



Government of Botswana



European Union

## ***Establishing BOCCIM as an APEX Body***

### ***Action Plan***

## **Federation of Belgian Chambers of Commerce**



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## Executive summary

This programme document lists a number of recommendations for the transformation of BOCCIM into an APEX body as proposed by the Private Sector Development Strategy (PSDS). These recommendations follow a mission undertaken from 28 March – 4 April 2014.

Against the background of diminishing government income and further regional integration, the creation of a strong APEX body in Botswana comes at the right moment. The government can focus on creating a favourable business environment, whereas the APEX body can focus on the needs of the companies, both with regard to advocacy and to support services.

In the past, BOCCIM has focused mostly on its advocacy role. Because of insufficient communication and a dual membership structure of both associations and companies, this lobbying was not always seen to be done in the most effective way. On the other hand, the Chamber of Commerce leg of BOCCIM, supposed to provide business support services to companies, was neglected.

The ultimate objective for BOCCIM is to become an umbrella organisation with only associations and regional Chambers of Commerce as members. Companies will be represented in BOCCIM by these sectoral or regional bodies. In this structure, BOCCIM will have three main missions: advocacy (cross-cutting themes), support to associations and development of business support services.

The current climate is not mature for an immediate overhaul of BOCCIM. A transition phase of two years is necessary to implement a certain number of actions regarding the internal organisation, the membership structure, the financing, the lobbying and communication activities and the commercial services, in order to clear the way for an APEX body. However, these actions will only bear fruit insofar as two conditions are met:

- The delegation by government to BOCCIM of part of the training levy (Botswana Qualifications Authority (BQA)) and the mission to organise a number of trainings;
- The development and implementation of two or three business support services.

Both conditions are geared towards strengthening the individual companies in Botswana through a more effective and efficient business support network offered by BOCCIM and its member associations, as real partner organisations to the government.

## **1. OBJECTIVES OF THE PROGRAMME**

Following the launching of the Private Sector Development Programme (PSDP) which seeks to implement some components of the Private Sector Development Strategy (PSDS), some of which includes support to BOCCIM to become the leading voice of the private sector in Botswana, it has become necessary to undertake an assessment of BOCCIM organisational structure as well as an analysis of its current constitution and funding sources in order to develop a programme for transforming BOCCIM into an APEX body. The strategic move by BOCCIM to being an APEX body does not suggest that the organisation will shed off its previous roles. It should be viewed as a further broadening of its mandate to represent the entire private sector and to offer better services to its members while ensuring that there is better coordination of the advocacy and lobbying requirements of business in Botswana.

The recommendations in this programme document are based on a fact-finding mission undertaken from 28 March – 4 April 2014. This mission allowed for meeting different stakeholders in order to assess the current status of BOCCIM and to know the expectations from different stakeholders towards an APEX body. The list of organisations met during the mission includes: CDE Regional Office for Southern Africa, PSDP team, BOCCIM President & CEO, BOCCIM Finance & Management Committee, BOCCIM management team, BOCCIM Council, BOCCIM/CDE legal and financial experts, sector associations (workshop and individual meetings), EU Delegation and Ministry of Trade and Industry.

The team of organisation experts is composed of 2 experts from European chambers. Both experts have extensive experience in assisting Chambers of Commerce all around the world:

- (i) Wouter Van Gulck – General Manager, Federation of Belgian Chambers of Commerce;
- (ii) Georges Fischer – Director International Networks and Partnerships, Greater Paris Region Chamber of Commerce and Industry, and Chairman World Chambers Network.

## **2. CONTEXT**

### ***2.1. Economic and business environment***

The Government, and by extension the public sector traditionally played a dominant role in the Botswana economy. However, the international financial crisis did not leave Botswana unscathed. Government revenues plunged and economic growth slowed down. Though the country still presents good growth figures, the Government has no longer the same financial means as before. For Botswana to exploit its growth potential, it is up to the private sector to take over the lead in the economic development of the country. The private sector is underdeveloped though. In the past, government was acting as a “mother hen”, protective of the private sector but at the risk of not giving it enough freedom to explore its full potential. For the private sector to fully develop, it must be given the space to grow. The role of Government is to provide the right environment and conditions without interfering unnecessarily through competition by the public sector or through cumbersome regulations.

Furthermore, with a population of 2,1 million Botswana is too small a market to provide on its own the necessary growth perspectives for local companies. The country must see its development in a regional perspective. In the first place, it should take advantage of its membership of SADC. Botswana holds a strategic position within SADC, both because of its central geographical position and because it houses the organisation's secretariat. An open trade and investment policy is therefore crucial for supporting the development of the Botswana economy and its private sector.

The plan to build BOCCIM into an APEX body is fully in line with the objectives to have the private sector play a leading role in the economy. This sector needs a clear voice to defend its interests and a business support provider offering services that strengthen the private sector on the ground. The private sector is currently too weak to be able to afford a multitude of uncoordinated intermediary business organisations.

Presently, there is a window of opportunity for the creation of an APEX body in Botswana, as the current situation is characterized by the conjunction of a double necessity:

- For the administration to somehow step back from its too extensive and direct role and intervention in the economy and in the private sector, and to focus on the improvement of a "business friendly" environment instead;
- For professional associations to be strengthened in their advocacy and business support role, before having to face an explosion of "representative" bodies, with the risk of even more weakening the voice of business.

It has to be noted that this APEX body would still, not unlike governmental bodies do, carry a "general interest" role in its service distribution towards companies: paying members are usually the bigger companies, while it is mostly SMEs or micro-companies that are in need of support services. Thus, the "collective interest" element is not eliminated; it is just diverted towards a body which is supposed to better understand the needs and questions related to business.

## ***2.2. Current status of business organisations in Botswana***

### **2.2.1. BOCCIM**

Starting as Botswana Employers Federation (BEF) in 1971, the organisation's mandate focused primarily on labour and employment issues as well as tax matters. Its membership comprised mostly of larger businesses and a good number of SMEs. In 1988, constitutional amendments were made to allow the BEF to transform into a business organisation and it was subsequently named Botswana Confederation of Commerce, Industry and Manpower (BOCCIM). It assumed the role of Chamber of Commerce in addition to being an employer organisation.

BOCCIM has approximately 2 700 members, both sector associations and individual companies, but apparently less than 1 000 members are fully paid-up. Most of the members are based in and around Gaborone. BOCCIM has a branch office in Francistown. In the rest of the country it has business councils, run by council members but with no local staff at hand. Membership fees are

based on the number of employees that a company has. Sector associations pay membership fees as if they were companies, without any relation to the number of members they represent.

### **2.2.2. Sector associations**

Botswana has several sector associations but only a handful of these are properly staffed. Most sector associations have no full-time staff or are completely volunteer-based. The culture of non-payment of membership dues is also largely present in sector associations. In some associations, the “members” do not even pay a fee. Some companies that are member of a sector association are also member of BOCCIM.

## **2.3. Current perception of BOCCIM**

### **2.3.1. Advocacy**

BOCCIM’s main activities are in the area of lobbying or advocacy. The following are some of the comments that were provided on BOCCIM’s role as an advocate for Botswana businesses:

- BOCCIM is recognized as the voice of business by Government. The HLCC is highly appreciated both by Government and by sector associations;
- It seems to be fighting on too many fronts, it wants to do too much;
- It seems to be absent from certain important dossiers (e.g. immigration, training levy (BQA), delocalisation of industries, regional integration);
- It does not communicate enough on what it is doing; more specifically, there is not enough feedback to stakeholders on its meetings and encounters with the government;
- Sector associations are not involved in a structured way (preparing positions, consultations, joint meetings, follow-up).

### **2.3.2. Services**

As a Chamber of Commerce, BOCCIM is also offering services to its members and non-members (with differentiated tariffs): trainings, seminars and events, export missions as well as infrastructure management (flea-markets). The following are some of the comments that were provided on BOCCIM’s role as a service provider for Botswana’s private sector:

- BOCCIM offers few services to companies and they seem to be distributed at random and/or on an occasional basis, with no real or readable strategy;
- Main services are linked to its role as employers’ organisation and concern labour and employment issues.

### **2.3.3. General perception**

Besides comments on its role as business advocate and service provider, some other comments were made pertaining to the overall image of BOCCIM:

- BOCCIM has a good reputation, but the frictions between management and presidency preceding last year’s general assembly did not go unnoticed and have left some traces;
- It seems to be catering more to large businesses/organisations; smaller ones come and go according to the interest they have in a specific occasional event/service or if they have a sudden need;

- It is an elite organisation;
- It is a semi-political organisation;
- It is difficult to get in contact with BOCCIM, it is rather distant and passive.

### **3. ROAD MAP TO ESTABLISH BOCCIM AS AN APEXBODY**

This chapter deals with the different elements that are crucial for the transformation of BOCCIM into an APEX body.

#### **3.1. Mission and vision statement**

The current mission statement of BOCCIM is too complicated and too long. The following is an example of a simplified mission statement befitting an APEX body:

*The mission of BOCCIM is to work towards creating an optimum entrepreneurial environment and to promote the interests of enterprises of all sizes on a national, regional and international level. BOCCIM will do so by federating all business representatives.*

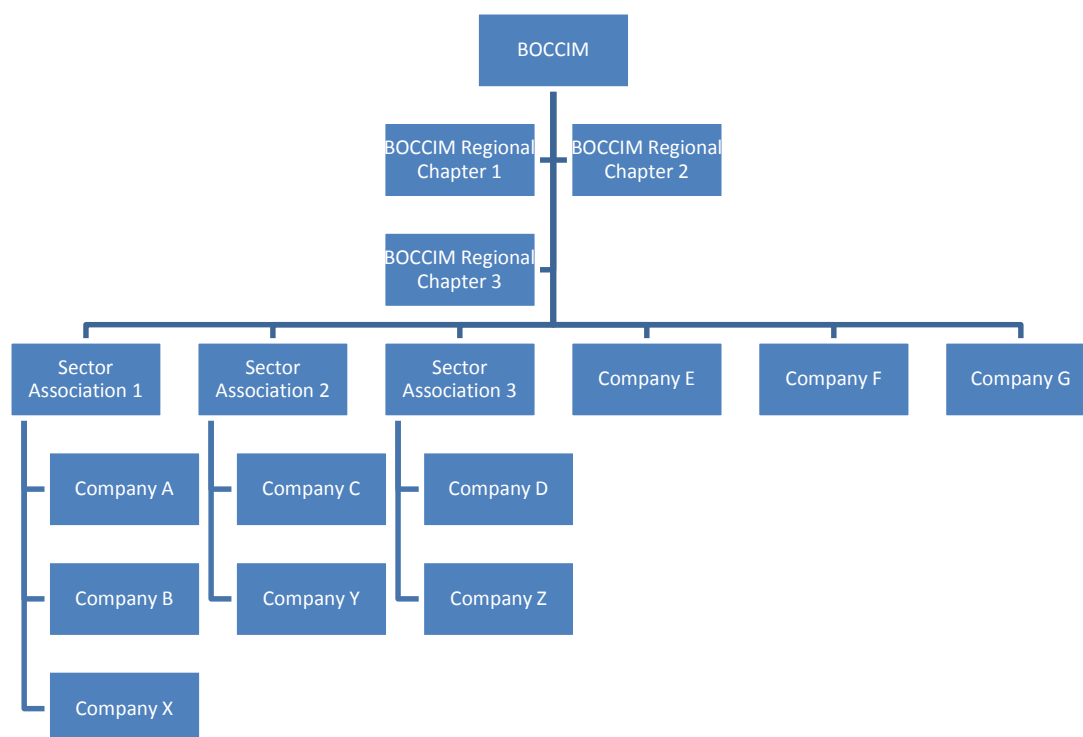
The current vision statement of BOCCIM (*"To be the premier voice for all businesses promoting sustainable economic and social development."*) is short and should probably only need some minor adjustments, as it contains most of the elements that matter.

#### **3.2. Membership**

It is typical for an APEX body or umbrella organisation, whether it is an employers' federation or a federation of Chambers of Commerce, that its members are sector associations (or Chambers of Commerce) and not individual companies. Companies are represented in the APEX body through their respective sector associations (or Chambers of Commerce). The latter pay a membership fee to the APEX body that takes into account the number of members they have. Typically, the APEX body might charge a certain percentage of the membership revenues that the sector associations (or Chambers of Commerce) receive.

The objective for BOCCIM must be to evolve towards a structure where the organisation has (mainly) associations as members, and no longer individual companies. These associations would be sector associations on the one hand and regional Chambers of Commerce on the other hand. At the moment however, the "association environment" in Botswana is not strong enough to allow BOCCIM to work only with associations. As for regional Chambers of Commerce, BOCCIM membership is too small and resources are too scarce to set up full-fledged regional Chambers of Commerce structures now. For this reason, it is recommended that, during a transition period, BOCCIM continues with its hybrid membership structure of both associations and individual companies.





*Picture 1: Transitional membership structure of BOCCIM*

During this transition period, the focus must be on following objectives:

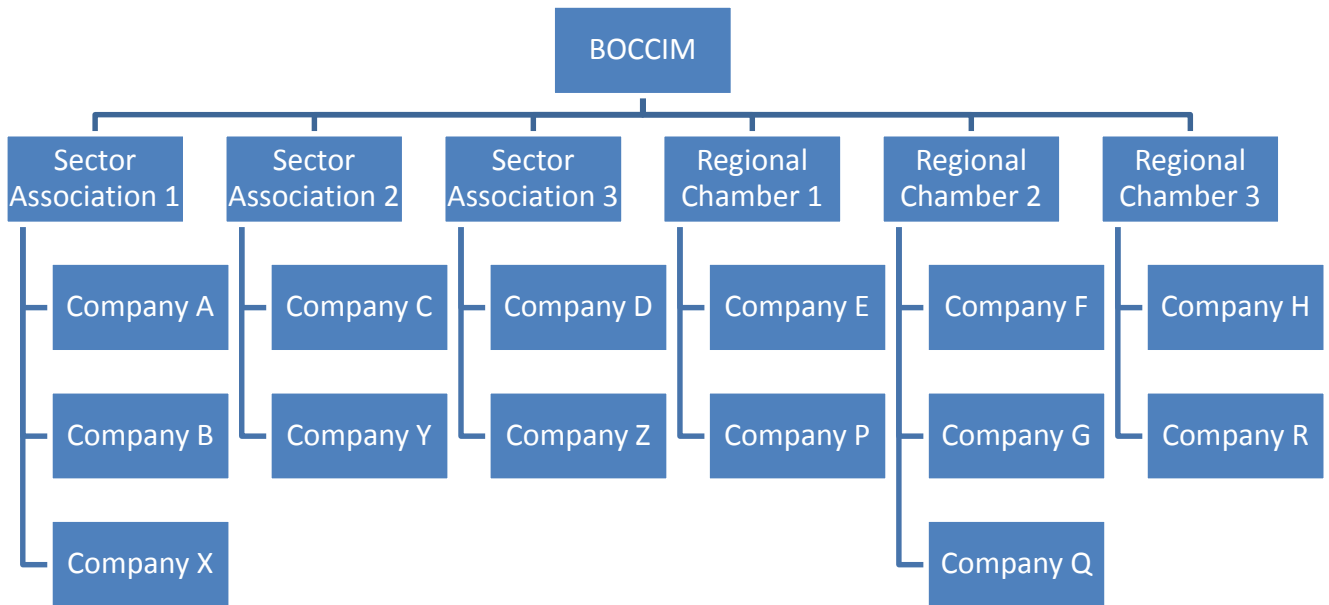
- Build the capacities of the sector associations;
- Mitigate the dual membership fees paid by companies that are both member of BOCCIM and a sector association;
- Increase the membership fee of sector associations to an acceptable level that takes into account the membership of the association.

It is not possible to say how long this transition period will last, but a period of two years must allow BOCCIM to make already considerable progress towards the final objective of becoming an APEX body. During this transition period, membership fees of sector associations could be gradually increased in line with their capacity building, while at the same time membership fees of companies that are at the same time member of an association could be gradually reduced.

The final objective will be to obtain “indirect company membership only”. Companies will then be member of BOCCIM through:

- Either a sector association, all members of an association becoming automatically “members” of the APEX body without having to pay any fees;
- Or a “regional Chambers of Commerce”; companies which have no professional association or not willing to join any existing association would be able to become member of “local chapters” of the APEX body.

As an “indirect” member of BOCCIM they will be entitled to all the services offered by BOCCIM.



Picture 2: Membership structure of BOCCIM after transition period

### 3.3. Governance

The attached document “Constitution of the Botswana Confederation of Commerce, Industry and Manpower” by Mr Abdool R. Khan is a revision of the current constitution to bring it in line with the requirements of an APEX body that will no longer have direct company membership but only associations and Chambers of Commerce.

### 3.4. Strategic priorities

If BOCCIM will increase its membership fees for sector associations, it must be able to show these associations what return they will get from these higher membership fees. This return must be made clear in the three domains in which BOCCIM should be active as an APEX body:

- Advocacy (as an employers’ federation);
- Services to associations (as a sector umbrella organisation);
- Services to companies (as a Chamber of Commerce);

These three domains should be the three strategic priorities of BOCCIM.

#### 3.4.1. BOCCIM’s advocacy role

The general feeling is that BOCCIM does a good job as an advocate of business interests. In order to be a full-fledged APEX body following recommendations could strengthen the advocacy role of BOCCIM.

##### 3.4.1.1. Structured collaboration with the sector associations

- BOCCIM should focus its interventions on cross-cutting issues, and as much as possible on actions that could enhance the business environment in the short term. From discussions during the mission, at least four urgent topics have already emerged:

- Simplifying the new business registration procedures;
- Simplifying and improving the efficiency of the training levy mechanism (BQA);
- Simplifying the lengthy import and export procedures;
- Increased integration of Botswana within the Southern African regional market.
- BOCCIM must create a platform where the advocacy issues of the different sector associations can be discussed, in order to establish a common lobby agenda and to determine the priorities for the advocacy department. This platform must meet on a regular basis.
- Before taking an official position (in a position paper or in a meeting with government), BOCCIM should consult the sector associations that are impacted by the lobby issue and involve them in the preparation of the position.

#### *3.4.1.2. Regular communication on advocacy issues*

- BOCCIM should have a newsletter to inform its members on all (lobby) activities it undertakes. This creates transparency and involvement of the sector associations.
- BOCCIM should inform its members on a regular basis on the status of the different lobby dossiers it works on.
- BOCCIM should communicate on its lobby achievements.

#### **3.4.2. BOCCIM's role as service provider to associations**

As an APEX body, BOCCIM should look after the interests of its member associations and strengthen their capacities. The following recommendations describe the role of BOCCIM in this regard.

##### *3.4.2.1. Common secretariat for sector associations*

- For those associations that do not have their own secretariat, BOCCIM should create a common secretariat that can offer both back-office services (administration, finance, account management, communication, internet site etc.) and assist in developing sectoral positions.
- For those associations that do have their own secretariat, it could be envisaged that BOCCIM offers the back-office services while the association's secretariat focuses more on the sector issues (position papers, knowledge management).
- The common secretariat should be paid for by the higher membership fees paid by the sector associations.

#### *3.4.2.2. Training of sector associations*

- In the aim of creating more and better equipped sector associations, BOCCIM must develop training programmes that cater to the needs of both the less well developed as well as the well-established sector associations. Topics for these programmes could be:
  - Governance of a sector association;
  - membership recruitment and membership retention;
  - Development of an activity programme;
  - Communication with members;
  - Organisation of networking activities;
  - Organisation of information sessions.
- BOCCIM must stimulate exchange of good practices between its members. It should offer opportunities where sector associations can meet, share experiences and learn from each other.

#### *3.4.2.3. Services*

- BOCCIM should be able to develop a certain number of services among those listed below (see heading 3.4.3) in cooperation and/or with the branding of professional associations.
- BOCCIM should assist and help professional associations to develop specific services (for instance awareness raising, entrepreneurship, training etc.) dedicated to their sector.

#### **3.4.3. BOCCIM's role as service provider to companies**

This is a crucial issue: recognition of the APEX body among professional associations and among companies as well as by the Government and, more generally, by the administration, depends largely on its capacity to deliver services; and its capacity to deliver services is the main condition to obtain new sources of revenues, directly as payment of these services or indirectly by attracting new membership and/or keeping the existing one!

This activity is presented under the code name “Chamber of Commerce”, as most of the companies, all around the world, spontaneously identify this category of support activities with the services delivered by Chambers of Commerce. These intermediary bodies are indeed supposed to understand business issues, as seen from the companies' side, to be entrusted with information that companies are not willing to confide to administrations and, also to understand the logic and language of the business environment (administration, university, research centres,...) and thus to be an interface with it.

But legitimacy of these services being delivered by the Chambers is function of two prerequisites:

- Coherence of positioning with the spontaneous image and Chamber brand;
- Existence of know-how and trained staff inside the organisation and capacity to deliver.

In terms of positioning, the main fields that can be identified are the following:

- Entrepreneurship
- International trade
- Use of ICT

- business and market intelligence
- Vocational and business training.

Can be added to these domains some specialized fields: mediation (and arbitration), management of infrastructures, but also a portfolio of more “sales oriented” applications: affinity programs, common purchase platforms or rebate programs negotiated with providers on their “on the shelves” products, advertisement (for instance, spotlighted presence inside an online company database and/or classical advertisement on an online Botswana business information portal).

These domains can be combined to present a whole range of services. Some examples:

- Entrepreneurship: focusing on start-ups, awareness raising, different levels of training (from shopkeepers to college or university degrees), one-stop-shop for administrative procedures, incubators, tutoring and mentoring of young companies and rebate programs.
- Clustering: business and market intelligence, vocational training (specifically on the skills needed by the companies participating in the cluster, mentoring and accompaniment to international markets
- International trade: identification of exporters/importers, detection of future exporters, business and market intelligence, use of ICT for international trade, export formalities, vocational training, specialized seminars, mediation and rebate programs.
- ICT: specialized seminars, ICT tools (formalities, especially for international trade, business portal), ICT use demonstration platform, vocational training and training centres and rebate programs.

The umbrella of the “Chamber of Commerce” brand for this field of activity is a great asset, as it would allow the APEX body to benefit of some of the Chambers’ tools (like those developed in the ICT domain) and of their physical and electronic (worldchambers.com) network.

It has to be emphasized at this stage that services have to be available at least in the major cities of Botswana, through any and all possible means, as, for example, regular presence (premises to be found: city hall, administrative building...), “caravan tours”, video-conferencing,...However, deployment of all these activities cannot be envisaged immediately; priorities have to be set and choices have to be made among the items listed above, in order to establish a realistic but efficient schedule, objectives and milestones of implementation. This also supposes two preliminary conditions:

- Insure know-how transfer and follow up actions, most probably with European Chambers of Commerce, in order to train the staff of the new APEX body and thus capacitate them to run these different services, which means to identify possible grants to cover the expenses related to this institutional cooperation;
- Some transfers of activity from the present administrative institutions to the new APEX body, as, for instance, support to new enterprises and one-stop-shop for creation of new companies, or issuing of certificates of origin, an official task that has worldwide been delegated by governments to Chambers of Commerce.

### ***3.5. The issue of regional “Chambers of Commerce”***

Economic activity in Botswana is not limited to the city of Gaborone alone, but most of the professional associations and of their membership are! BOCCIM has indeed implemented a number of regional “business councils”, which tend to deal with local issues. However, the activity of these councils depends to a large degree on the heterogeneous and unstable involvement of their animators.

As indicated above, Botswana is too small, its economy is not yet wealthy enough and resources too scarce in order to afford a network of full-fledged regional Chambers of Commerce. Even if those resources were available, it is not sure that priority should be given to creating and financing new structures. Nevertheless, the presence on the spot appears necessary. Therefore, before getting to the stage of a structured presence, again in an interim period of several years, it is essential to:

- Maintain informal ad hoc business councils, able to echo to the APEX body the possible local issues and preoccupations;
- Create local entrepreneur animation “clubs”, prefiguring the future “regional Chamber of Commerce” membership;
- Deploy a great deal of the services distributed by the new APEX body (listed hereunder in chapter 8) through regular turning presence and/or using facilities offered by ICT.

### ***3.6. The new financial structure***

In 2013, membership fees represented 55% of BOCCIM revenues (66% in 2011 and 61% in 2012). Membership fees will remain the most important revenue source for BOCCIM in the foreseeable future, but will be impacted by the new membership model. The attached document “Financial models for subscription for BOCCIM as an APEX model” by Mr. Jonnah M. Pongaponga describes in detail the different scenarios envisaged for the future membership revenues. The scenario that is eventually withheld (financial model 4: membership fee by associations, regional Chambers and large corporations) presents following characteristics/advantages:

- Membership fees are paid by associations, not by individual companies (except for large corporations, see later), so that the idea of association-only membership is fully respected;
- Distinction is made between business associations, professional bodies and special-purpose associations. Business associations would pay membership fees based on the number of employees they represent, whereas professional bodies and special-purpose associations would pay a fee per member. The exact level of the fees is to be determined by the BOCCIM Council;
- The model provides for the possibility to have a separate membership category “academia”, representing universities and research institutes. This category could be widened to other organisations, like government bodies, hospitals, etc.;
- Large corporations are kept on board, as they not only make significant financial contributions to BOCCIM but also play an important role in BOCCIM’s sustainability and development programmes. It is however desirable not to call these large corporations “members” but rather “strategic partners”;
- BOCCIM will no longer have “non-paying” members;

- BOCCIM will have more (indirect) members as all members of the associations will automatically become member of the APEX body;
- Associations will have more members as companies that want to be member of BOCCIM will be channelled through the associations.

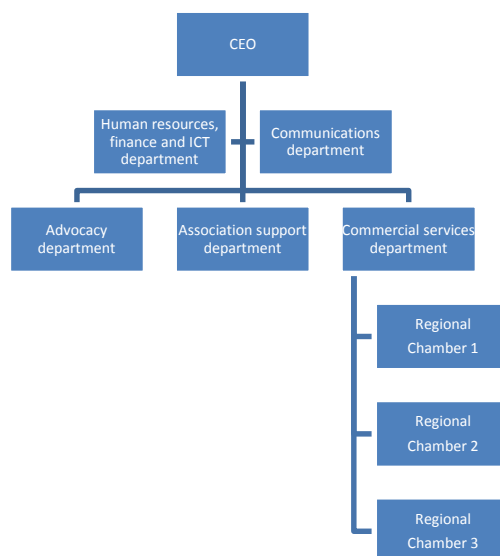
Whereas it is important to maintain the current membership income in absolute terms, it is equally essential for the new APEX body to develop other sources of income, in order to lower its dependence on membership fees other sources of income could be:

- Sponsoring (it is preferable to call on sponsors rather than having “silver”, “gold”, “platinum” membership categories). This sponsoring can be obtained on occasional grounds (golf tournament...) or on an annual basis (so-called strategic partnerships);
- Service revenues, derived from the set of services described above;
- Commercial revenues: affinity programs, rebate programs, advertisement, management of infrastructures;
- Grants obtained on specific programs;
- Contracts with government, according to which a specific action, with precise objectives and a defined time frame, are “delegated” to the APEX body.

These other revenues will not show up immediately and the APEX body is left with the difficult challenge of jumpstarting the system. However, the answer lies in the fact that the new body will serve mainly smaller companies, which are not its members, whereas the financing will mainly come from bigger companies which are not necessarily calling upon those services! Thus, the new structure carries the burden of an almost “civil service” and this is a valid justification to make it benefit from a public funding, mainly an initial payment coming from the revenues of the training levy.

### 3.7. Internal organisation

The internal organisation of BOCCIM should be aligned with its mission and strategic priorities: advocacy, support to sector associations and support to companies.



*Picture 3: Organisational chart of BOCCIM as an APEX body*

In this constellation, the departments are responsible for following tasks:

- CEO:
  - Develop strategy (organisation, HR, finance,...) in consultation with board;
  - Execute strategy by developing operational plan;
  - Put in place strategy monitoring system with KPIs;
  - Liaise with associations and regional chambers, through regular meetings, to keep a finger on the pulse what is happening in the sectors and in the overall business world, what priorities they see;
  - Liaise with government, through regular meetings with ministers and administration executives;
  - Represent BOCCIM in regional and wider international bodies;
- HR, finance & IT department:
  - Implement operational aspects of strategic plan with regard to HR, finance and IT issues;
  - Develop job descriptions, pay salaries, follow-up personnel issues (leave, sickness...);
  - Issue and follow-up invoices, do payments, establish annual accounts,
  - Assure ICT support to all staff, solve small issues directly, work with ICT service provider for bigger issues;
- Communications department:
  - Internal communication on activities of BOCCIM (meetings with government officials, situation in important lobby dossiers, events, etc.): target audience are the members of BOCCIM;
  - External communication on activities of members (i.e. associations): target audience are all BOCCIM stakeholders (government, associations, companies, foreign diplomats, etc.);
  - Assist commercial service department to increase visibility and exposure of its products;
  - Maintain and update website content;
- Advocacy department:
  - Lobby in cross-cutting dossiers;
  - Provide support in important dossiers from individual associations;
- Association support department:
  - Offer secretariat to associations with no proper staff: membership administration, finance, account management, communication, website...
  - Assist in developing sectoral positions;
  - Capacity building of associations through internal and external training programmes;
- Commercial services department:
  - Oversee activities of regional Chambers;
  - Develop services (including training programmes) for companies to be offered by Chambers;
  - Provide support to companies (as back-office of regional Chambers);
  - Build and maintain relations with structural partners and sponsors;



- Develop affinity programmes.

The above description is not exhaustive. Besides, it will be very important that the different departments work together in the interest of providing good, efficient and satisfactory services to the BOCCIM members. Examples thereof are:

- the advocacy department must brief the communications department on the situation of the dossiers its working on;
- The association support department must be able to fall back on the communications, finance and lobby departments to provide the necessary services to the association, to develop its training programmes.

### **3.8. THE ISSUE OF THE APEX BODY NAME**

BOCCIM taking on the role of an APEX body, with new tasks and a new structure, the question rises if this APEX body must carry a new name. One can distinguish three main options:

- No name change: the current name remains as does the meaning of the abbreviation (Botswana Confederation of Commerce, Industry and Manpower);
- No name change, but the abbreviation gets a new meaning emphasising more its mission as a Chamber of Commerce;
- A totally new name.

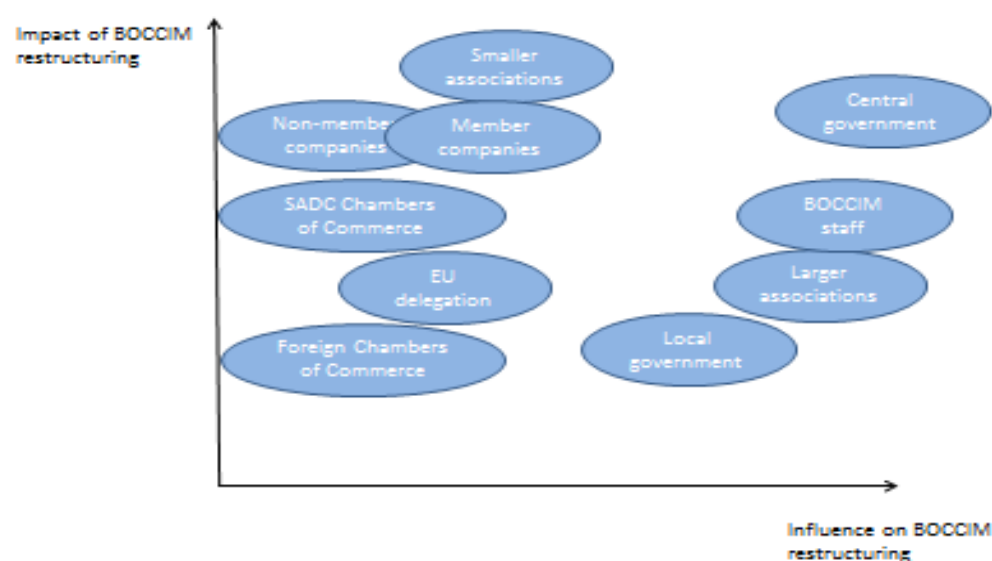
Given the reputation of the BOCCIM brand and its globally positive image, the issue of the APEX body name is an issue that must be dealt with very carefully.

## **4. ACTION PLAN TO ESTABLISH BOCCIM AS AN APEX BODY**

As mentioned above, the transformation of BOCCIM into a full-fledged APEX body will not happen overnight. The implementation of some of the recommendations, especially those pertaining to the development of membership services will take several years. In the meantime, it is crucial to focus on a limited number of priority actions that must be undertaken in the short time. These actions must show BOCCIM's stakeholders that the organisation is moving in the right direction and will create the necessary goodwill to make further changes in its organisational and financial structure.

### **4.1. Safeguarding the future**

The transformation of BOCCIM into an APEX body depends on the acceptance by its members and stakeholders, especially by the larger associations. The initial concept presentation on 1/4 and the validation workshop on 8/5 were a clear indication that the main stakeholders support the process.



Picture 4: Stakeholder map of BOCCIM

Besides the stakeholder acceptance, two other conditions are essential for a successful transformation:

- The delegation by government to BOCCIM of part of the training levy (BOTA) and the mission to organise a number of trainings. This new source of income must give the necessary financial breathing space to BOCCIM, diversify income from the sole membership fees and take away the pressure to go on a “resource hunt” from day one;
- The development and implementation of two or three business support services (see list under heading 3.4.3) under the guidance of knowledgeable and experienced organisations. BOCCIM and PSDP should be prepared to commit a budget to this end.

These two elements will ensure that the cake for BOCCIM and all its stakeholders will grow. Without these, the transformation of BOCCIM into an APEX body risks to get stuck in discussions over dividing the existing cake.

#### 4.2. Priority actions

Taking into account the above preconditions, following actions are deemed to be a priority for the following two years:

- Internal organisation actions:
  - Implement new constitution;
  - Implement new organisational structure;
  - Hire staff (or shift existing staff to) association support department and commercial services department;
- Membership actions:

- Introduce a new membership fee structure, with higher fees for associations and lower fees for companies that are both member of an association and of BOCCIM;
- Map all associations in Botswana (which associations, how many members, level of membership fees...);
- Embark on a trust and confidence building campaign among the members and member associations;
- Convince as many associations as possible to join BOCCIM;
- Consolidate the presence in the regions in order to facilitate the creation of regional Chambers in a later stadium;
- Communication actions:
  - introduce a weekly newsletter on past and planned activities;
  - develop website with data of members, information for members;
- Lobby actions:
  - Obtain part of the training levy (BOTA) from government;
  - Work on cross-cutting topics in consultation with associations (define topics, define timeline, regular consultation meetings, regular feedback...);
  - Work on limited number of sectoral dossiers in consultation with *fast-moving* associations (define topics, obtain input, regular consultation meetings...);
- Association support actions:
  - Develop and offer training courses for association board members and executives (topics: strategic planning, governance, leadership, membership relations, communication, lobbying);

#### **4.3. Services development plan**

Considering the importance of the development of new services for the new APEX body, it is necessary to dedicate a separate heading to this aspect in the implementation plan.

##### **4.3.1. Immediate effect**

- Focus on some revenue making activities:
  - Opening the Chamber Trust system of World Chambers Network, bringing exposure and trust to Botswana companies' web sites on the international global (or regional) market;
  - Transferring to the new APEX body the emission of certificates of origin;
  - Explore some affinity and sponsorship programme possibilities.
- Start implementing some tools, pre-requisites for further revenue producing:
  - Designing the structure of a "Botswana business" Internet portal;
  - Implementing an online tool for collecting information and creating a business directory (especially focused on importing/exporting companies).

These activities need some accompanying European expert days, but very little investment as most of the tools exist and would be transferred from European Chambers, except later on for the implementation of the portal.

#### 4.3.2. Short term (6-9 months)

During this period, the focus should be on positioning the APEX body as a focal point for business services.

- Run awareness raising and training seminars for future entrepreneurs, focusing on those who are in the process of establishing their business plan and/or creating their company. Seminars should be customised;
  - On the one hand for small trading and service companies to help them acquire the basics of management, accounting, marketing and sales;
  - On the other hand for bigger companies, focusing on elaborating the business plan and more in depth training where necessary;
- Run awareness raising and training seminars about the use of ICT for business;
- Develop a calendar of some carefully selected focused international trade shows where the presence of Botswana companies could be encouraged and supported;
- Identify, in collaboration with sector associations, a certain number of vocational training needs (mechanical maintenance, electric and electronic maintenance, restaurant and hotel services, sales, etc.) and assess their willingness to be part of the training and their capacity to hire the trainees.

These activities suppose a double capacity building and training programme: in a first phase, on the spot in Botswana, by European experts, for the existing BOCCIM managers and its “services to companies” department staff; in a second phase, a specific in depth training, “embedded” in European chambers for two persons selected to be in charge with the implementation and running of entrepreneur and ICT services described above.

#### 4.3.3. Short/mid term (9-18) months

This period would be devoted to consolidating and expanding services initiated in the first steps (including geographical expansion, by bringing some of the seminars to locations outside of Gaborone) and bringing in new activities. The list of these new activities include:

- Selection, among the identified vocational training needs, of training programmes based preferably on the “alternate training” process (part school, part inside the company), with the understanding that participant companies would host the trainees and seek to hire them once the training is completed;
- Deployment of follow-up advisory services for new entrepreneurs and for internationally oriented companies. “Mentoring” (e.g. using the *PLATO* methodology) by existing entrepreneurs can be one of the ways to achieve these services;
- Creation of “company clusters” (which may be for instance based upon the sectors identified in the vocational training section or through the cluster initiative of the Botswana government) with specific services in terms of business intelligence and international trade.

According to the funding available, implementation of the “Botswana business portal” and/or the creation of a “demo show-room” for ICT use by SMEs can also be envisaged.

This implementation plan is subject to adjustments and evolutions, but this part of the APEX body development obviously requires a real “twinning” programme with one or more European Chamber allowing a specific and reliable follow-up.

#### 4.4. Management and monitoring

The transformation of BOCCIM into an APEX body is a strategic issue proposed by the Council and ultimately decided upon by the General Assembly. The implementation of this decision, by executing the different steps of the action plan, is the responsibility of the Management Committee, with the CEO as the driving force and the President providing the necessary support. On a weekly basis, the CEO must brief the Management Committee on the implementation progress, with special attention on the milestones reached and the difficulties met. Monitoring is thus done by the Management Committee in first place, and by the Council in second place.

As the creation of an APEX body is part of the PSDP, it is recommended to have a steering committee with representatives from government (Ministry of Trade) and CDE.

## 5. TIMELINE FOR IMPLEMENTING THE ACTION PLAN

[illegible]

- review/strengthen local presence												
- bring new initiatives in line with APEX body philosophy												
<b>5.Membership</b>												
- map all associations in Botswana												
- trust-building campaign												
<b>6.Communication</b>												
- launch of weekly newsletter												
- review of website --> more interactivity												
<b>7.Advocacy</b>												
- introduction of biweekly consultation meetings with associations												
- lobby for obtaining part of BOTA levy												
- lobby for obtaining certificates of origin												
<b>8.Association services</b>												
- selection of first batch of 3 to 4 associations for association desk												
- intensive coaching of associations batch 1												
- selection of second batch of 3 to 4 associations for association desk												
- intensive coaching of associations batch 2												
- development of association training programme												
- training sessions for associations												
<b>9.Commercial services - immediate term</b>												
- implement programme for structural partners												
- explore affinity programmes												
- implementation of ChamberTrust												
- design of Business Botswana portal structure												
- implementation of online tool for importing/exporting companies												
<b>10.Commercial services - short term</b>												
- awareness raising and training seminars for future entrepreneurs												
- awareness raising and training seminars re. use of ICT												
- development of international trade show calendar for Botswana companies												
- identification of vocational training needs												

## **6. NEXT STEP: IMPLEMENTATION OF ACTION PLAN TO SUPPORT BOCCIM BECOME APEX BODY**

A previous action has been focused on the feasibility and conditions of establishing BOCCIM as an APEX organisation representing business interests in Botswana. This action, part of the PSDP programme, has defined the organisational framework of implementing such an APEX body and its juridical and financial impacts. At the same time, the experts have been in charge with defining an operational action plan in the domain of services to members and companies: what range of services, in which domains and with what pre-requisites in terms of equipment, know-how and staff.

Despite BOCCIM being the current body coordinating the private sector in Botswana, there are also sectoral associations focusing on sector specific issues. The PSDS has acknowledged the need for a private sector umbrella or APEX body with a clear structural framework that effectively links with the sectoral associations and represents all sectors effectively. Establishing BOCCIM as an APEX Body is one of the main strategies to support rationalisation and improvement of services provided by the Business Support Organisations (BSOs). The objective is to ensure that the services provided by BOCCIM achieve the desired impact and that the private sector associations and firms utilise the services it provide effectively. This objective will be achieved through institutional and structural changes and the implementation of capacity building strategy to strengthen both BOCCIM material and human resources.

This programme (Implementation of the action plan developed to support BOCCIM become an APEX Body) is a follow-up to the previous action, aiming at implementation of actions: strengthening of BOCCIM governance, capacity building of BOCCIM and roll-out of a set of necessary services to be provided to professional associations and companies.

On assumption of this APEX Body arrangement, BOCCIM should come out as a stronger organisation in terms of servicing associations and members, aiming to attract new members from individual companies as well as from industry associations. That is why, in this phase, the assignment will focus on implementing an action plan developed to support BOCCIM become an APEX Body.

### **6.1. Main tasks**

Botswana's economic development is subordinated to the existence of a vivid and healthy private sector, that is, development of SMEs, increase of trade between them on a local scale and insertion of their activity in the regional international trade.

These goals cannot be achieved without professional, skilled and active business intermediary organisations. BOCCIM, directly or indirectly through its professional association component has been designated to become this "business development facilitator".

First step on that road was establishing BOCCIM as the APEX organisation. But, the frame is now to be filled in with servicing capacities, which means:

- Staffing BOCCIM;
- Training the servicing staff to be able to deliver services to companies in some domains chosen among entrepreneurship, international trade, ICT use by companies, business intelligence, vocational training;
- Implement services to professional associations;
- Envisage conditions of deployment of some services outside of Gaborone;
- Assistance to BOCCIM in its negotiations to obtain transfer of some activities which are presently run by Government offices;
- Follow-up on governance of BOCCIM as an advocacy body.

The action plan could be executed in the following phases:

**Phase 1** – Mission to Botswana / Point on project advancement and BOCCIM implementation;

- Staff training to project management, communication, marketing and sales;
- Follow-up on future entrepreneur training implementation for small trading and service companies;
- Assistance to develop an IT platform for SMEs for information and networking;
- Distribution of business information to members;
- Choice of a first set of themes in the business training domain to be implemented;
- Implementation of first services for business associations;
- Choice of staff member for mission to Europe.

**Phase 2** – Mission (training) for one BOCCIM staff member for one month. The idea of this internship is to “embed” participant inside the EU Chambers of Commerce, in order to discover in depth the content of Chamber services and professionalize the intern member, more specifically in four domains:

- Entrepreneurship networking;
- ICT use;
- International trade: missions to fairs and exhibitions, BtoB meetings;
- Vocational training.

This “intern” will later on serve as the preferential interlocutor with the experts for the rest of the mission and as the “focal point” for service deployment inside BOCCIM.

**Phase 3**– Mission to Botswana/Point on implementation of services, more specifically on entrepreneurship and professional business training:

- Demonstration seminars for companies on IT use;
- Launch advisory activities;
- Definition of an international trade mission programme;
- Launch of “business plan” seminars for bigger company start up and existing companies;
- Technical and financial conditions for a “Botswana economic portal”;
- Benchmark with professional associations on vocational training possibilities;



- Test on entrepreneurship seminar(s) in the province;
- Assessment of business association services and definition of new services to be implemented.

**Phase 4–** Mission to Botswana / Point and follow up on implementation schedule, adjustments and schedule of next steps. Negotiation with donors for possible follow-up grants focused on vocational training, clustering and also equipment needs of BOCCIM.

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At every mission in Botswana, there will be also negotiations with Government for transfer of some duties (certificates of origin...) to BOCCIM and opening up some new resources (training levy). These missions will also allow monitoring and adjustments of governance of BOCCIM, advocacy and communication activities, marketing and sales policy and relation with professional associations.

There will be a permanent follow-up from the partners with the BOCCIM staff.

## **6.2. Expected Results**

- 1) After the capacity building of BOCCIM, it is expected that the organisation will:
  - Improve its governance, legitimacy and representativeness;
  - Service its member associations;
  - Provide services, advice and support to Botswana companies and entrepreneurs, individually or collectively.
- 2) For companies, the following are expected:
  - “New entrepreneur” seminars;
  - Business skill seminars;
  - ICT and international trade “how to” seminars;
  - Tools: Chamber Trust and “Botswana business information” monitoring.
- 3) For business associations, a service desk will be established.

## **Annex 1**

### **REVIEW OF BOCCIM CONSTITUTION IN THE FRAMEWORK OF PRIVATE SECTOR DEVELOPMENT PROGRAMME IN ORDER TO ESTABLISH THE CONFEDERATION AS AN APEX BODY FOR ALL SECTOR ASSOCIATIONS IN BOTSWANA**

## **INTRODUCTION**

1. The initial recommendation by the consultants was an examination of the economic and business environment in Botswana which included an analysis and commentary on the creation of BOCCIM as an Apex Body with its emphasis on reflecting a business friendly environment as well as for BOCCIM to perform an advocacy and a business support role.
2. Is the intention to switch over from an employers federation to an organization which is the link between government and the private sector properly representing private sector organizations.
3. Included in the general areas of activities of BOCCIM is both an advocacy as well as a service organization.
4. Consideration should be given to drafting a vision and mission statement. The envisaged structure of BOCCIM is that of sector associations and regional chambers which represent companies within which the sectors original chambers comprise all of these as subsidiary organizations of BOCCIM.
5. The new constitution will be drafted with this structure in mind.

## **SCOPE OF THE WORK**

6. The constitution of BOCCIM must reflect that this is an APEX structure with representatives throughout all the sectors in Botswana and acting in various roles such as advocacy, services to associations and services to companies.
7. The priority in terms of this consultancy is to draft a new constitution and to develop a new organisational structure, to should involve hiring new staff, to implement new programs, to expand the present services and to develop capacity within the sectors and regional chambers.
8. This consultancy is also buttressed by the remarks made in the report “It is quite evident that the BOCCIM Constitution needs urgent review including amendments to address inadequacies and inconsistencies which have led to differences resulting from its selective interpretation and implementation. Certain articles of the Constitution are contradictory and conflicting and there are a lot of gaps which might have led to the current undesirable situation in the Organisation”
9. This is the Inception Report of the assignment related to the review of BOCCIM Constitution up to the period of 30th May 2014.

10. As part of the review to settling up BOCCIM as an Apex Body, the following services are enumerated necessitated by the need for the services provided by BOCCIM to have both an impact and for companies to utilise the services of BOCCIM:

11. The review of BOCCIM constitution is undertaken in order to establish BOCCIM as an Apex Body of all sector associations in Botswana. This will require amendments to existing constitutional framework for establishing representative and legitimate private sector associations within BOCCIM so that it reflects a new and different reality of BOCCIM's future role.

11.1 In close collaboration with both private and public institutions supporting private sector development (BITC, BOCCIM, LEA, BEMA, HATAB, etc.), the Consultant will undertake an in depth review of BOCCIM Constitution with the view to develop comprehensive proposal which will help the BOCCIM restructure

11.2 The purpose of the study is to position BOCCIM for the future and to coordinate the private sector for advocacy/lobbying and engagement with its constituents and extending with local, district and center care central authority.

11.3 The purpose of the assignment are the following:

11.3.1 Incorporate and reflect the changing business environment;

11.3.2 Incorporate the roles and responsibilities brought about by the change in demand for the services of BOCCIM;

11.3.3 Ensure good corporate governance by the organization.

11.4 The expected resulted to be achieved by the Consultant are as follows:

11.4.1 Gap in BOCCIM Constitution to play a role of Apex Body identified

11.4.2 Governance issues of an Apex Body identified

11.4.3 Sector and inter-sector charters developed

11.4.4 Proposal of BOCCIM new Constitution validated

11.4.5 Detailed Plan of actions (roadmap) for promoting of the new Constitution developed

11.4.6 Detailed resources needed for the implementation of Plan of actions (roadmaps) defined

11.5 The assignment will concern the reviews of BOCCIM existing constitution with a view to developing a new constitution that will incorporate the requirement to play the role of both a Chamber of Commerce and an Apex Body for the private sector in Botswana.

11.6 The assignment will include but not limited the following activities:

11.6.1 Review the current Constitution, identify gaps in BOCCIM Constitution and propose amendments to play the role of an Apex Body for coordination the private sector in Botswana

11.6.2 Mapping of key stakeholders of BOCCIM, analyses the current governance structure and raise governance issues linked to the new mandate of the Confederation

11.6.3 Based on the finding of the above analysis, develop sector and inter-sector charters that would assist in the transformation of BOCCIM business environment

11.6.4 Undertake initial consultation with key stakeholders including meeting of the BOCCIM Council and Management to discuss recommended amendments

11.6.5 Analyse the overall business environment under which BOCCIM will operate as an Apex Body and produce a proposal for a new BOCCIM Constitution

11.6.6 Organise and hold a validation workshop with all stakeholders.

12. The entire exercise is in terms of the development strategy in terms of which aspects of the development of the private sector are examined

13. In the present instance its purpose is to specifically exam the role of BOCCIM the in Botswana present day society in the life of global challenges and expectations and with a view to strengthening private sector roles.

## **METHOLODOLOGY**

13. Meetings will be held with:

13.1 BOCCIM Executive, Consultants Corporate Members for the response to the proposals on the constitution.

13.2 A workshop will be arranged in which they will be a frank discussion on the most important areas of defects which are to be addressed.

13.3 A review of the statues of Chambers of Commerce in South Africa,  
Namibia, UK, USA and Australia.

13.4 Statues relating to the Societies Act as well as the Companies Act in  
Botswana.

13.5 Report of the BOCCIM special committee presented at the AGM in  
September 2013

13.6 King IV Report on Corporate Governance

13.7 Articles in journals on Corporate Governance

## **FINDINGS AND RECOMMENDATIONS**

14. I have read through the Constitutions of the Countries referred to above as well as the legislation, and articles referring to Corporate Governance. I have further gone through the BOCCIM Constitution with a general commentary on the clauses which require amendment and the need for the APEX structure referred to by the consultants. The commentary on the amendments of the Constitution is annexed hereto. (Please see Annexure 'A')

## **CONCLUSION**

15. What is finally required is a redraft of the Constitution which I am presently working on. Thereafter an appointment will be arranged with the Council Members and relevant stakeholders for the discussions envisaged in the terms of reference.

## **ANNEXURE A**

### **Commentary on Amendments of the Constitution**

#### **1. Ad para Preamble**

Is this necessary to reflect the purpose of the organization.

#### **2. Ad para Name**

Should the name be changed to Business Botswana of Federations of Chambers of Commerce?

#### **3. Ad para Article Definitions**

The definitions are to be reexamined and redefined in terms of the draft constitution e.g. trustees regional chambers, communications, finance, human resources and ICT.

These definitions will be amended in light of the fact that a more explicit definition is required and the present definitions are inadequate. Therefore the duties and functions of the President, Secretary and Treasurer must be defined.

#### **4. Ad para Article 3**

This is in order and needs to be redrafted slightly.

#### **5. Ad para Objects Article 4**

Objects are to be redrafted to reflect the new Apex Body with a different emphasis on the tasks and duties. Therefore definition and expansion will reflect the important role it must play in its relationship with Government.

#### **6. Ad para Article 6: Membership**

It is important to confirm what its present legal personality is and whether it conforms to a changing environment and reflects a new and dynamic role that is envisaged for the organization at present and in the future. Different categories of membership have to be defined as well as benefits that accrue to each member as a result of their membership.

#### **7. Ad para Article 7: Cessation of Membership**

Consideration would have to be given to the issue to allow a member who has been expelled from BOCCIM to appeal. Arbitration and mediation in these matters are crucial.

#### **8. Ad para Article 8: Conduct of Members**

This should be extended to every member of the Board who must acquaint him/herself with the contents thereof. A draft charter will be made available.



**9. Ad para Article 11: Subscriptions**

Subscriptions will have to be categorized with different benefits for categories and contributions. Subscriptions must be determined depending on the size of the organization or whether the same number of votes will be allocated to the members.

**10. Ad para Article 12: Control and Management**

Control Management of BOCCIM needs to be redefined as the present powers need to be expressly defined and explained.

**11. Ad para Article 13: Office Bearers – Election of the President**

The Office Bearer duties or functions need to be expressly defined. This is extremely important as the previous constitutional crisis highlighted the need for a clear determination of the powers and duties. The removal of the President must be stipulated when circumstances are such that his/her position is untenable. Similarly the same consideration should apply to all Office Bearers. Considerations must be given to the election of a separate Vice President.

**11.1 Office Bearers – Election Procedures**

Elections should be conducted by an electoral officer. Quorum to be determined in its absence, the Vice President or Secretary General.

**11.2 Office Bearers – Secretary**

This is to be expanded to reflect the diverse role of a Secretary.

**11.3 Office Bearers – Treasurer**

This is to be expanded with details of his/her functions.

**11.4 Office Bearers – Removal from Office**

In addition to the list of offences, if a Council Member is sequestered then he shall be requested to resign or if he engages in conduct unbecoming or incompatible with the Office.

**12. Ad para Article 14: Council**

The main purpose and function of the Council is to be explained as well as its internal procedures. This needs to be reexamined especially in regard to the regional council and sector groups so that representation from outside groups are also represented in the affairs of the duties and powers of the Council.

### **Council – Duties and Powers of Council**

This is to be expanded in light of the proposed functions of the Apex Body.

#### **13. Ad para Article 15: Sector Groups**

These have to be defined and the duties and functions have to be expressly stipulated.

#### **14. Ad para Article 16: Management Committee**

Expand on the duties and functions of the Management Committee. The Management Committee is the workhorse of BOCCIM and the function and duties are extremely important with regard to the proper and efficient functioning of the organization as their role is central in carrying out policies and programs of BOCCIM. They must be invested with sufficient powers and authority to carry out its duties efficiently and expeditiously.

#### **15. Ad para Article 17: Regional Management Committee**

This will be recast and there will sector groups and regional chambers.

#### **16. Ad para Article 18: General Meetings**

The status of the General Meeting, Quorum, postponed meetings are to be addressed.

General Meetings –Notices

How are notices to be dispatched?

General Meetings – Voting

General Meetings are effectively the most vital and important element in the organization of BOCCIM. It represents cumulative voices of the organization and therefore its meeting must be organized in a transparent and democratic fashion. There is no provision for the lack of Quorum at the AGM and for meetings which are aborted. Considerations should be given to this aspect.

#### **17. Ad para Article 20: Trustees**

The functions, duties and responsibilities are to be explained in the Constitution.

**18. Ad para Article 22: Application of Funds**

In accordance with Botswana Laws on trusteeship.

**19. Ad para Article 24: Indemnities**

The indemnity must be subject to disciplinary procedures for staff members as well as insurance will be examined

## **Annex 2**

### **FINANCIAL MODEL FOR SUBSCRIPTION FOR BOCCIM AS AN APEX MODEL REPORT**

## **1.0 TERMS OF REFERENCE (TOR)**

<sup>1</sup>BOCCIM members pay an annual subscription fee which is based on the number of employees the member has. This model of calculating membership subscription is common for Employer Organisations and not for chambers of Commerce or Apex Bodies. New financial subscription for BOCCIM as an apex body, should be designed to allow BOCCIM to offer varied services to individual members and association members as a way to attract and retain membership at all levels and configurations in order to ensure financial sustainability.

The task therefore consists of the following activities:

- i. Review the current BOCCIM membership subscription model
- ii. Develop a new membership Fee Structure Model for BOCCIM as an Apex Body that accommodates various categories of membership
- iii. Assess the financial impact of such a model as opposed to current subscription model
- iv. Assess impact of the new subscription model on total membership
- v. Outline benefits of structuring BOCCIM into a federation of business associations (Apex Body)
- vi. Conduct a desktop benchmarking exercise of similar bodies in the region, Europe and elsewhere and provide examples.

## **2.0 METHODOLOGY**

To achieve the TOR the following methodology was used:

- Reviewed existing financial operational structure of BOCCIM
- A standard questionnaire was prepared to standardise the collection and comparison of data.
- Direct interviews were conducted with the <sup>2</sup>member associations represented by Chief Executive Officers (CEOs) or Executive Directors.
- Interviews with BOCCIM staff
- Review of BOCCIM Annual reports for years 2010,2011,2012

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<sup>1</sup> Botswana Confederation of Commerce Industry and Manpower (BOCCIM)

<sup>2</sup>Botswana Exporters and Manufacturers Association (BEMA),Botswana Institute of Chartered Accountants (BICA),Women in Business Association (WIBA),Botswana Diamond Manufacturers Association (BDMA),Bankers Association of Botswana (BAB),Hospitality and Tourism Association of Botswana (HATAB),Association of Botswana Building and Civil Engineering Contractors (ABCON),Transport Sector Representative, The law Society of Botswana (LSB),Botswana Chamber of Mines (BCM),

- Interviews and meetings with the other consultants and the PSDP
- Desk top research on regional and international chambers of commerce

### **3.0 ASSOCIATIONS VISITED**

- Botswana Exporters and Manufacturers Association (BEMA)
- Botswana Institute of Chartered Accountants (BICA)
- Women in Business Association (WIBA)
- Botswana Diamond Manufacturers Association (BDMA)
- Bankers Association of Botswana (BAB)
- Hospitality and Tourism Association of Botswana (HATAB)
- Association of Botswana Building and Civil Engineering Contractors (ABCON)
- Transport Sector Representative
- The Law Society of Botswana (LSB)
- Botswana Chamber of Mines (BCM)

### **4.0 GLOSSARY OF TERMS**

The term ‘member’ in this report has different connotations depending on the context in which it is used. The different connotations are explained below:

Member	An association which is a member of BOCCIM
Member	Individual (corporate) which is a member of BOCCIM
Member	An individual member of a professional body
Member	A regional chamber which is a member of BOCCIM

## 6.0 EXECUTIVE SUMMARY

In response to the request by BOCCIM to transform from its current form into becoming an apex body, an initial study was done involving the CEOs and Executive Directors of the major associations. These CEOs were interviewed to find out their views on the strategic direction being contemplated by BOCCIM. All the stakeholders interviewed appreciated the fact that BOCCIM has seen the need to change and transform. They also felt that it was a good move that needed support.

During the study and review of the financial statements of BOCCIM, it was observed that BOCCIM has barely been breaking-even. Thus any major withdrawal of key members would inadvertently jeopardise operations and the going-concern status of the organisation.

The fact that BOCCIM is not regulated by legislation means that it is free to decide on a range of subscription models and a range of income-generating activities. This also means that BOCCIM can act more flexibly to survive and grow and be motivated to address the concerns of the members. Although BOCCIM is a 'not-for-profit' organisation, to survive financially it needs a 'profit orientation', meaning that BOCCIM should be managed as a business with a keen eye on the surplus/profit. The increased revenue thus generated will be invested into achieving the objectives of the organisation and engage in additional activities which will benefit the members. An effective subscription model that takes into account the financial sustainability of BOCCIM is therefore imperative.

The following subscription models were explored during the study:

- Model 1: Maintaining the status quo of the membership subscription model but increasing the service offerings
- Model 2: Maintaining the status quo of the membership model but members paying subscription based on the service packages provided by BOCCIM
- Model 3: Allowing only associations and regional chambers as members of BOCCIM
- Model 4: Allowing only associations, regional chambers and large corporations as members of BOCCIM
- Model 5: Allowing regional chambers only as members of BOCCIM

Financial Model 4 appears to be the most ideal for BOCCIM to adopt as an Apex Body. This model would ensure that BOCCIM maintains the relationship/partnerships it enjoys with large corporations in meeting the needs of the members and the Corporate Social Responsibility (CSR) initiatives that it embarks upon.

Additionally, since BOCCIM relies on voluntary membership, this provides a strong incentive to fulfil the needs of the members. Failure to do that may lead to members withdrawing their membership or simply discontinuing to pay their subscriptions if they are dissatisfied. For this reason, BOCCIM is under pressure to work effectively and efficiently in satisfying the needs of existing members and being able to attract new members.

## **7.0 INTRODUCTION**

BOCCIM currently represents the interests of all members on various economic levels such as industry sector, organizational/association or at company level. Through the High Level Consultative Council, Sectoral Level Consultative Council and the Local Level Consultative Council, business is able to engage government at the highest level to address issues of concern, thus making the 'Voice of Business' to be heard! In order to strengthen that voice, BOCCIM sees the need to bring on board other business associations and consolidate their position to effectively represent the Botswana private sector.

As an Apex Body, BOCCIM would assume an additional role of being the leading organization whereby all associations and private sector will channel their issues for advocacy, lobbying and engagement with government and local authorities. BOCCIM will coordinate all these activities.

This approach will however have a direct impact on the income or revenue of BOCCIM which is subscription-based. Adopting the apex body model will demand that a suitable membership subscription model is adopted in order to ensure financial sustainability. The financial model should also ensure that the <sup>3</sup>'free rider strategy' employed by members is eliminated. This approach also entails loss of direct revenue currently enjoyed by BOCCIM from direct membership of individual companies and associations.

This report considers various subscription financial models that should be considered by BOCCIM during the transition stage and in the future.

## **8.0 TOR 1: Review the current BOCCIM membership subscription model**

### **8.1 OVERVIEW OF CURRENT BOCCIM MEMBERSHIP**

BOCCIM members pay an annual subscription fee which is based on the number of employees of the respective members. The annual subscription, which is employee-headcount- based is paid by any member organisation regardless of its legal composition. These members fall into two categories i.e. associations and companies. The members, although different in composition and membership subscriptions they pay, enjoy all the benefits that are offered by BOCCIM. The basis for charging subscription fees is the same regardless of the type of member, that is - the number of employees.

Whereas this method of charging for membership is ideal for employer organisations, it is not suitable for BOCCIM which has evolved from employer organisation to chamber of commerce. The current shortfalls in the current subscription model are:

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<sup>3</sup> An example : A situation where non members enjoy BOCCIM membership benefits through professional associations that pay subscriptions based on the number of employees and not the number of members represented.



- Labour-intensive but low margins members e.g. hospitality and security industries cannot be compared financially to the other labour-intensive members like the mines.
- Professional firms (accountants and lawyers) are intellectual capital-intensive and not labour-intensive. Thus paying membership based on the number of employees does not reflect the business reality.
- Professional bodies/associations such as <sup>4</sup>BICA and Law Society of Botswana pay their subscription to BOCCIM based on the number of employees of their respective secretariats. The average subscription is P1,300. However, these professional bodies represent the interests of all their members and not their employees.

In the current membership subscription model, it is also worth noting that:

- 75% of BOCCIM members are from Gaborone and Francistown
- The large corporations such as Debswana and some major banks are not only the largest contributors to BOCCIM but are also partners in promoting Corporate Social Responsibility agendas.
- BOCCIM has been barely breaking-even financially.

The current model shows that BOCCIM is significantly reliant on member subscriptions. The subscriptions account for over 60% of the total revenue.

The subscriptions which on average over two years amount to about P3,8 million per year, is paid by only 30% of the total membership. Although BOCCIM has over 2500 members on average, the revenue is only collected from (763 paid up members) 30% of the total membership.

The inherent risk in the current situation is that if member confidence is eroded, this will adversely impact the operations of BOCCIM and thus affect the long term sustainability.

The table below shows the current sources of income and the percentage contribution to the total revenue.

*(Table I)*

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<sup>4</sup> Botswana Institute of Chartered Accountants (BICA)

CURRENT MODEL BOCCIM FINANCIAL MODEL				
	<b>2011</b>	<b>% Revenue</b>	<b>2012</b>	<b>% Revenue</b>
<b>NO. OF MEMBERS</b>	2,322		2,566	
<b>PAID UP MEMBERS</b>	739		769	
<b>REVENUE SOURCES</b>				
Subscriptions Received	3,730,261	66.0	3,898,093	61.0
Seminars, Workshops & Conferences	483,673	8.6	474,836	7.4
Dinners	83,147	1.5	265,417	4.2
Flea Markets	110,593	2.0	104,008	1.6
Trade Fair	271,959	4.8	334,819	5.2
ILO - Website Development	69,901	1.2	15,067	0.2
Golf Day	172,359	3.0	157,388	2.5
National Business Conference	-	-	347,859	5.4
SEG Employers Group	43,550	0.8	-	-
Interest	80,419	1.4	63,995	1.0
Examination invigilation fees	63,779	1.1	65,769	1.0
Rent	349,863	6.2	336,080	5.3
FHI Maatla Project	-	-	163,646	2.6
Other Income	193,830	3.4	160,103	2.5
<b>TOTAL INCOME</b>	<b>5,653,334</b>	<b>100</b>	<b>6,387,080</b>	<b>100</b>
<b>Total Operating Costs</b>	<b>5,812,347</b>		<b>6,312,441</b>	<b>-</b>
<b>Surplus/(Deficit)</b>	<b>-159,013</b>		<b>74,639</b>	<b>-</b>

The current membership subscription model can further be broken down into the following categories as illustrated in the table below. *(Table ii)*

TYPE OF MEMBER	ASSOCIATION	BASIS FOR SUBSCRIPTION	ANNUAL SUB	LEGAL
COMPANY	<ul style="list-style-type: none"> <li>• Jwaneng Mine</li> <li>• BCL Mines</li> <li>• Parmalat Botswana</li> <li>• Reliance Foundries</li> </ul>	NUMBER OF EMPLOYEES	P1400 – P50,600	Corporations and private companies registered under the Companies Act
PROFESSIONAL BODIES	<ul style="list-style-type: none"> <li>• Botswana Institute of Chartered Accountants,</li> <li>• Botswana Law Society</li> <li>• Botswana Nurses Union</li> <li>• Botswana Institute of Engineers</li> </ul>	NUMBER OF EMPLOYEES	P1,266	Bodies formed through legislation of Act of Parliament. Eg the Accountants Act,2011
BUSINESS ASSOCIATIONS	<ul style="list-style-type: none"> <li>• Botswana Chamber of Mines,</li> <li>• Botswana Diamond Manufacturers Association</li> <li>• HATAB</li> <li>• Botswana Bankers Association</li> <li>• ABCON</li> <li>• Chinese Enterprises Association</li> </ul>	NUMBER OF EMPLOYEES	P1, 266	Associations made up of voluntary members to address matters common in a particular industry or sector of the industry
OTHER ASSOCIATIONS	<ul style="list-style-type: none"> <li>• Women in Business Association</li> <li>• Kalahari Conservative Society</li> <li>• Botswana Society for the Deaf</li> </ul>	NUMBER OF EMPLOYEES	P1,266	Voluntary associations normally formed for advocacy of particular special interest groups
TOTAL ANNUAL SUBS AT CURRENT MEMBER NUMBERS			P3,800,000	

As shown in the table above, currently, BOCCIM members fall into two main categories:

1. Associations of various structures – Membership subscription based on number of employees
2. Individual members (companies) – Membership subscription fees based on the number of employees.

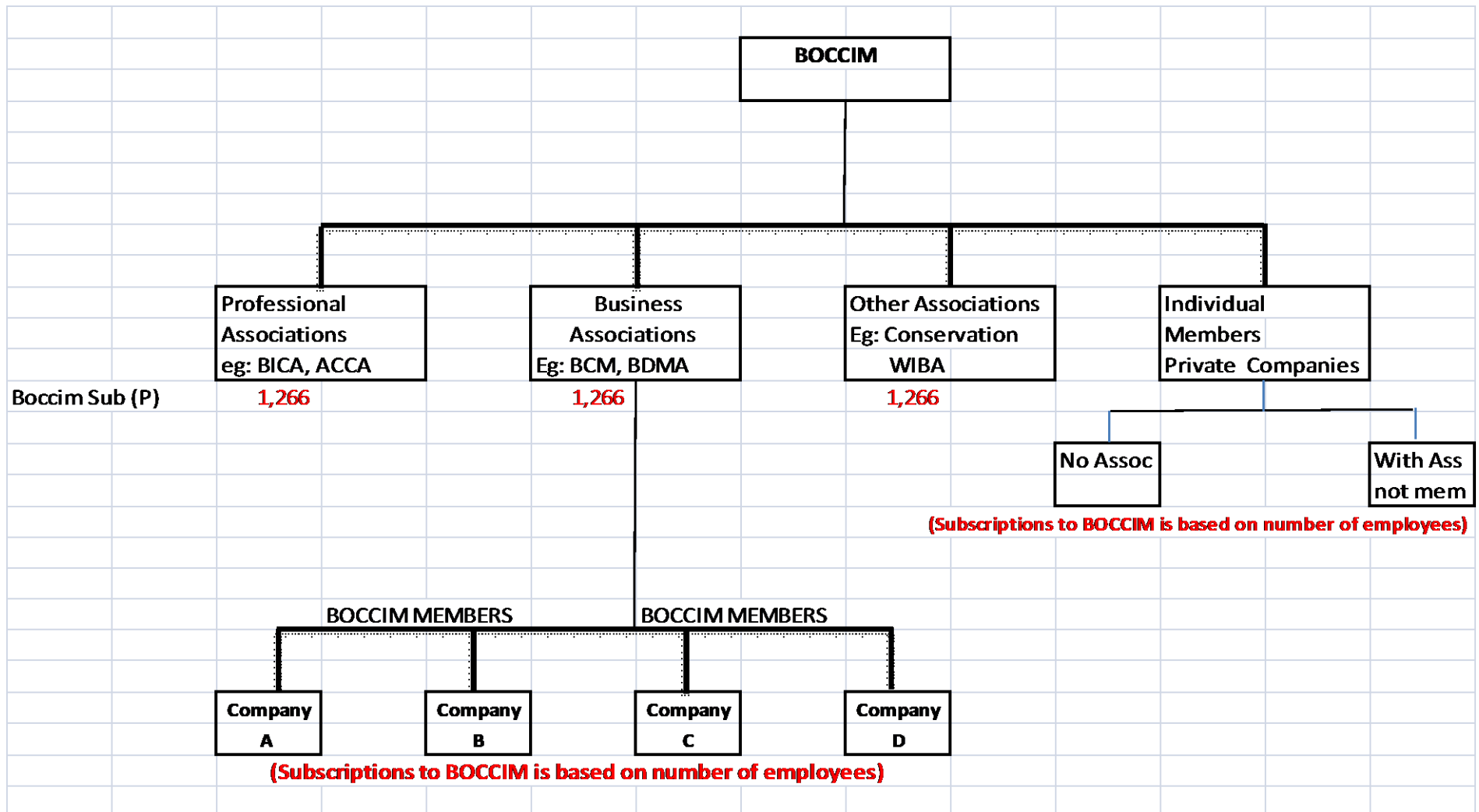
It should be noted that the table above does not represent all the associations that are members of BOCCIM but only serves to highlight the different categories although not currently recognised as such for subscription purposes.

What is worth noting from the current membership structure of associations is that although professional bodies and the other business associations represent their members i.e. firms or individuals, they pay membership to BOCCIM based on the number of employees.

**8.2      CURRENT MEMBERSHIP STRUCTURE**

The current membership subscription model is as graphically shown below:

*(Table iii)*



## **9.0 TOR 2 : Develop a new membership Fee Structure Model for BOCCIM as an Apex Body that accommodates various categories of membership**

Although BOCCIM is a non-profit organisation it needs sufficient revenue to cover operations and support the infrastructure and this will enable it to fulfil the advocacy and other service needs of the members. It has to be recognised that the value of the chamber or apex body will largely depend on the quality of the services and this can only be supported by sufficient income.

The new proposed structure would only have associations as members. It should also be noted that this structure if adopted will mean loss of large direct corporate members who make significant financial contributions to BOCCIM.

However, BOCCIM will now be able to collect meaningful financial contributions from professional associations and other non-business associations.

During the study it was discovered that regionally and internationally chambers of commerce generally have three sources of income:

- Subscriptions
- Services
- Government Grants or subventions

Currently BOCCIM revenue is obtained from only two sources which are; member subscriptions and services provided. The subscriptions account for about 60% of revenue whereas the services account for about 40%.

The structure of membership subscription varies for different jurisdictions. (*refer to Table (xv) on pages 25 - 27*). After examining the various structures and the BOCCIM strategic objective of becoming an apex body, the following financial models are proposed:

- Model 1 : Maintaining Status Quo but increasing service offerings
- Model 2 : Maintaining Status Quo but members paying subscriptions based on services
- Model 3 : Only associations and regional chambers allowed as members of BOCCIM
- Model 4: Only Associations, Regional Chambers and large Corporations
- Model 5: Regional Chambers only

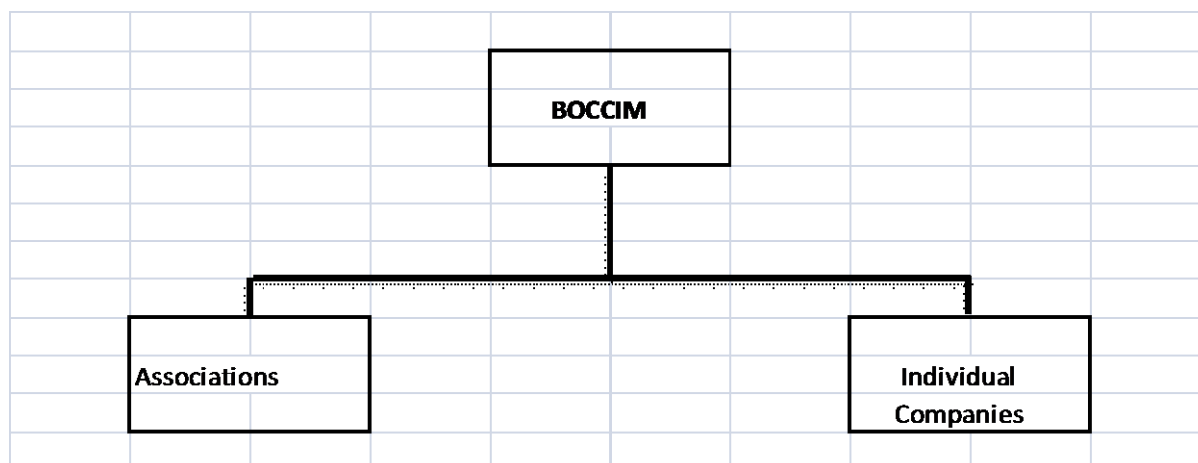
### **9.1 FINANCIAL MODEL 1: MAINTAINING CURRENT STATUS QUO**

This model would mean that BOCCIM continues to receive the subscriptions as currently is the case but then increases on the number of service and product offerings (for details on additional services please refer to report by Woulter).

If status quo is maintained BOCCIM will still continue collecting subscriptions directly from the members whether they are associations or enterprises. If this is done, no additional costs will be incurred and BOCCIM will continue facing the same challenges as is the case at the moment.

Maintaining the status quo will be the ideal model during the transition period to becoming an apex body. During this period, BOCCIM will build capacity to start offering additional services and products which will not require a huge capital outlay but may be covered within the current offering. During this period, BOCCIM should aim at building both capability and capacity for the future.

The graphical presentation of maintaining the status quo will is illustrated below (Table iv)



### 9.1.1 Financial Impact of Maintaining the Status Quo

The financial impact of adopting this model will be:

- Membership subscription income will be maintained at about P3,800,000 per annum.
- The new services offered will result in increased revenue without a huge increase in the operating costs.

The overall impact will be that there will be a reduction in the dependence on subscription income from the current 60% to may be 50%. This is possible. The Philippines Chamber of Commerce only receives 40-50% of the revenue from member subscriptions.

## 9.2 FINANCIAL MODEL 2: STATUS QUO BUT MEMBERS PAY BASED ON SERVICES

This model will call for packaging services in different categories and that these services are delivered efficiently and effectively to the members.

Membership could be divided as shown in the table below:

*(Table v)*



Type of Membership	No. Of Members	Subscription Fee(P) Per Annum	Expected Revenue Pula
Diamond	10	100,000	1,000,000
Gold	30	60,000	1,800,000
Silver	60	20,000	1,200,000
Bronze	660	2,000	1,320,000
	760		5,320,000

***Note: The number of members is based on the average paid up members in the last two years.  
The subscription fees are suggested but subject to scrutiny and rational basis***

In this financial model, members will apply for membership depending on the services that they would like to access. The Diamond and Gold members could be considered to be partners. However, the packaging of the services will be the key to success.

### **9.3 FINANCIAL MODEL 3: ASSOCIATIONS AND REGIONAL CHAMBERS**

This subscription model recognises only associations and chambers as members. In order to succeed and have an equitable subscription structure, the nature of the industry in which the association operates must be taken into account. Factors such as profitability, labour intensiveness, and intellectual capital intensiveness should be taken into account in arriving at the appropriate subscription fee. This would mean that there could be different bases for membership subscription fees that will take into account the dynamics of the specific industry.

The associations can be categorised and pay subscription fees as shown below:

*(Table vi)*

TYPE OF MEMBER	ASSOCIATION	BASIS FOR SUBSCRIPTION	ANNUAL SUB
PROFESSIONAL BODIES	<ul style="list-style-type: none"> <li>Botswana Institute of Chartered Accountants,</li> <li>Botswana Law Society</li> <li>Nurses Association,</li> <li>Institute of Engineers</li> </ul>	NUMBER OF MEMBERS	P50 – P100 per member
	<ul style="list-style-type: none"> <li>Botswana Chamber of</li> </ul>		

BUSINESS ASSOCIATIONS	<ul style="list-style-type: none"> <li>Mines, Botswana Diamond Manufacturers Association</li> <li>HATAB</li> <li>Botswana Bankers Association</li> <li>ABCON</li> <li>Chinese Enterprises Association</li> </ul>	NUMBER OF EMPLOYEES	P1400 – P50,600
OTHER ASSOCIATIONS	<ul style="list-style-type: none"> <li>Women in Business Association</li> <li>Kalahari Conservative Society</li> <li>Botswana Society for the Deaf</li> </ul>	NUMBER OF MEMBERS	P50 per member

***Note: The subscription fees should take into account the industry in which the professional body operates.***

***BOCCIM can also consider percentage based subscription. Where member associations pay a particular percentage of their subscription fee to BOCCIM.***

If this model were adopted, it would help improve the revenue of BOCCIM and also help in portraying the reality of the representation done by these associations of their respective members. The fact is the associations largely represent their members' interests and not employees. The members currently enjoy 'free rider' benefits.

The tables below illustrate the financial implications of adopting this financial model:

This is not an exhaustive list of professional bodies which are members of BOCCIM. The number of members is estimated.

(Table vii)

PROFESSIONAL BODIES				
		ESTIMATE		TOTAL
		MEMBERS		
		of		ANNUAL (P)
	NAME OF ASSOCIATION	ASSOCIATN	(PULA)	SUBS (ASSNS)
1	Botswana Institute of Chartered Accountants (BICA)	2000	60.00	120,000
2	Law Society of Botswana	700	60.00	42,000
3	Association of Chartered Certified Accountants (ACCA)	600	60.00	36,000
4	Institute of Engineers	500	60.00	30,000
5	Nurses Association of Botswana	3000	60.00	180,000
6	Botswana Dental Association	200	60.00	12,000
	TOTALS	7000	0	420,000

This financial implication is that currently BOCCIM only collects approximately P8,000 per year from the six professional associations above. With a change in the way the subscription fees are computed for professional bodies, BOCCIM would increase the revenue by P410,000. (see Appendix i)

The same approach can be applied to the other associations which are not business associations but advocacy associations as illustrated below (see Appendix ii):

(Table viii)

OTHER ASSOCIATIONS				
		ESTIMATE		TOTAL
		MEMBERS		
		of		ANNUAL (P)
	NAME OF ASSOCIATION	ASSOCIATN	(PULA)	SUBS (ASSNS)
1	Women in Business	500	100.00	50,000
2	Junior Chamber Botswana	200	50.00	10,000
3	Kalahari Conservation Society	50	50.00	2,500
4	Botswana Society for the Arts	100	50.00	5,000
5	Botswana Society of the Deaf	100	50.00	5,000
	TOTALS	950	0	72,500

The current subscriptions from these associations would only be about P6,500 but there is potential to collect more subscriptions.

The third group of associations is Business Associations. The subscriptions from these associations should take into account the financial environmental factors in determining the subscription fees.

The business associations category includes the following as shown below:

(Table ix)

<b>BUSINESS ASSOCIATIONS</b>				
		<b>ESTIMATE</b>	<b>Estimated</b>	<b>TOTAL</b>
		<b>MEMBERS</b>	<b>Annual</b>	
		<b>of</b>	<b>Subscription</b>	<b>ANNUAL (P)</b>
	<b>NAME OF ASSOCIATION</b>	<b>ASSOCIATN</b>	<b>(PULA)</b>	<b>SUBS (ASSNS)</b>
1	Hospitality and Tourism Association of Botswana	235	3000.00	705,000
2	Botswana Diamond Manufacturers Association	17	10000.00	170,000
3	Bankers Association of Botswana	17	10000.00	170,000
4	Botswana Chamber of Mines	32	15000.00	480,000
5	Association of Building and Civil Engineering Contractors	50	10000.00	500,000
4	Chinese Enterprises Association	50	15000.00	750,000
6	Botswana Exporters & Manufacturers Association	125	1500.00	187,500
	<b>TOTALS</b>	<b>526</b>	<b>0</b>	<b>2,962,500</b>

### 9.3.1 Membership Implication

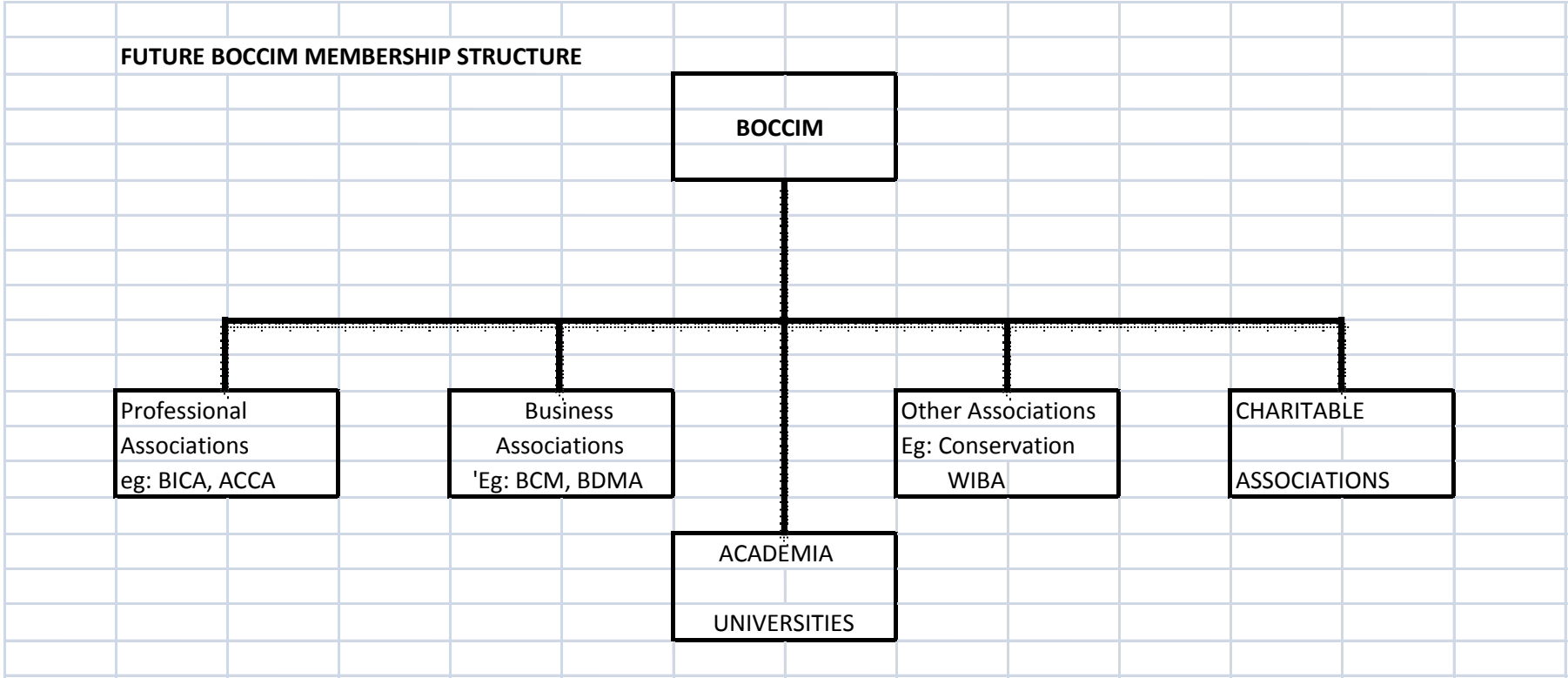
The implication of this model is that paid up members of associations automatically become members of BOCCIM in a 'grandparent' relationship.

Individual companies that are not represented by an association will then have to be members through the Regional Chambers. The individual companies will have to be assessed based on the number of employees and the nature of the industry in order to arrive at a fair subscription fee.

The graphical presentation of this subscription model is as shown below:

9.3.2 Membership Fee Structure Model for BOCCIM as an Apex Body that accommodates various categories of associations membership

(Table x)



*In this case, when individual members of associations pay subscriptions to their respective associations, they automatically become members of BOCCIM in a ‘grandparent’ relationship.*

*Note: Academia could be another group to be considered representing universities and other research organisations.*

Although BOCCIM is a non-profit organisation it needs sufficient revenue to cover operations and support the infrastructure and this will enable it to fulfil the advocacy and other service needs of the members. It has to be recognised that the value of the chamber or apex body will largely depend on the quality of the services and this can only be supported by sufficient income.

The new proposed structure would only have associations as members. It should also be noted that this structure will mean loss of large direct corporate members who make significant financial contributions to BOCCIM.

However, BOCCIM would now be able to collect meaningful financial contributions from professional associations and other non-business associations.

#### **9.4 Model 4: Associations, Regional Chambers and large Corporations**

Large corporations such as Debswana, and the major banks have played a significant role in supporting BOCCIM to fulfil its role as the 'Voice of Business'. The large corporations are not only members but partners in development and sustainability of BOCCIM. The fact of the matter is that these large corporations have enough power to push their own agendas with government.

As an Apex body BOCCIM should also consider having direct individual corporate members. These corporate members should meet certain financial criteria in order to be admitted to BOCCIM as members in their own right. The advantage of this approach is that BOCCIM will retain the relationship that currently exists between the two entities.

If these large corporations are delinked from BOCCIM and thus become indirect members of BOCCIM, this will result in the loss of direct support and dialogue. The loss of large corporations which offer significant financial contributions to BOCCIM may affect some of the programs that have been done with the support of these corporate members.

If this model is adopted, the following benefits will accrue to BOCCIM:

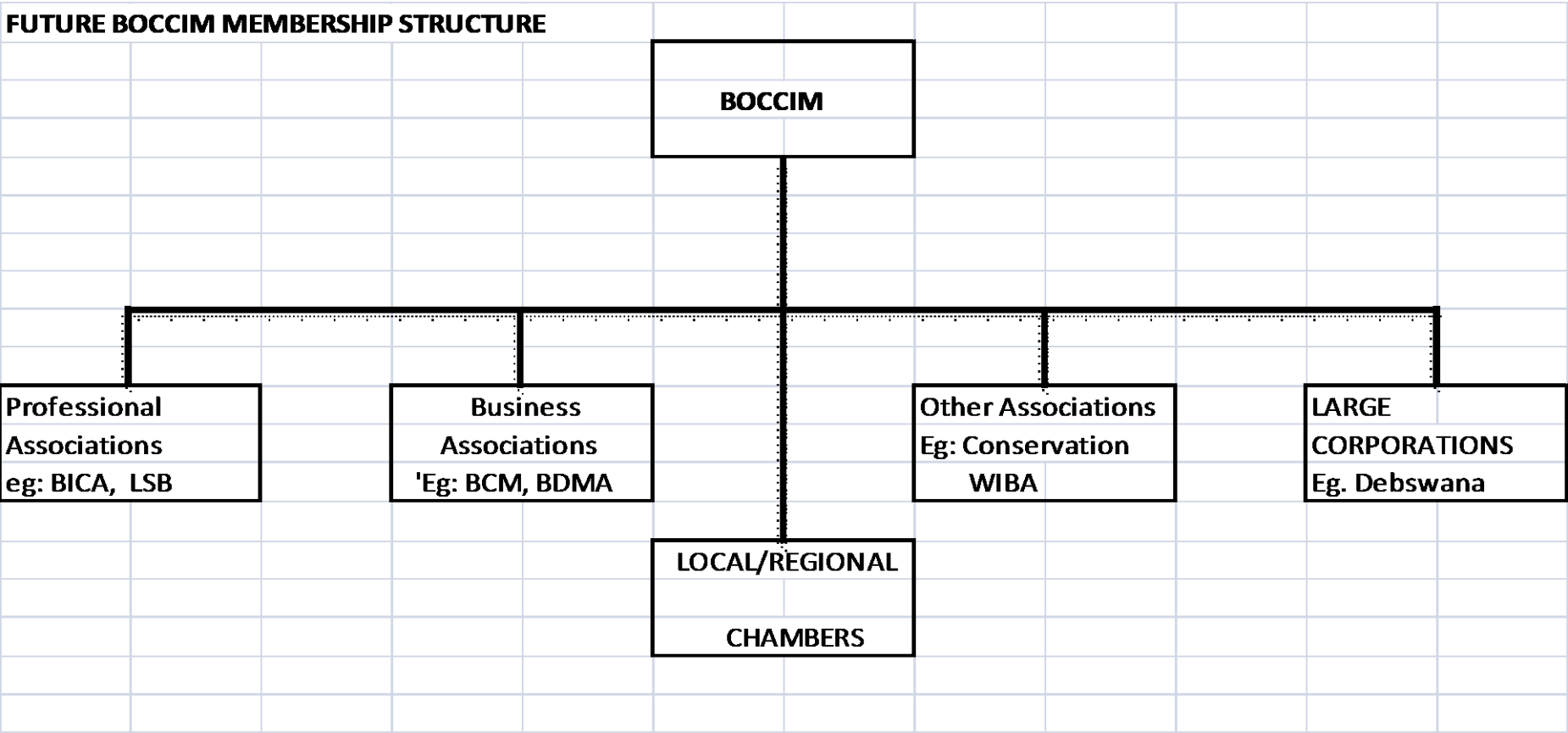
- Large corporations will be considered as partners
- Professional Bodies will contribute fairly to subscriptions
- The Business Associations will concentrate on helping the SMEs
- The other business associations which largely exist for advocacy of particular social or economic issues will contribute fairly.

The revenue model will be as shown in appendix (ii)

The graphical presentation of this model is as shown below:

9.4.1 The graph showing Associations, Regional/Local Chambers as direct members of BOCCIM

(Table xi)





## **9.5 Model 5: REGIONAL CHAMBERS ONLY**

This model is used especially in countries where the operation of the chamber is by operation of law. Examples are; Germany, Japan, France.

This model will entail that all companies and associations will have to be members of the Regional chambers. The Regional chambers would then escalate matters to the 'mother' BOCCIM.

If this model is adopted, the subscription strategy should be categories as follows:

### **9.5.1 Individual membership**

Individual membership can be categorised based on the services to be accessed by the member.

### **9.5.2 Professional Associations**

Professional Associations joining the local chambers should pay subscriptions based on the number of members

### **9.5.3 Business Associations**

Business Associations should pay subscriptions that will take economic and financial factors into consideration.

### **9.5.4 Other Associations**

These associations should pay membership based on the number of members.

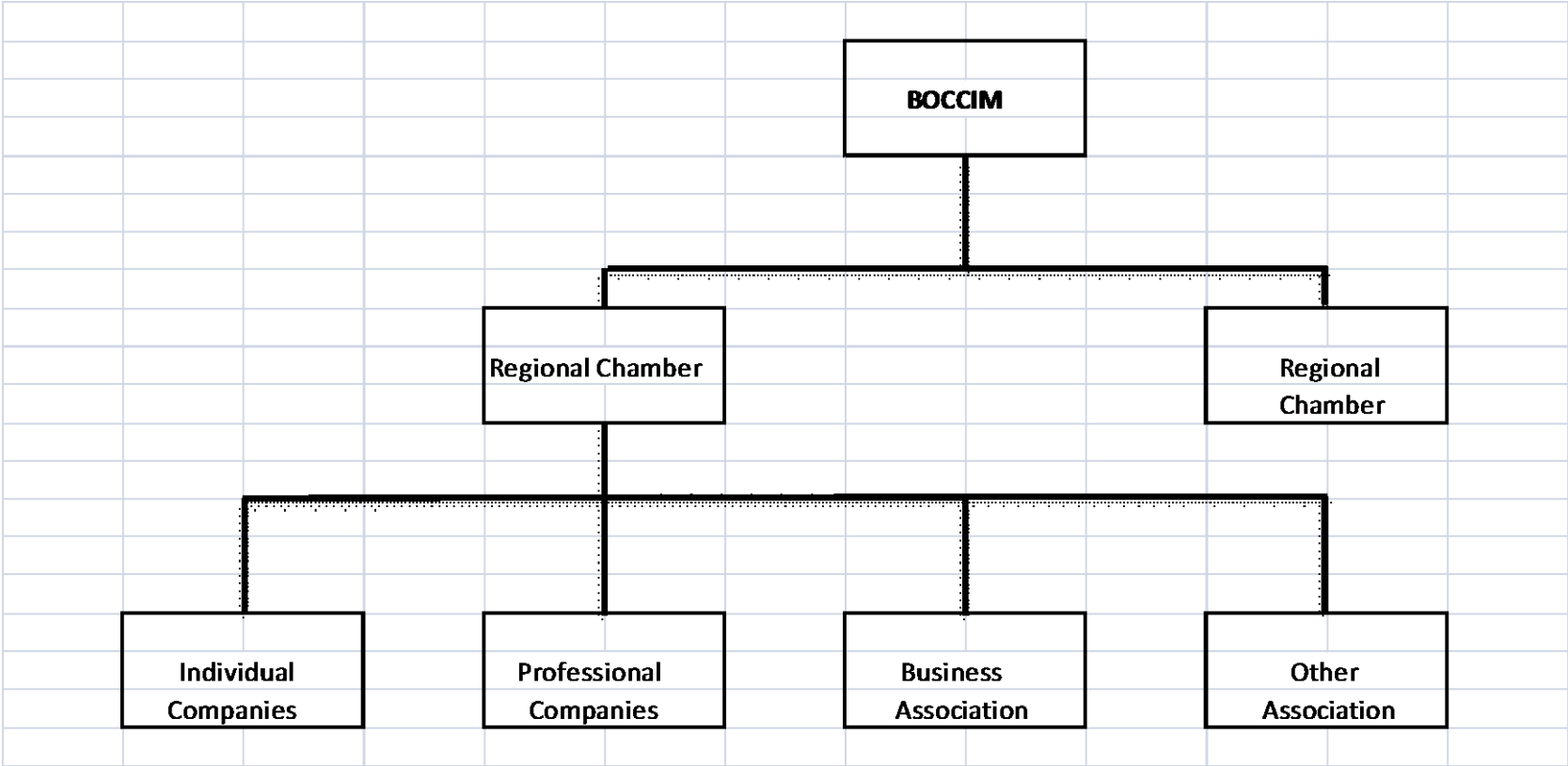
Adoption of this model will have the following financial implications:

- *Increasing capital and operational cost as regional/local chambers are established.*
- *Revenue may remain the same unless the basis for subscriptions eliminates the 'free rider' benefits enjoyed by associations.*

The graphical representation of this model is as shown below.

9.5.5 BOCCIM AS APEX BODY WITH REGIONAL CHAMBERS AS MEMBERS

(Table xi)



### 10.0 TOR 3: Assess the financial impact of such a model as opposed to current subscription model

Since membership is voluntary there is a strong incentive for BOCCIM to fulfil the membership needs since the members are at liberty to withdraw their membership and stop paying their subscriptions if they are not satisfied with the performance of BOCCIM. Therefore, BOCCIM will be under a tremendous amount of pressure to work efficiently and provide effective services to the satisfaction of existing members and thus be able to attract new members. With increased relevant service and product offerings, the members will benefit as they reap the benefits of belonging to BOCCIM.

It should also be recognised that members who are expected to join associations may refuse to do so as they freely express their right of freedom of association.

#### CURRENT BOCCIM MEMBERSHIP SITUATION (Table xii)

Average Number of 'members' In the past two years	Average Paid up Members in past 2 years Per annum	Average subscription income in the past 2 years Per annum
2,444	754	P 3,814,177

If the new model is adopted and by just using the professional bodies as an example as shown on tables (vi), the impact will be as below. The assumption made is that the business associations will collect the membership fees as per current status.

#### 10.1 BOCCIM MEMBERSHIP WITH PROFESSIONAL BODIES PAYING SUBSCRIPTIONS

If professional associations were to pay subscriptions based on the number of their members, that in itself will result in increased subscription revenue for BOCCIM.

(Table xiii)

Average Number of 'members' In the past two years	Average Paid up Members in past 2 years	Average subscription income in the past 2 years
2,444	754	P 3,814,177
		P 420,000

The increase on the current membership revenue will be about 11%. (assuming professionals pay P50 – P100 per annum per member to their professional bodies. (See Appendix ii)

The increase will be higher if the companies that are not members of BOCCIM become members by virtue of belonging to a BOCCIM member association. Regional chambers will also translate into increased membership as BOCCIM will be closer to businesses.

#### 11.0 TOR 4: Assess impact of the new subscription model on total membership

The new subscription model will lead to increased membership for BOCCIM. It should be recognised though the membership will be indirect. However, one area that will definitely add to the increased number of members will be the professional and other associations.

Although BOCCIM on paper boasts of having over 2500 members, only about 763 are paid up members and thus bearing the cost of maintaining BOCCIM.

The organisations that were visited during the study provided the membership numbers as provided in the table below. It is clear that all the associations combined have more paid up members than BOCCIM. Therefore, if the model is adopted, the number of members will increase although these will be indirect members to BOCCIM. The direct members will be the associations and the regional chambers.

The associations visited provided the numbers of their 'paid up' members. The numbers are certainly higher than the BOCCIM members by almost 50%.

##### CURRENT NUMBER OF MEMBERS IN ASSOCIATIONS

(Table vix)

	NAME OF ASSOCIATION	MEMBERS of ASSOCIATN
1	Botswana Exporters & Manufacturers Association	125
2	Women in Business Association	500
3	Bankers Association of Botswana	17
4	Botswana Diamond Manufacturers Association	17
5	Law Association of Botswana	340
6	Botswana Chamber of Mines	32
7	Hospitality and Tourism Association of Botswana	235
8	Association of Botswana Building and Civil Engineering Contractors	50
	TOTALS	<b>1316</b>

##### Note:

*The list above only shows the associations which were visited during the study. The only omission is Botswana Institute of Chartered Accountant which did not provide the number of members. However, the number of members is expected to be about 2000.*

The impact on the overall revenue is shown in appendix (iii)

## **12.0 TOR 5: Outline benefits of structuring BOCCIM into a federation of business associations (Apex Body)**

Although transforming BOCCIM from its current status to an Apex will be challenging, there are a number of benefits that would accrue to BOCCIM if this objective is achieved. The benefits will fall in the following categories:

- Organisational
- Financial Benefits
- Membership numbers
- Member Associations

### **12.1 ORGANISATIONAL BENEFITS**

In order to avoid duplication of work and overlapping spheres of competence, BOCCIM may conclude agreements on cooperation and coordination with other associations and official bodies. This will help BOCCIM to concentrate on matters and services that concern the business community in general irrespective of sector, whereas other associations would concentrate on matters that pertain to their specific sector. This will also enable BOCCIM to concentrate on matters of strategic importance.

BOCCIM will better be able to enhance the capacity of businesses by building capacity building trainings, seminars, conferences, and also assist associations in secretarial services

### **12.2 FINANCIAL BENEFITS**

Increased revenue for BOCCIM and the member associations this will be possible because BOCCIM will be able to receive a fair share of revenue from associations which are currently enjoying a 'free rider' benefit.

The major corporations who may become direct BOCCIM members will be able to support BOCCIM financially and be able to support the projects initiated by BOCCIM.

Both BOCCIM and the associations will have increased revenues due to the sharing of members.

### **12.3 MEMBERSHIP NUMBERS**

BOCCIM is bound to have an increase in membership since individual members of associations who are not members of BOCCIM will be required to pay subscription fees to their associations which would include the BOCCIM portion.

## 12.4 MEMBER ASSOCIATIONS

Member associations will have increased membership since members of BOCCIM who are not members (companies) of any association will be moved to join associations in order to benefit from BOCCIM membership.

Associations are much closer to their members and able to offer personalised service that is sector specific. They are better able to handle the day to day operational issues of their members. If BOCCIM becomes an apex body, this will enable BOCCIM to concentrate effort on strategic issues with nationwide impact. It will also lessen the duplication of work done by both BOCCIM and the member associations.

BOCCIM will have to engage with associations in order to appreciate the synergy and thus be able to pass on the benefits to members in reduced combined subscription fees.

The fact that BOCCIM will deal with only with associations may lead to the amalgamation of the fragmented weak associations or even new associations being formed in order to benefit from BOCCIM membership. This will inadvertently result in increased membership for BOCCIM.

Since BOCCIM has representation on regional and national bodies the apex body indirectly affords member associations a platform on the international level.

### **13.0 TOR 6: Conduct a desktop benchmarking exercise of similar bodies in the region, Europe and elsewhere and provide examples.**

A desktop exercise was done of countries in the region and internationally to assess how their chambers operate and how they are structured in respect to income generation. The overall conclusion was that the basic sources of income for chambers fall into three categories:

- Membership fees
- Income from Services
- Public subsidies

The study also revealed that regardless of the nature of the chamber that is whether it exists on a voluntary basis or by force of law (e.g. Germany, Japan), the membership structure is almost the same. The main categories of membership are as follows:

- Corporate Members – these may be segmented by size of turnover or number of employees
- Local Chambers – which will accommodate members in different regions
- Associations – which will pay membership depending on the number of members

It was also observed that in almost all the chambers studied, the largest contributor to income is membership fees. For example:

Germany, membership fees account for 70-80% of the total revenues.

Philippines, membership fees account for 40 -50% of the total revenues

## 10.1 SUMMARY OF FINDINGS OF CHAMBERS IN THE REGION & INTERNATIONALLY

(Table xv)

CHAMBER	MEMBERSHIP	ADDITIONAL DETAILS
South Africa Chamber of Commerce and Industry	<ul style="list-style-type: none"> <li>• 50 local and regional chambers</li> <li>• Large enterprises</li> <li>• 15 national associations</li> </ul>	<p>Membership is divided into eight main groups: Industry, Commerce, Financial Services, Tourism, Logistics, ICT, Property Development and 'Other Business Services'</p> <p>There are different rates for subscriptions for different categories even within each category.</p>
Zimbabwe National Chamber of Commerce	<p>Membership is divided in the following categories:</p> <ul style="list-style-type: none"> <li>• Corporate (Platinum)</li> <li>• Ordinary (Diamond)</li> <li>• Affiliate – based on number of members</li> <li>• Associate – (Charitable, religious, statutory bodies)</li> </ul>	<p>Subscription fees are based on the type of membership and that also defines the services that will accrue to a particular member.</p>
Zambia Chamber of Commerce and Industry	<p>Membership is divided into the following categories:</p> <ul style="list-style-type: none"> <li>• Corporate</li> <li>• Association</li> <li>• Regional/District chambers</li> <li>• Academia - universities</li> </ul>	
Malawi Federation of Chambers of Commerce and Industry	<p>The membership falls into five categories:</p> <ul style="list-style-type: none"> <li>• Premium</li> <li>• Platinum</li> </ul>	<p>The membership is open to enterprises and associations of different sizes in all sectors of the economy.</p> <p>The subscription fees are based</p>

	<ul style="list-style-type: none"> <li>• Silver</li> <li>• Copper</li> <li>• Bronze</li> </ul>	<p>on the category of membership and also determines the benefits that accrue to the member.</p> <p>The benefits that the member would want to be availed also determines the subscription to be paid.</p>
Mauritius Chamber of Commerce and Industry	<p>The membership falls into the following categories:</p> <ul style="list-style-type: none"> <li>• Professional Bodies</li> <li>• Companies</li> <li>• Corporate Bodies</li> <li>• Partnerships</li> <li>• Registered Associations</li> </ul>	There are different subscriptions for each category of membership.
The Associated Chambers of Commerce and Industry of India	<p>The membership categories are as follows:</p> <ul style="list-style-type: none"> <li>• Firms</li> <li>• Sole proprietors</li> <li>• Companies</li> <li>• Corporate Bodies</li> <li>• Public Sector undertakings</li> <li>• Societies –(if they engage in trade activities)</li> </ul>	The membership fee is dependent on the size of the member
The Japan Chamber of Commerce and Industry (Apex Body)	<p>The membership is made up of:</p> <p>Regional chambers for each city. These chambers are composed of large and small companies in every industry.</p>	Chambers in Japan are designated as corporations with special status. They are created and operated under special government law called the Chambers of Commerce and Industry Law.
The Philippines Chamber of Commerce and Industry (Apex Body)	<p>The membership is categorised as follows:</p> <ul style="list-style-type: none"> <li>• Charter members – (founders)</li> </ul>	Subscriptions differ depending on the size and nature of business of the members



	<ul style="list-style-type: none"> <li>• Life members – (past presidents)</li> <li>• Regular members – any private enterprise engaged in entrepreneurial activities for profit or exercise of a profession</li> <li>• Association Members as long as they are registered by law</li> <li>• Local Chamber members</li> <li>• Affiliate Member</li> </ul>	
Singapore Chinese Chamber of Commerce and Industry (SCCCI)	<p>The SCCCI offers three types of membership:</p> <ul style="list-style-type: none"> <li>• Trade Association Membership</li> <li>• Corporate Membership</li> <li>• Associate Individual Membership</li> </ul>	<p>The SCCCI has a membership network of 151 trade associations and 4,000 corporate entities including large financial and business organisations, multinational corporations, government-linked companies, small and medium enterprises from a wide spectrum of trades and industries.</p>

## 14.0 CONCLUSION

Considering all the different subscription models discussed above. BOCCIM should seriously consider the hybrid model (Model 4).

This model has three aspects that are critical to financial sustainability. This model portraying BOCCIM as an apex body has the following features:

1. Associations – categorised as professional, business, other
2. Regional chambers
3. Direct membership of large corporations that meet a particular criteria

If BOCCIM were to become an apex body representing only associations and regional chambers of commerce then BOCCIM will have to collect subscription fees from the associations. There is additional cost to this in that, BOCCIM will have ensure that the capacities of the member associations are able to deliver services to the members efficiently and effectively. In this situation, when an association loses members for failure to deliver, BOCCIM also loses the members and hence revenue.

It is imperative that the members of BOCCIM which will be associations, clearly understand the benefits of belonging to BOCCIM. BOCCIM should also ensure that the services are provided effectively and efficiently. It has to be recognised that membership to BOCCIM is voluntary and thus failure to deliver might result in associations severing ties with BOCCIM and become stand-alone advocacy groupings.

#### **14.1 Benefits**

Associations will have increased membership since members of BOCCIM who are not members of any association will be moved to join associations in order to benefit from BOCCIM membership.

BOCCIM is bound to have an increase in membership since individual members of associations who are not members of BOCCIM will be required to pay subscription fees to their associations which would include the BOCCIM portion.

BOCCIM will have to engage with associations in order to appreciate the synergy and thus be able to pass on the benefits to members in reduced combined subscription fees.

# **APPENDIX (i) : PROFESSIONAL BODIES WITH INCREASED SUBSCRIPTIONS**

		<b>Apex</b>
<b>Average Number of members</b>		<b>2,500</b>
Average paid up members per annum		<b>763</b>
<b>REVENUE SOURCES</b>		
Expected Subscriptions Received		
- Current Subscriptions	3,814,177	
- Professional Associations	420,000	
- Other Associations	72,500	
<b>Total Subscriptions</b>		<b>4,306,677</b>
Seminars, Workshops & Conferences		474,836
Dinners		265,417
Flea Markets		104,008
Trade Fair		334,819
ILO - Website Development		15,067
Golf Day		157,388
National Business Conference		347,859
SEG Employers Group		-
Interest		63,995
Examination invigilation fees		65,769
Rent		336,080
FHI Maatla Project		163,646
Other Income		160,103
<b>TOTAL INCOME</b>		<b>6,795,664</b>
<b>Total Operating Costs per year (At current Costs)</b>		<b>6,312,441</b>
<b>Surplus/Deficit</b>		<b>483,223</b>
<b>ASSUMPTIONS</b>		
Current subscriptions remain the same		
The number of paid up members remains the same		
Associations pay membership subscriptions based on number of their members		
The operating costs remain at current levels		
Not all of the professional and other associations have been included		

**APPENDIX (ii) : CORPORATE BODIES AS DIRECT MEMBERS**

		<b>Apex</b>
<b>Average Number of members</b>		2,500
Average paid up members per annum		<b>763</b>
<b>REVENUE SOURCES</b>		
Expected Subscriptions Received		
- Business Associations	2,962,500	
- Large Corporations (Partners)	2,000,000	
- Professional Associations	420,000	
- Other Associations	72,500	
<b>Total Subscriptions</b>		5,455,000
Seminars, Workshops & Conferences		474,836
Dinners		265,417
Flea Markets		104,008
Trade Fair		334,819
ILO - Website Development		15,067
Golf Day		157,388
National Business Conference		347,859
SEG Employers Group		-
Interest		63,995
Examination invigilation fees		65,769
Rent		336,080
FHI Maatla Project		163,646
Other Income		160,103
<b>TOTAL INCOME</b>		<b>7,943,987</b>
<b>Total Operating Costs per year (At current Costs)</b>		<b>6,312,441</b>
<b>Surplus/Deficit</b>		<b>1,631,546</b>
Increased subscription by about 40% and not all associations have been included		
<b>ASSUMPTIONS</b>		
Large corporations per an average of P200,000 per annum (A total number of 10 is assumed)		
The number of paid up members remains the same		
Associations pay membership subscriptions based on number of their members		
The operating costs remain at current levels		
Not all of the professional and other associations have been included		
Business associations pay their membership subscription based on the industry (see table ix)		

### Appendix (iii) : DUAL MEMBERSHIP INCREASE IN MEMBERS

		<b>Apex</b>	
<b>Average Number of members</b>		2,500	
Average paid up members per annum		<b>763</b>	
Paid up members of associations		<b>1,316</b>	
Potential expected increase in paid up members (72%)		<b>553</b>	
<b>REVENUE SOURCES</b>			
Expected Subscriptions Received			
- Business Associations	2,962,500		
- Large Corporations (Partners)	2,000,000		
- Professional Associations	420,000		
- Other Associations	72,500		
<b>Total Subscriptions</b>		5,455,000	
Seminars, Workshops & Conferences		474,836	
Dinners		265,417	
Flea Markets		104,008	
Trade Fair		334,819	
ILO - Website Development		15,067	
Golf Day		157,388	
National Business Conference		347,859	
SEG Employers Group		-	
Interest		63,995	
Examination invigilation fees		65,769	
Rent		336,080	
FHI Maatla Project		163,646	
Other Income		160,103	
<b>TOTAL INCOME</b>		<b>7,943,987</b>	
<b>Total Operating Costs per year (At current Costs)</b>		<b>6,312,441</b>	
<b>Surplus/Deficit</b>		<b>1,631,546</b>	
The effect of the adoption of members will be an increase base of members of BOCCIM.			
<b>ASSUMPTIONS</b>			
Large corporations per an average of P200,000 per annum (A total number of 10 is assumed)			
The number of paid up members increases since BOCCIM would adopt members from associations who are not BOCCIM members.			
Associations pay membership subscriptions based on number of their members			
The operating costs remain at current levels			
Not all of the professional and other associations have been included			
Business associations pay their membership subscription based on the industry (see table ix)			



## SUMMARY OF PROPOSED FINANCIAL MODELS

FINANCIAL MODEL	CHALLENGES	BENEFITS
<p>Model 1</p> <p>Maintaining the Status Quo but increasing the service offerings</p>	<ul style="list-style-type: none"> <li>• BOCCIM will continue losing revenue from member associations which pay membership fees based on number of employees and not on the number of members.</li> <li>• Building capacity for offering increased services</li> </ul>	<ul style="list-style-type: none"> <li>• This is an ideal model before becoming an association apex body.</li> <li>• Affords BOCCIM time to build capacity</li> <li>• Does not need a huge capital outlay</li> <li>• Increased revenue from increased services to be provided by BOCCIM</li> <li>• Reduction on subscription dependence</li> </ul>
<p>Model 2</p> <p>Maintaining Status Quo but members pay subscriptions based on services</p>	<ul style="list-style-type: none"> <li>• Packaging the services to be offered</li> <li>• Members may opt for the minimum services regardless of their size.</li> <li>• Increasing capacity for BOCCIM to offer more services</li> <li>• Professional associations may opt for minimum threshold.</li> </ul>	<ul style="list-style-type: none"> <li>• Target on large corporate members may increase subscription revenues</li> <li>• Efficient use of resources by focussing on services that are value adding to respective members</li> </ul>
<p>Model 3</p> <p>Associations and Regional Chambers as members only</p>	<ul style="list-style-type: none"> <li>• Loss of direct contact with the large corporate members eg. Debswana, large banks.</li> <li>• Large capital outlay needed to set up regional chambers.</li> <li>• Capacity building for weak associations</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue especially from professional associations.</li> <li>• Increased membership coming from dual membership (grandparent relationship)</li> <li>• Increased membership subscriptions from professional associations.</li> <li>• Members of associations</li> </ul>

		<p>become members of BOCCIM. The associations will also benefit from BOCCIM members who do not belong to any association.</p>
<p>Model 4</p> <p>Associations, Regional Chambers and large corporations only</p>	<ul style="list-style-type: none"> <li>• Capacity building for weak associations.</li> <li>• Arriving at the fair subscription for professional bodies.</li> <li>• Financial capital outlay needed for setting up regional chambers.</li> <li>• Arriving at a criteria for subscriptions for regional chambers members.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct membership of large corporations considered to be partners</li> <li>• Increased membership subscriptions from professional associations</li> <li>• Increased service offerings thus attracting more members</li> <li>• Business associations would concentrate on helping their members on day to day issues</li> <li>• BOCCIM will be able to concentrate on national and strategic issues</li> <li>• Increased number of members</li> </ul>
<p>Model 5</p> <p>Regional Chambers Only</p>	<ul style="list-style-type: none"> <li>• Financial outlay to setup regional chambers.</li> <li>• Human resource capacity to manage the regional chambers.</li> <li>• Loss of direct membership of major financial contributors.</li> <li>• Bureaucratic</li> </ul>	<ul style="list-style-type: none"> <li>• BOCCIM head office will concentrate on strategic issues</li> <li>• Consolidation of national issues from regional chambers.</li> <li>• Increased efficiencies in handling local issues.</li> </ul>





### Annex 3 – List of participants in bilateral meetings and validation workshop

Name	Position	Organisation	Contact details
Lokwalo Mosienyane	President	BOCCIM	leta@boccim.co.bw
Palalani Moitlhobogi	Vice President (North)	BOCCIM	palalani@kgebo.co.bw
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Wouter van Gulck	General Manager	Belgian Chambers of Commerce	wvngulck@belgianchambers.be
William Mpete	Chairperson (Tsabong)	BOCCIM	mpetew@bpc.bw
Kumbulani Mabena	Chairperson (Selibe Phikwe)	BOCCIM	kmakanganyu@yahoo.com
Anthony Dancho	Chairperson (Letlhakane)	BOCCIM	aiecdancho@yahoo.com
Humphrey Nawa	Business	BOCCIM	Nawa1022@gmail.com
Otladisang Anthony	Chairperson (Serowe)	BOCCIM	aotladisang@yahoo.com
Isaac Serole	Chairperson (Ghanzi)	BOCCIM	keskhuwe@gmail.com
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Masego Bethete	Group executive	BOBOA	masbethel@yahoo.com
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Edison Tlhomelang	Chairman	Taxi association	71525230
R Rantsima	Secretary	Setlogelwa Tsatsing	71861401
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Gideon Phiri	Interim Executive Director	BEMA	Fikani.consulting@yahoo.com
Boy Boy William Mpete	Chairperson	The AD Corner	mpetew@bpc.bw

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Horatho Mahloane	chairperson	ABCB	72166304
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Masifi Abel	Chairperson	Setlogelwa Tsatsing	
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## Annex 4 – Agendas for missions undertaken



Government of Botswana



European Union

### PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

A Government of Botswana initiative supported by the European Union and the Centre for the Development of Enterprise

#### Establishing BOCCIM as an Apex Body Mission from European Chambers of Commerce 31 March – 3 April 2014

##### Agenda

Monday, 31 March 2014

Time	AGENDA
08:00 – 08:30	<b>Briefing</b>  <b>Venue:</b> BITC Conference Room, Ground Floor  <b>Participants:</b> <ul style="list-style-type: none"><li>- Mr. Wouter Van Gulck (Belgian Chambers of Commerce)</li><li>- Mr. Georges Fischer (Paris Chamber of Commerce)</li><li>- BOCCIM – Seconded Staff to PSDP</li><li>- CDE/PSDP Botswana</li></ul>
09:00 – 11:00	<b>Meeting with the BOCCIM CEO, BOCCIM Finance and Management Committee</b>  <b>Venue:</b> BOCCIM Head Office  <b>Participants:</b> <ul style="list-style-type: none"><li>- BOCCIM- CEO</li><li>- BOCCIM- Finance and Management Committee</li><li>- Mr. Wouter Van Gulck</li><li>- Mr. Georges Fischer</li></ul>
11:30 – 13:00	<b>Meeting with BOCCIM Management Team</b>  <b>Venue:</b> BOCCIM Head Office  <b>Participants:</b> <ul style="list-style-type: none"><li>- Mr. Wouter Van Gulck</li><li>- Mr. Georges Fischer</li><li>- BOCCIM- Management Committee Team</li></ul>
13:00 – 14:30	<b>Lunch Break</b>
15:30 – 16:30	<b>Meeting with PSDP – BOCCIM experts</b>

	<p><b><u>Venue:</u></b> BOCCIM Head Office</p> <p><b><u>Participants:</u></b></p> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> <li>- Reviewing BOCCIM Constitution - Mr. A. R. Khan</li> <li>- Development of a Financial Model for Subscription - Mr. Musonda J. Pongaponga</li> </ul>
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## Tuesday 1 April 2014

08:00 – 12:00	<p><b>Stakeholders' Workshop – Establishing BOCCIM as an Apex Body</b></p> <p><b><u>Venue:</u></b> BITC Conference Room, 7<sup>th</sup> Floor</p> <p><b><u>Participants:</u></b></p> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> </ul> <p><b><u>Member associations:</u></b></p> <p>Botswana Association of Building and Civil Engineering Contractors, Bankers' Association of Botswana, Botswana Institute of Chartered Accountants, HATAB, Botswana Horticultural Council, Botswana Exporters and Manufacturers' Association, Botswana Chamber of Mines, Engineers' Association of Botswana, Law Society of Botswana, Securities' Association of Botswana, Transporters' Association of Botswana, Bus Owners of Botswana Association, Botswana Taxi and mini-Buses Association, Haulers' Association, Women in Business Association, Botswana Alcohol Industry Association, Pharmaceutical Society of Botswana, Botswana Wildlife Producers Association, Botswana Bakery Association, Wholesalers Association, Publishers Association, Botswana Institute of Development Professionals, Architects Association of Botswana, Botswana Diamond Manufacturers Association, Association of Business Consultants, Botswana Millers Association, Chinese Enterprises Association, Botswana Association of Consulting Agencies, TshipidiBadiri Builders Association, SetlogelwaTsatsing Building and Engineering Contractors Association</p>
12:30 – 14:30	<b>Lunch Break</b>
14:45 – 16:00	<p><b>Meeting with BOCCIM Council</b></p> <p><b><u>Venue:</u></b> BOCCIM Head Office</p>

## Wednesday 2 April 2014

08:00 – 09:30	<p><b>Meeting with Botswana Chamber of Mines</b></p> <p><b><u>Venue:</u></b> BITC Conference Room, Ground Floor</p> <p><b><u>Participants:</u></b></p> <ul style="list-style-type: none"> <li>- Mr. Charles Siwawa, Chairperson: Botswana Chamber of Mines</li> <li>- Mr. Georges Fischer</li> </ul>	<p><b>Meeting with Botswana Transporters Associations</b></p> <p><b><u>Venue:</u></b> BITC Conference Room, 7<sup>th</sup> Floor</p> <p><b><u>Participants:</u></b></p> <ul style="list-style-type: none"> <li>- Mr. Tiragalo Mponang, Chairperson: Bus Owners of Botswana Association</li> <li>- Mr. Edison Tlhomelang, Chairperson: Botswana</li> </ul>
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		Taxi and Mini-Buses Association - Mr. Wouter Van Gulck
10:00– 11:30	<b>Meeting with Botswana Association of Building and Civil Engineering Contractors</b>  <b>Venue:</b> BITC Conference Room, Ground Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Mr. Nicholas Jansen van Rensburg - Botswana Association of Building and Civil Engineering Contractors</li> <li>- Mr. Wouter Van Gulck</li> </ul>	<b>Meeting with Botswana Bankers Association</b>  <b>Venue:</b> BITC Conference Room, 7 <sup>th</sup> Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Mr. Oabile Mabusa - Botswana Bankers Association</li> <li>- Mr. Georges Fischer</li> </ul>
11:45– 13:00	<b>Meeting with Women in Business Association</b> <b>Venue:</b> BITC Conference Room, Ground Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Ms. Tumi Mbaakanyi - Women in Business Association</li> <li>- Mr. Wouter Van Gulck</li> </ul>	<b>Meeting with Botswana Institute of Chartered Accountants (BICA)</b> <b>Venue:</b> BITC Conference Room, 7 <sup>th</sup> Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Ms. Regina Ramanteba – BICA</li> <li>- Mr. Georges Fischer</li> </ul>
14:30– 15:30	<b>Meeting with Securities Association of Botswana</b>  <b>Venue:</b> BITC Conference Room, Ground Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Mr. Kagiso Seloma - Securities Association of Botswana</li> <li>- Mr. Wouter Van Gulck</li> </ul>	<b>Meeting with Botswana Diamond Manufacturer Association</b>  <b>Venue:</b> BITC Conference Room, 7 <sup>th</sup> Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Ms. Pauline Paledi - Mokou - Botswana Diamond Manufacturer Association</li> <li>- Mr. Georges Fischer</li> </ul>
15:45– 16:30	<b>Meeting with Engineers Association of Botswana</b>  <b>Venue:</b> BITC Conference Room, Ground Floor  <b>Participants:</b> <ul style="list-style-type: none"> <li>- Mr. Obed Motsumi - Engineers Association of Botswana</li> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> </ul>	

#### Thursday 3 April 2014

08:00 – 0930	<b>De-briefing meeting with PSDP – BOCCIM experts</b>  <b>Venue:</b> BITC Conference Room, 7 <sup>th</sup> Floor <b>Participants:</b> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> </ul>
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	<ul style="list-style-type: none"> <li>- Reviewing BOCCIM Constitution - Mr. A. R. Khan</li> <li>- Development of a Financial Model for Subscription - Mr. Musonda J. Pongaponga</li> </ul>
10:00 – 11:15	<p><b>De-briefing meeting with PSDP and BOCCIM</b></p> <p><b>Venue:</b> BITC Conference Room, 7<sup>th</sup> Floor</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> <li>- BOCCIM - CEO</li> <li>- BOCCIM – Seconded Staff to PSDP</li> <li>- BOCCIM Management Team</li> <li>- BOCCIM Finance and Management Committee</li> <li>- CDE, Head of Regional Office – Mr. Sid Boubekeur</li> <li>- CDE/ PSDP Botswana Coordinator – Mr. R. N’Guessan</li> </ul>
11:30 – 12:30	<p><b>Meeting with the Ministry of Trade and Industry</b></p> <p><b>Venue:</b> Ministry of Trade and Industry</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>- Ms. Pauline Monare, Director, EDD Unit</li> <li>- Mr. Gideon Mmolawa, Chief Commercial Officer</li> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Georges Fischer</li> <li>- BOCCIM</li> <li>- CDE/PSDP</li> </ul>

#### Friday 4 April 2014

10:00 – 11:30	<p><b>Meeting with Botswana Exporters and Manufacturers Association (BEMA)</b></p> <p><b>Venue:</b> BITC Conference Room, Ground Floor</p>
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Governement of Botswana



European Union

### **PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA**

A Government of Botswana initiative supported by the European Union and the Centre for the Development of Enterprise

#### **Establishing BOCCIM as an apex body**

**Mission from European Chambers of Commerce**

**6 – 9 May 2014**

#### **Agenda**

#### **Tuesday 6 May 2014**

<b>Time</b>	<b>Agenda</b>
14:30 – 17:00	<b>Meeting with BOCCIM experts</b>  <b><u>Venue:</u></b> BITC conference room, ground floor  <b><u>Participants:</u></b> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Reviewing BOCCIM Constitution - Mr. A. R. Khan</li> <li>- Development of a Financial Model for Subscription - Mr. Musonda J. Pongaponga</li> </ul>

#### **Wednesday 7 May 2014**

08:30 – 10:30	<b>Briefing meeting with BOCCIM: Discussion of the key findings of the experts team</b>  <b><u>Venue:</u></b> BOCCIM Head Office <b><u>Participants:</u></b> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Lekwalo L. Mosienyane, BOCCIM President</li> <li>- Ms. Maria Ellis – Machailo, BOCCIM CEO</li> <li>- BOCCIM- Finance and Management Committee</li> <li>- BOCCIM Council</li> <li>- CDE-PSDP</li> </ul>
14:30 – 16:30	<b>Meeting with CDE / PSDP</b>  <b><u>Venue:</u></b> BITC conference room, ground floor <b><u>Participants:</u></b> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- CDE-PSDP</li> </ul>



## Thursday 8 May 2014

14:30- 17:00	<p><b>Workshop for the BOCCIM Stakeholders – Key findings of the study and action plan to establish BOCCIM as an apex body</b></p> <p><b>Venue:</b> BITC conference room, 7<sup>th</sup> floor</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Lekwalo L. Mosienyane, BOCCIM President</li> <li>- Mr. Gobusang Keebine – BOCCIM Vice President</li> <li>- Mr. Palalani Moitlhobogi – BOCCIM Vice President</li> <li>- Ms. Maria Ellis – Machailo, BOCCIM CEO</li> <li>- BOCCIM- Finance and Management Committee</li> <li>- BOCCIM Council</li> <li>- BOCCIM membership</li> </ul>
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## Friday 9 May 2014

08:30 – 10:30	<p><b>Debriefing with BOCCIM</b></p> <p><b>Venue:</b> BITC conference room, 7<sup>th</sup> floor</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>- Mr. Wouter Van Gulck</li> <li>- Mr. Lekwalo L. Mosienyane, BOCCIM President</li> <li>- Ms. Maria Ellis –Machailo, BOCCIM CEO</li> <li>- BOCCIM- Finance and Management Committee</li> <li>- BOCCIM Council</li> </ul>
11:00 – 13:00	<p><b>De-briefing with CDE / PSDP</b></p> <p><b>Venue:</b> BITC conference room, ground floor</p> <p><b>Participants:</b></p> <ul style="list-style-type: none"> <li>- Mr.Wouter Van Gulck</li> <li>- CDE/PSDP</li> <li>- BOCCIM PSDP Experts</li> </ul>
13:00 – 14:30	<p><b>Lunch meeting with the EU Delegation (Key findings of the study and recommendations)</b></p>