Types of implementations

There are four major areas of strategic plan implementation

- Structural implementation
- Functional Implementation
- Operational implementation
- Behavioral implementation

7.1. Structural Implementation

Organization structure shows interrelationships and interconnections and assignment of responsibilities. Structural implementation of strategy involves designing of organization structure and interlinking various units and subunits. Review and make sure whether the existing structure is capable of implementing the strategic plan with clearly set differentiation and integration among work units at all levels.

Accordingly, the following governance and organizational structure is recommended to implement the strategic plan.

Organizational Structure of TCCSA to be presented separately

7.2. Functional implementation

Functional implementation deals with the development of policies, systems, methods that assist the implementation of the strategic plan in different functional areas. In line with the new strategic plan, human resource development and administration and financial manual are already prepared. But TCCSA needs to continue reviewing and fine tuning its systems, methods, and processes and make them aligned with the purpose of enhancing TCCSA performance. Accordingly, every department will review existing systems, processes and methods and develop new ones, as appropriate, that enables the management to effectively implement the strategic plan.

7.3. Operational implementation

The TCCSA strategic plan is an integrated plan of all operational and support departments and units. Thus, the strategic plan needs to be cascaded to lower-level plans. Here vertical and horizontal integration of plans at all levels need to be ensured. In preparing fully-fledged operational plan the following indicative plan is used as main reference.

Exhibit 12: Enhancing Institutional Competence of the Chamber

Strategic Pillar 1: Enhancing Institutional Competence of the Chamber							
Strategic Objectives	Strategic Initiatives	Implementation Period					Main Implementing body
		2024	2025	2026	2027	2028	
Improving the organizational structure and compensation benefits	Setup a revised new structure and implement it	X					Board and Mgt
Developing organizational systems, processes and manuals	Human resource development manual	X					Board and Mgt
	Financial manual	X					Board and Mgt
	Monitoring and evaluation manual	X					Board and Mgt
Enhancing visibility and building reputation	Developing and effectively utilizing website of the chamber	X	X	X	X	X	Mgt
	Using mainstream media	X	X	X	X	X	Mgt
	Using all types of social media	X	X	X	X	X	Mgt
Enhancing horizontal and vertical integration,	Joint development of projects by both chamber of commerce and chamber of industry/sectoral association to build horizontal integration at all levels	X	X	X	X	X	Mgt
	Development of projects by TCCSA in collaboration with city and woreda chambers to build vertical integration	X	X	X	X	X	Mgt
Building the capacity of the board, management, and staff	Introducing organizational manual of election, responsibility and accountability of board members criteria for board membership	X					Board and Mgt
	Orientation on the legal and policy framework for chambers and expected roles	X					Mgt

	Training on leadership and managerial skills, particularly in assuming board leadership and management positions	X	X	X	X	X	Board and Mgt
	Designing a mechanism for the board to focus on policy and strategic issues, regulatory and monitoring purposes	X					Board
	Build a high-performance team among board	X	X	X	X	X	Board
	Introducing appraisal and accountability procedures for board, management and staff	X					Board
Building the Competence of Employees	Orienting employees on HRD manual with new improved salary package	X					Mgt
	Introducing action planning, monitoring and evaluation systems	X	X				Mgt
	Re-orienting on TCCSA mandates and training employees	X					Mgt
	Ensure that all staff and board are well trained and versed in chamber services	X					Mgt
	Build a high-performance team among staff members	X	X	X	X	X	Mgt and employees
Equipping the offices and the service center	Acquiring office furniture	X	X	X			Board and Mgt
	Acquiring office equipment	X	X	X			Board and Mgt
	Acquiring office and ICT facilities with software applications	X	X	X			Board and Mgt

Exhibit 13: Enhancing advocacy to promote Business Enabling Environment

Strategic Pillar 2: Enhancing advocacy to promote Business Enabling Environment							
Strategic Objectives	Strategic Initiatives	Implementation Period					Main Implementing body
		2024	2025	2026	2027	2028	
Strengthening public-private dialogues and consultations	Conducting research to Identify factors affecting trade and industry/investment	X	X	X	X	X	Mgt
	Identifying areas that deserve PPD	X	X	X	X	X	Mgt
	Conducting PPD in scheduled ways in consultation with key stakeholders (The government, other chambers, and Mekelle University)	X	X	X	X	X	Board and Mgt
	Proposing the legal and policy framework for PPP	X					Board and Mgt
	Proposing government procurement services to be handled by TCCSA	X	X				Board and Mgt
Improving government policies and practices	Enhancing the working relationships and linkages with the government	X	X	X	X	X	Board and Mgt
Improving business community's awareness of the government laws and policies	Designing and developing projects	X	X	X		X	Mgt
	Designing plate forms for training, mainstream media, and social media	X	X	X	X	X	Mgt
Advocate for the revision of the legal and policy framework for establishing the chamber	Establishing task force to propose improved proclamation	X	X				Mgt
Institutionalizing dispute resolutions mechanisms	Establishing alternate dispute resolution center	X					
	Identifying potential causes of conflict among members	X	X	X	X	X	Board and Mgt
	Providing ADR services	X	X	X	X	X	Mgt

Exhibit 14: Promoting Trade and Investment

Strategic Pillar 3: Promoting Trade and Investment							
Strategic Objectives	Strategic Initiatives	Implementation Period					Main Implementing body
		2024	2025	2026	2027	2028	
Strengthening bazaars and exhibitions with focus on market linkage and technology transfer	Organize general and specialized trade fairs in scheduled ways in consultation with authorities	X	X	X	X	X	Mgt
	Prepare guidelines on criteria to be fulfilled in participation	X					Mgt
	Organize and facilitate Business to Business (B2B) relation	X	X	X	X	X	Mgt
Changing the attitude of society towards local products	Building the capacity of the private sector to offer quality products and services	X	X	X	X	X	Mgt
	Developing minimum standards of quality on selected products of selected sectors	X	X	X	X	X	Mgt
	Reducing unfair competition among domestic businesses by enhancing win-win approaches	X	X	X	X	X	Mgt
	‘Buy local’ campaigns and influencing the government in its purchase	X	X	X	X	X	Mgt
Creating market for the private sector	Identifying market opportunities for MSEs/SMEs along the value chain of MLEs – subcontracting and outsourcing	X	X	X	X	X	Mgt
	Identification of joint markets	X	X	X	X	X	Mgt
	Identifying leading firms in each sector	X	X	X	X	X	Mgt
	Preparing business directory of all businesses in Mekelle	X				X	Mgt
	Providing market related information on products exported by members	X	X	X	X	X	Mgt

Strategic Objectives	Strategic Initiatives	Implementation Period					Main Implementing body
		2024	2025	2026	2027	2028	
Strengthening the information center	Disseminating classified information on bids, bazaars and exhibitions,	X	X	X	X	X	Mgt
	Disseminating information on market prices of major domestic products	X	X	X	X	X	Mgt
	Disseminating information on market prices of major exports and imports by TCCSA members	X	X	X	X	X	Mgt

Exhibit 15: Promoting Private Sector Development

Strategic Pillar 4: Promoting Private Sector Development							
Strategic Objectives	Strategic Initiatives	Implementation Period					Main Implementing body
		2024	2025	2026	2027	2028	
Supporting the private sector	Identify operational capacity gaps of the private sector	X	X	X	X	X	Mgt
	Providing tax advisory services		X	X	X	X	Mgt
	Facilitating joint purchases of facilities and services by members and clusters	X	X	X	X	X	Mgt
	Establish task force to develop private sector development road map (proposal)	X					Board
Enhancing Business ethics and corporate social responsibility	Promote the role of chambers in economic development	X	X	X	X	X	Mgt
	Stay abreast of regional and local development at various government levels by attending meetings, communicating with representatives, etc.	X	X	X	X	X	Mgt
	Assess the expectations of consumers from the business community	X	X	X	X	X	Mgt
	Develop and implement general business code of ethics	X	X				Mgt
	Promote fair trade practices		X	X	X	X	Mgt
	Establish a task force to deal with illegal businesses in collaboration with government and build work systems	X	X	X	X	X	Board
Enhancing Integration among similar institutions	Establishing joint forum among chambers (federal, regional, and other business associations)	X	X	X	X	X	Mgt
	Designing and implementing similar regulations and by-laws	X	X	X	X	X	Mgt
	Designing and implementing joint capacity building projects	X	X	X	X	X	Mgt

Exhibit 16: Capacity Building and Business Support Services

Strategic Pillar 5: Capacity Building and Business Support Services							
Strategic Objectives	Strategic Initiatives	Implementation Period					Main implementing body
		2024	2025	2026	2027	2028	
Promote and facilitate post-war economic recovery, businesses redevelopment and resilience	Promote and creation of entrepreneurship awareness, culture and capacity	X	X	X	X	X	TCCSA management
	Initiate and promote entrepreneurial skill development programs, business incubation centers and youth and women business hubs	X	X	X	X	X	TCCSA management
	Connect small and micro businesses to resources, support, and opportunities		X	X	X	X	TCCSA management
	Facilitate business linkages, backward and forward linkages between SMEs and large companies	X	X	X	X	X	TCCSA management
	Organize meetings, conferences, workshops, seminars to provide members with fora for exchange of views and experiences	X	X	X	X	X	TCCSA Board and management

	Create a dedicated market intelligence and business development support services that provide advice to MSMEs on crucial issues of accessing finance, customer management, forward and backward business linkages, skills development, and psycho-social support	X	X	X			TCCSA Board and management
	Lobbying for economic stimulus package (recovery response fund to SMEs)	X	X	X			TCCSA Council
	Sensitization of SMEs on business formalization	X	X				TCCSA management
	Promote peace for business	X	X	X	X	X	TCCSA management
Enhancing the capacity of the businesses, especially the SMEs	Launch business and entrepreneurial training needs assessment survey	X					TCCSA management
	Organize capacity-building trainings based on the needs identified		X	X	X	X	TCCSA management
	Organize meetings, conferences, workshops and seminars	X	X	X	X	X	TCCSA management
	Provide relevant business information to members such as information on business opportunities, technological advancements, government rules and regulations, etc	X	X	X	X	X	TCCSA management

	Sensitization of businesses on AcFTA and WTO accusations	X					TCCSA management
	Encourage members to digitalize their operations and take other IT initiatives to achieve greater efficiency	X	X	X	X	X	TCCSA management
	Sensitization of SMEs on standardization of products and services	X	X	X	X	X	TCCSA management
	Maintain a list of consultants, resource personnel, professionals, etc to whom referrals can be made if members require their services		X	X	X	X	TCCSA management
	Establish a training center (chamber academy) that will offer human resource programs, entrepreneurship and business skills and technological upgrading course, etc.			X	X	X	TCCA Board
	Collaborate with government agencies, financial institutions, universities, training institutions such as FeMSDA, Enterprise Ethiopia-MSE Development Program, UNIDO Micro and Small Enterprise Development, ILO, etc.	X	X	X	X	X	TCCSA management

Improve access to financing and credit facilities	Organize (continue to organize) 'business finance forum' in collaboration with the financial institutions and the universities, at least once in a year	X	X	X	X	X	TCCSA management
	Lobbying for relaxed conditionality	X	X	X	X	X	TCCSA Council
	Lobbying(advocate) the NBE to change or revise the loan ceiling for the regional districts	X	X				TCCSA Council
	Propose specialized schemes for SMEs finance, for example lease financing	X	X				TCCSA Council
	Promote digitalization (digital financing, fintech, e-commerce)	X	X	X	X	X	TCCSA management

Exhibit 17: Partnership, Collaboration and Networking

Strategic Pillar 6: Partnership, Collaboration and Networking							
Strategic Objectives	Strategic Initiatives	Implementation Period					Implementing Body
		2024	2025	2026	2027	2028	
Strengthen partnership and collaboration	Develop stakeholders' engagement strategy and plan	X					TCCSA Board and Mgt
	Undertake a stocktaking of existing partnerships to better understand the different levels of depth, commitment and responsibility	X					TCCSA Mgt
	Identify key stakeholders and build/continue partnerships	X	X	X	X	X	TCCSA Mgt
	Identity and establish partnership agreement with international development organizations that commit to post conflict economic recovery—MSMEs redevelopment and resilience (e.g. GIZ, SIDA, USAID, ILO and UNDP)	X					TCCSA Board and Mgt
	Identity and establish partnership agreement with international development organizations that commit to post conflict economic recovery—MSMEs redevelopment and resilience (e.g. GIZ, SIDA, USAID, ILO and UNDP)	X					TCCSA Board and Mgt

	Establish partnerships agreements with partners that commit to extending services to MSMEs (e.g. KFW, CATALYZE MS4G etc.)	X					TCCSA Board and Mgt
	Explore opportunities to collaborate with CIPE and business for peace initiatives	X					TCCSA Mgt
	Continue to work and collaborate with federal and regional government, agencies, universities, financial institutions and CSOs	X	X	X	X	X	TCCSA Board and Mgt
Put in place a platform that enhances networking opportunities	forge strategic alliances with local, regional and global chambers and business organizations to establish and develop mutually beneficial relationships via Memoranda of Understanding, Joint Consultative Committees, etc.	X	X				TCCSA Board
	Join a global network of Chambers of Commerce to facilitate co-operation and international exposure.	X					TCCSA Board
	Create a platform for information exchange and networking among businesses	X	X				TCCSA Board and Mgt
	Organize various networking events, forums, and seminars for members to interact, exchange ideas and form beneficial relationships	X	X	X	X	X	TCCSA Board and Mgt
	Organize social functions (for example annual diner) and sport events	X	X	X	X	X	TCCSA Board and Mgt
	Develop organizational website, online presence in popular social media (e.g. Facebook, tweeter, LinkedIn)	X					TCCSA Board and Mgt

Exhibit 18: Resource base and financial sustainability

Strategi Pillar 7: Broadening the resource base and strengthening financial sustainability							
Strategic objectives	Strategic initiatives	Implementation period					Main implementing body
		2024	2025	2026	2027	2028	
Ensuring adequate finance from members	Revising the amount of annual membership fees as per the category of businesses (A, B and C)		X				TCCSA council
	Pursued all businesses (manufacturing, trade and services) to be members of the chamber including recruitment of new members by existing members		X				TCCSA Board, management and staff
	Work for legal provisions to make CCSA membership obligatory to all businesses						
Diversifying Income	Engage in training and professional development programs to enhance revenue generation and foster long-term sustainability	X					
	Get diversified adequate income from membership fees, sponsorship, grants, event fees, and other income-generating activities	X	X	X	X	X	TCCSA Board, management

							and staff
	Engage in resource mobilization activities such as fundraising campaigns and partnerships with donors and sponsors		X		X	X	
	Robust financial planning and management systems in place to ensure financial sustainability and optimal resource allocations		X	X	X	X	
Designing and developing projects	Hiring a dedicated resourceful staff with the profession and expertise to develop global standard project proposals to compete for funding		X				
	Engaging Universities in the region to participate in developing competitive and standard project proposal for the chamber	X	X	X	X	X	

Exhibit 19: Membership development and sustainability

Strategic Pillar 8: Membership development and sustainability							
Strategic objectives	Strategic initiatives	Implementation period					Main implementing body
		2024	2025	2026	2027	2028	
Enhance members and the private sectors' knowledge on roles and responsibilities of TCCSA	Monitor and address the members' demands and expectations	X	X	X	X	X	Management and staff
	Educate the private sector on the benefits of membership by increasing the chamber's visibility on web and social networks (Facebook, Twitter and You Tube).						TCCSA Management, staff and city and woreda CCSA
	Engaging members in the affairs of the chamber in particular and the private sector in general	X	X	X	X	X	TCCSA Management, staff and city and woreda CCSA
	Increase existing members' involvement in the Chamber	X	X	X	X	X	TCCSA Management, staff and city and Woreda CCSA
	Develop and implement communication strategy to ensure transparency and common understanding	X	X	X	X	X	TCCSA Board and management

	with members						
Solicit new members recruitment	Increase public awareness of chamber services and activities to build community support	X	X	X	X	X	TCCSA Management, staff and city and Woreda CCSA
	Increase chamber's visibility on the web and social media networks (Facebook, Twitter and WhatsApp)	X	X	X	X	X	TCCSA Management, staff and city and Woreda CCSA
	Recruitment of new members by existing members and the use of recruiting officers	X	X	X	X	X	TCCSA Management, staff, city and Woreda CCSA and members
	Efforts to make new members feel that they belong to their new institution	X	X	X	X	X	TCCSA Management, staff, city and Woreda CCSA and members

7.4. Behavioral Implementation and communication strategy

Behavioral Implementation deals with strategic leadership, organizational culture and organizational values.

Strategic leadership involves transforming an organization with the help of its people to secure a competent position. Strategic leadership of the top management is responsible for transforming all facets of the organization including size, management practices, culture and values by focusing on the employees because they transform all other resources. Thus, strategic leadership emphasizes on transformational aspect – essentially change management and inspires and motivates people to work together with a common vision and purpose. Accordingly, there is a strong need for re-orienting and capacitating the board and its management to effectively implement the strategic plan.

The main instrument of behavioral implementation is institutionalization of the strategic plan that involves effective communication and ensuring acceptance of the strategic plan.

The Key actions for successfully communicating the strategic plan by the board and the management include the following;

- Provide overall leadership and guidance to the organization
- Translate strategies and objectives into action implications for employees
- Communicate the plan constantly and consistently
- Align current work activities with the strategic plan
- Recognize the change process and help people through the change Process
- Develop the best method for formally communicating the plan
- Champion the strategic plan within own area of responsibilities
- Communicate with employees about progress and lessons learned

Successful strategy implementation requires ensuring acceptance of implementing bodies by helping members to develop a positive attitude towards the strategy and winning their commitment to the strategy by identifying root causes of resistance and reducing it.

As appropriate, there is a need for effectively dealing with the TCCSA organizational culture in line with the values indicated in the strategic plan and the strategic plan itself. This will be

mainly the responsibility of the top management in general, and the Secretary General and the public and External Relations of TCCSA in particular.

8. MONITORING AND EVALUATION

Successful implementation requires monitoring the progress of action steps within the Operating Plan. Monitoring and evaluation should be done on a regular basis with an emphasis on the following:

- How much progress has been made in accomplishing the task?
- What is preventing us from moving forward?
- Is there a need to go back and revise the strategic objective?
- What adjustments should be made to the Operating Plan?

TCCSA board and Management are expected to follow-up the implementation of the strategic plan. Annual plans with quarterly targets and budgets that are approved by the annual general assembly will be the basis for monitoring the day-to-day implementation of the strategic plan. Quarterly progress reports along with financial reports will be reviewed by management and the board to assess progress and take remedial actions as appropriate.

Every year, at the beginning of the fourth quarter and beginning of the new year an interim progress report and financial reports shall be prepared and reviewed by both management and board before the preparation of the next year's annual plan and budget. The annual progress and financial report should also be prepared within one month of the beginning new fiscal year and approved by both management and board of TCCSA.

As appropriate, surveys and assessments may be periodically conducted when significant changes are manifested in the environment. In addition, a midterm review of the implementation of the strategic plan during the second half of the third year is recommended to assess the achievements of the strategic plan, lessons learnt, and the way forward for the remaining period of the strategic plan.

The monitoring and evaluation of the strategic plan of TCCSA will be based on the M&E plan presented in the table next page.

The Need for Updating the Plan

The final step in this entire process is updating the Strategic Plan. The process needs to be dynamic since the operating environment is changing. As a minimum, strategic plans need to be

updated annually by going through the basic process of assessment, critical issues, objectives, etc. This will involve new staffing, new projections, and new implementation steps. Additionally, it may require changing the approach to strategic planning.

Exhibit 20: Monitoring and Evaluation Plan

Strategic pillar 1: Enhancing Institutional Competence			
Strategic Objectives	Strategic Initiatives	Output Indicator	Outcome Indicator
Improving the organizational structure and compensation benefits	Setup a revised new structure	Revised Structure	- Improved employee satisfaction - Improved employee performance
Developing organizational systems, processes and manuals	- Human resource development manual - Financial manual - Monitoring and evaluation manual	Preparation of all relevant manuals	Improved institutionalization
Enhancing visibility and building reputation	- Developing and effectively utilizing website of the chamber - Using mainstream media - Using all types of social media	- Website developed - Accounts opened in social media: Facebook, twitter, LinkedIn, Tiktok - Secure TV and radio air time	- Enhanced visibility - Trust in the chamber as independent and performing CSO - Enhanced goodwill by members
Enhancing horizontal and vertical integration,	- Joint development of projects by both chamber of commerce and chamber of industry/sectoral association to build horizontal integration at all levels - Development of projects by TCCSA in collaboration with city and woreda chambers to build vertical integration	- Regular communication and joint forums - Shared systems, joint projects, engagement	- Improved horizontal integration at all levels - Improved understanding and integration between levels
Building the capacity of the board, management, and staff	Introducing organizational manual of election, responsibility and accountability of board members criteria for board membership	Approved criteria	- Better performing board - More aware board - Improved implementation - Improved Mgt and board

	• Orientation on the legal and policy framework for chambers and expected roles • Training on leadership and managerial skills, particularly in assuming board and leadership positions • Designing a mechanism for the board to focus on policy and strategic issues, regulatory and monitoring purposes • Build a high-performance team among board • Introducing appraisal and accountability procedures for board, management and staff	• Increased awareness • Orientation • Training need assessment • No. of training • Training impact assessment • Strategic priorities set • High team spirit • Appraisal and accountability manual	performance • High performing board • Effective governance at all levels from board to staff
• Building the Competence of Employees	• Setup HRD manual with new improved salary package • Introducing action planning, monitoring and evaluation systems • Re-orienting on TCCSA mandates and training employees • Ensure that all staff and board are well trained and versed in chamber services • Build a high-performance team among staff members	• New structure • Action planning • Increased awareness • High team spirit	• Improves satisfaction • Improved skill • Improved service orientation • Enhanced understanding • Owning problems and sharing responsibilities individually
• Equipping the offices and the service center	• Acquiring office furniture • Acquiring office equipment • Acquiring office and ICT facilities with software applications	• Partially and fully equipped offices	• More conducive work environment

Strategic pillar 2: Enhancing advocacy to promote Business Enabling Environment			
Strategic Objectives	Strategic Initiatives	Output Indicator	Outcome Indicator
Strengthening public-private dialogues and consultations	- Conducting research to Identify factors affecting trade and industry/investment - Identifying areas that deserve PPD - Conducting PPD in scheduled ways in consultation with key stakeholders (The government, other chambers, and Mekelle University) - Proposing the legal and policy framework for PPP - Proposing government procurement services to be handled by TCCSA	- Research output - Prioritized list for PPD - MoU with government and regular schedule - Proposed policy draft and areas for PPP and outsourcing	- Improved understanding with government - Better business enabling environment
improving government policies and practices	enhancing the working relationships and linkages with the government	- No. of policies revised - Implementation practices improved	Improved business enabling environment
improving business community's awareness of the government laws and policies	- Designing and developing projects - Designing plate forms for training, mainstream media, and social media	Improved awareness of business community	- More realistic expectations - More ethical business practices
advocate for the revision of the legal and policy framework for establishing the chamber	Establishing task force to propose improved proclamation	Improved proclamation for establishment and operation of chambers	Better performing chamber

• institutionalizing dispute resolutions mechanisms;	• Promoting Alternate dispute resolution • Identifying potential causes of conflict among members • Providing ADR services	• Adequately staffed and functional center	• Reduced conflicts among business people
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Strategic pillar 3: Promoting Trade and Industry

Strategic Objectives	Strategic Initiatives	Output Indicator	Outcome Indicator
Strengthening bazaars and exhibitions with focus on market linkage and technology transfer	- Review and update guidelines on criteria to be fulfilled in participation - Organize general and specialized trade fairs in scheduled ways in consultation with authorities - Organize and facilitate Business to Business (B2B) relation	- Participation Manual - No. of general exhibitions and bazaars - New specialized exhibition - No. of B2B agreements signed	- Participation of those eligible only - Provision of upto date market information - Joint businesses established
Changing the attitude of society towards local products	- Building the capacity of the private sector to offer quality products and services - Developing minimum standards of quality on selected products of selected sectors - Reducing unfair competition among domestic businesses by enhancing win-win approaches - Influencing the government in its purchase of locally made products	- Setting acceptable standards selectively - Standards set - More fair competition and joint sources and markets - Government priority to buy from locally made sources 'Buy local' campaigns	- More standardized products - Improved B2B and market linkages - Ethical business and transparency - Joint businesses - Shared facilities - Improved positive attitude toward local products - More purchase of locally made products

Creating market for the private sector	• Identifying market opportunities for MSEs/SMEs along the value chain of MLEs – subcontracting and outsourcing • Identification of joint markets • Identifying leading firms in each sector • Preparing business directory of all businesses in Mekelle	• Increases in outsourcing and subcontracting • Markets and firms identified • No. of more competent firms identified • Reviewed business directory prepared	• More efficiency in supply and marketing • Joint business and enhanced capacity • Updated information leading to improved decision making
Strengthening the information center	• Disseminating classified information on bids, bazaars and exhibitions, • Disseminating information on market prices of major domestic products • Disseminating information on market prices of major exports and imports by TCCSA members	• Provision of up-to-date market information • No. of businesses using updated information from the center	• Informed and actively participating members and support their businesses

Strategic pillar 4: Promoting private sector development program			
Strategic Objectives	Strategic Initiatives	Output Indicators	Outcome Indicators
Supporting the private sector	- Identify operational capacity gaps of the private sector - Providing tax advisory services - Facilitating joint purchases of facilities and services by members and clusters - Establish task force to develop private sector development road map (proposal)	- Assessment report - Effective training - No. and volume of joint purchases - Tax consultants employed - No. of joint agreements in both sides of the supply chain - Proposed private sector development roadmap	- Enhanced capacity - Improved tax equity and fairness - Mutual benefits of firms along the supply chain - More conducive business enabling environment
Enhancing Business ethics and corporate social responsibility	- Promote the role of chambers in economic development - Stay abreast of regional and local development at various government levels by attending meetings, communicating with representatives, etc. - Assess the expectations of consumers from the business community - Develop and implement general business code of ethics - Promote fair trade practices - Establish a task force to deal with illegal businesses in collaboration with government and build work systems	- Wider media coverage and advocacy - Close in touch with the government - Assessment report - Code prepared - Wider coverage through all media - More formalization of brokers & illegal traders	- Readiness of the government to work with the private sector - Updated information about the government - Improved ethical business practice - Positive attitude of consumers - Enhanced fair trade

Strengthening the Alternate Dispute Resolution Center	• Promoting the advantages of legal counsel and arbitration • Identifying potential causes of conflict among members • Providing legal counsel and arbitration services	• Wider media coverage • Main causes identified • No. of arbitration services rendered	• Readiness of members to resolve business conflicts through counseling and arbitration • Making arbitration preferred to legal procedures • Reduced legal costs
Enhancing Integration along supply chain of clusters	• Building and maintaining vertical integration and cooperation among firms	• Agreements reached to work together on both supply and demand sides of firms	• Collaborative efforts to decrease cost and enhance quality

Strategic Pillar 5: Capacity Building and Business Support Services			
Strategic Objectives	Strategic Initiatives	Output Indicator	Outcome Indicator
Promote and facilitate post-war economic recovery, businesses redevelopment and resilience	Promote and creation of entrepreneurship awareness, culture and capacity	- Number of entrepreneurship workshops conducted - Number of participants reached	Increased awareness and understanding of entrepreneurship among target groups
	Initiate and promote entrepreneurial skill development programs, business incubation centers and youth and women business hubs	Number of startups supported	Increased number of successful startups and SMEs
	Connect small and micro businesses to resources, support, and opportunities	Number of businesses connected to resources and support networks	Improved access to resources and support for small and micro businesses
	Facilitate business linkages, backward and forward linkages between SMEs and large companies	- Number of business linkages facilitated - Percentage increase in SMEs accessing markets	- Enhanced business linkage between SMEs and large companies - Enhanced market access for SMEs
	Organize meetings, conferences, workshops, seminars to provide members with fora for exchange of views and experiences	- Number of events organized - Participant satisfaction surveys	- Knowledge sharing and networking opportunities for members - Enhanced collaboration and learning

	• Create a dedicated market intelligence and business development support services that provide advice to MSMEs on crucial issues of accessing finance, customer management, forward and backward business linkages, skills development, and psycho-social support	• Number of MSMEs supported	• Improved business decision-making among MSMEs • Enhanced business development support
	• Lobbying for economic stimulus package (recovery response fund to SMEs)	• Number of SMEs benefiting from economic stimulus packages	• Access to financial support for SMEs through stimulus packages
	• Sensitization of SMEs on business formalization	• Percentage increase in SMEs formalizing their businesses • Compliance audit results	• Increased formalization of SMEs • Compliance with business regulations
	• Promote peace for business	• Number of peace-building initiatives conducted • Perception surveys on business environment	• Enhanced stability and conducive environment for business operations
Enhancing the capacity of the businesses, especially the SMEs	• Launch business and entrepreneurial training needs assessment survey	• Results of training needs assessment survey	• Identification of training needs and gaps among target groups
	• Organize capacity-building trainings based on the needs identified	• Number of training sessions conducted • Participant feedback surveys	• Enhanced skills and competencies among target groups; Increased business performance

	Organize meetings, conferences, workshops and seminars	- Number of events organized - Participant satisfaction surveys	Knowledge sharing and learning opportunities for members
	Provide relevant business information to members such as information on business opportunities, technological advancements, government rules and regulations, etc	- Number of information resources provided - Member feedback surveys	Improved access to up-to-date business information and resources
	Sensitization of businesses on AcFTA and WTO accusations	Number of sensitization sessions conducted	Increased awareness and understanding of trade agreements and regulations
	Encourage members to computerise their operations and take other IT initiatives to achieve greater efficiency	Number of members adopting IT initiatives	- Adoption of digital tools and technologies among members - Improved operational efficiency
	Sensitization of SMEs on standardization of products and services	- Number of SMEs implementing standardized practices - Product quality assessment results	Adoption of standardized practices among SMEs; Enhanced product quality and consistency
	Maintain a list of consultants, resource personnel, professionals, etc to whom referrals can be made if members require their services	- Number of referrals made - Satisfaction surveys on BDS and business advisory services	Improved access to expert advice and support services for members

	Establish a training center(chamber academy) that will offer human resource programs, entrepreneurship and business skills and technological upgrading course, etc	- Number of short term courses offered - Participant enrollment statistics	- Establishment and operation of the chamber academy - Increased availability of training programs and courses
	Collaborate with government agencies, financial institutions, universities, training institutions such as FeMSDA, Enterprise Ethiopia-MSE Development Program,UNIDO Micro and Small Enterprise Development, ILO, etc	- Number of collaborative initiatives - Outcome assessment results	Enhanced collaboration and partnerships for capacity building and support initiatives
Improve access to financing and credit facilities	Organize(continue to organize) 'business finance forum' in collaboration with the financial institutions and the universities,at least once in a year	- Number of finance forums organized - Participant feedback on forum effectiveness	- Enhanced access to financing and credit information for businesses - Increased networking opportunities
	Lobbying for relaxed conditionality	- Number of policy changes advocated for - Impact assessment on loan application processes	Reduced bureaucratic hurdles and constraints for accessing finance
	Lobbying(advocate) the NBE to change or revise the loan ceiling for the regional districts	Loan disbursement statistics	Increased access to credit/financing
	Propose specialized schemes for SMEs finance, for example lease financing	Number of specialized financing schemes proposed	Introduction of tailored financing options for SMEs

		• Adoption rate of alternative financing options	• Increased availability of financing alternatives
	• Promote digitalization (digital financing, fintech,e-commerce)	• Number of businesses adopting digital financing and e-commerce platforms	• Adoption of digital financial services and e-commerce platforms among businesses • Increased efficiency and convenience in financial transactions and business operations

Strategic Pillar 6: Capacity Building and Business Development Support Services			
Strategic Objectives	Strategic Initiatives	Output Indicator	Outcome Indicator
Strengthen partnership and collaboration	Develop stakeholders engagement strategy and plan	- Adoption of stakeholder engagement strategy - Number of engaged stakeholders	Enhanced engagement and collaboration with stakeholders
	Undertake a stocktaking of existing partnerships to better understand the different levels of depth, commitment and responsibility	- Assessment report on existing partnerships - Action plan for enhancing partnerships	Improved understanding of existing partnerships; Identification of strengths and areas for improvement
	Identify key stakeholders and build/continue partnerships	- Number of new partnerships formed - Number of partnerships sustained over time	Increased number of partnerships established and maintained
	Identify and establish partnership agreement with international development organizations that commit to post conflict economic recovery— MSMEs redevelopment and resilience (eg.GIZ,SIDA,USAID,ILO and UNDP)	Number of partnership agreements signed with international organizations	Collaboration agreements with international organizations for MSMEs support

	Establish partnerships agreements with partners that commit to extending services to MSMEs(eg. KFW, CATALYZE MS4G etc)	Number of partnership agreements signed with organizations supporting MSMEs	Collaboration agreements with organizations extending services to MSMEs
	Explore opportunities to collaborate with CIPE and business for peace initiatives	- Number of collaboration initiatives - Joint projects or activities initiated	Collaboration initiatives with CIPE and business for peace organizations
	Continue to work and collaborate with federal and regional government, agencies, universities, financial institutions and CSOs	- Number of collaborative initiatives - MoUs signed with stakeholders	Strengthened collaboration with government, Universities, FIs and CSOs
Put in place a platform that enhances networking opportunities	forge strategic alliances with local, regional and global chambers and business organizations to establish and develop mutually beneficial relationships via Memoranda of Understanding, Joint Consultative Committees, etc	- Number of strategic alliances formed - MoUs signed with partner organizations	Established strategic alliances with chambers and business organizations
	Join a global network of Chambers of Commerce to facilitate co-operation and international exposure.	- Membership confirmation - Participation in network activities	Membership in a global network of Chambers of Commerce
	Create a platform for information exchange and networking among businesses	- Number of businesses accessing the platform - Feedback from businesses on platform usefulness	Improved access to information and networking opportunities for businesses

	Organize various networking events, forums, and seminars for members to interact, exchange ideas and form beneficial relationships	Number of networking events organized; Participant feedback on event effectiveness	Enhanced networking opportunities for members
	Organize social functions(for example annual diner) and sport events	Number of social functions organized	Enhanced camaraderie and networking among members
	Develop organizational website, online presence in popular social media (eg. FB, tweeter, LinkdIn)	- Organizational website developed - Engagement on social media platform	Improved visibility and connectivity online

Strategic pillar 7: Membership development and sustainability			
Strategic objectives	Strategic initiatives	Output indicator	Outcome indicator
Enhance members and the private sectors' knowledge on roles and responsibilities of TCCSA	• Monitor and address the members' demands and expectations • Educate the private sector on the benefits of membership by increasing the chamber's visibility on web and social networks (Facebook, Twitter and You Tube). • Properly communicate the vital role of the chamber in providing substantial support to its member businesses by facilitating grants and loans. • Engaging members in the affairs of the chamber in particular and the private sector in general	• The frequency of investigating the expectation of members • Frequently and intensively using the social media • Numbers of supports provided by the chambers	• The demand of members properly addressed • Members' knowledge and awareness about the importance of being a member increased
Enhancing	• Increase existing members'	• Numbers of members who are	• Increased numbers of

membership sustainability	involvement in the Chamber by providing programs, services and benefits that are valued by members as essential to their success • Develop and implement communication strategy to ensure transparency and common understanding with members • Retention must be the chamber's first priority and then move on to recruitment • Increase personal contact between members and chamber staff raising chamber visibility and allowing for strengthened communication	involved in the affairs of the chamber • Numbers of retained and recruited members	members interested in the different programs and services of the chamber • An increased retention of existing members and new members
Solicit new members recruitment	• Increase public awareness of chamber services and activities to build a solid base of community support	• Increased reputation of the chambers by the wider business operators • Wider electronic web and	• A continuous and sustainable support of the business community • Enhanced awareness of

	• Increase chamber's visibility on the web and social media networks (Facebook, Twitter and WhatsApp) • Recruitment of new members by existing members (extensive contacts and "word of mouth" publicity) and the use of recruiting officers. • Efforts to make new members feel that they belong to their new institution.	social media coverage and updated • Numbers of members who are engaged in recruiting new members	TCCSA by members and non-members • The number of chamber members increasing from time to time
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Strategic pillar 8: Broadening the resource base and strengthening financial sustainability			
Strategic objectives	Strategic initiatives	Output indicator	Outcome indicator
Ensuring adequate finance from members	- Revising the amount of annual membership fees considering the rate of inflation and the category of businesses (A, B and C) along with improving the services of the chamber - Pursued all businesses (manufacturing, trade and services) to be members of the chamber including recruitment of new members by existing members - Work for legal provisions to make CCSA membership obligatory to all businesses. In many countries around the world, membership in the chamber of commerce is mandatory under national laws	- Revised annual membership fees by the general assembly considering the macro-economic dynamics - Business operators from all sectors being under the umbrella of the chamber	- Improving the income of the chamber from membership contributions - Improved financial and services of the chamber to relatively a large cohort of business operators

	(e.g. European Union and much of Asia).		
Diversifying Income	• Immense potential in utilizing training and professional development programs to enhance revenue generation and foster long-term sustainability • In addition to the membership dues Chamber should get diversified adequate income from sponsorship, grants, event fees, and other income-generating activities. • Engage in resource mobilization activities such as fundraising campaigns and partnerships with donors and sponsors. • Robust financial planning and management systems in place to ensure financial	• Expanding and utilizing all possible income sources • Expenditure planning and management	• Improved income to implement the chamber's missions and stated objectives • Wise and controlled utilization of available financial resources

	sustainability and optimal resource allocations • The Chamber of Commerce and Sectoral Association to have its own training center and based on demand use the pool of professionals from Universities in Tigray • Providing scheduled training at fair prices with partial sponsorship from donors and collaborators		
Designing and developing projects	• Hiring a dedicated resourceful staff with the profession and expertise to develop global standard project proposals to compete for funding • Engaging Universities in the region to participate in developing competitive and standard project proposal for the chamber	• Numbers of developed competitive project proposals for funding • Numbers of university professionals participation and head-hunting	• Additional income for the chamber from global standard project proposals • Increased participation of the academia and experienced scholars in supporting the different endeavors of the chamber

	• National and international level professionals support who have the know-how for project proposal development and properly know the interests of donors		
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