



## Message from the President



Talofa lava, I am pleased to present the second Strategic Plan for the Samoa Chamber of Commerce for the period 2016–2020.

This Strategic Plan sets out the strategic priorities and goals of the Chamber of Commerce for the next five years. Themed at Powering Business Growth, the plan aims for the Chamber to lead the empowerment of business potential growth and innovation as key partner to Samoa’s Private Sector Development

The Plan focuses on four strategic priorities. The Chamber intends to engage more with its members by building a strong and responsive organization with premium membership information, facilitate improved and relevant information sharing and dissemination, support business development opportunities with a strong focus on facilitating access to finance and trade to name a few.

The Chamber values its partners and this plan aims to have an improved partnership and dialogue framework resulting in effective and efficient and meaningful dialogue process. We intend to develop a Private Sector Development Framework that is owned and has the commitment of the members. The Chamber will encourage efficiency by prioritizing sector issues and formalize sector representatives with government to promote official policy positions from time to time.

As a leading NPSO in the region, the Chamber aims to continue its best practice by implementing and refining its Operational Manual, Governance tools and Monitoring and Evaluation framework to ensure that the work carried out are in line with the principles of transparency and accountability. The Chamber also intends to develop a long term financial strategy to sustain its operations and advocacy work.

I wish to acknowledge the continuous support and assistance of the Pacific Leadership Program, the International Labour Organization (ILO) and not forgetting our Government of Samoa as our main partners in the formulation of this Strategic Plan.

Faafetai ma ia Manuia,

A handwritten signature in blue ink, consisting of a large, stylized 'P' and 'L' intertwined.

Tuala Pat Leota  
**PRESIDENT**

**CONTENTS**

Strategic Plan – One page summary.....4

The Planning Process.....5

**Where.....6**

Vision and Mission Statement.....6

Strategic Priorities..... 6

Goals..... 8

**Now.....9**

Opportunities and Threats.....9

Strengths and Weaknesses.....10

**How.....12**

Critical Success Factors.....12

Obstacles.....13

How will we get there? .....14

Key Activities..... 14

Key Results Areas, Measures of Success, Timelines and Responsible  
Persons.....15

Chamber Performance Scorecard.....19

## Strategic Plan 2016–2020: Powering Business Growth

### VISION

The Chamber to lead the empowerment of business potential growth and innovation as a key partner to Samoa's Private Sector Development

### MISSION

The Chamber as the NPSO to advocate, facilitate and foster sustainable development of the Private Sector through effective leadership and meaningful dialogue

### STRATEGIC PRIORITIES

Membership Engagement	Improved Partnerships and Dialogue Framework	Leadership and Finance	Enabling Business Environment
-----------------------	--	------------------------	-------------------------------

### GOALS

Membership Engagement - <i>Driving Responsive and Relevant Services for Members</i>	Improved Partnerships and Dialogue Framework - <i>Enabling a Strengthened National Private Sector Organization</i>	Leadership and Finance - <i>To Lead a High Performing and Results Orientated National Private Sector Organization</i>	Enabling Business Environment – <i>Enabling the business community to capitalize on trading opportunities.</i>
---	--	---	--

### CRITICAL SUCCESS FACTORS

Membership	Human Resources	Programs & Events	Advocacy and Partnerships	Governance	Finance
Valued Perceptions Consistent Growth Informed Members Member retention Member diversity	Strong Leadership Skilled & Appropriate staff Continuous Education Succession Planning Clear expectations	Overall profitability Appeals to wide variety of Members Valuable to Members Attendance Council Members involvement and commitment	Alignment with mandate and lead NPSO Communication with Members Effective advocacy process Connected with Key players/Stakeholders and Policy makers Engagement of Members	Accountability Diversity Strong leadership Continuity of Council Members Good Governance Structure and Processes	Accurate, timely Financial reporting Strong balance sheet Profitability Efficiency in Budget prioritization Accurate project Planning and costing Clear Business Planning

### KEY ACTIVITIES FOR FOUR GOAL AREAS

Engagement	Improved Partnerships and Dialogue Framework	Leadership and Finance	Enabling Business Environment
Retain and expand membership Develop and Implement an information system for members that are relevant and meaningful Reorganize members into sector specific Think Tanks Deliver specialized and innovative member services Revise membership and fee structure Implement a Marketing and Communications Plan	Strengthened Chamber advocacy activities Develop and Implement a rolling 12 month program and calendar of events Youth Employability Project	Review Organizational Structure Develop an M & E Framework Develop additional revenue sources Fully Operational Guidelines, Governance and Reporting Capacity Building of the EC	Represent business interests in the Government's trade interactions Strengthen trade value chains. Actively and effectively advocate for private sector interests in the development of new legislation that affects the enabling business environment

The strategic Planning function is designed to answer three basic questions:





## WHERE

### **VISION STATEMENT**

The Chamber to lead the empowerment of business potential growth and innovation as a key partner to Samoa's Private Sector Development

### **MISSION STATEMENT**

The Chamber as NPSO to advocate, facilitate and foster sustainable development of the Private Sector through effective leadership and meaningful dialogue

### **STRATEGIC PRIORITIES**

#### **1. Engagement**

- Building a strong and responsive NPSO with premium Membership Information System
- Facilitate improved and relevant Information sharing and dissemination
- Demand driven Sector/issue specific forums/Think Tanks/Workshops
- Support Business Development Opportunities with a strong focus on facilitating access to Finance and Trade.

#### **2. Improved Partnership and Dialogue Framework**

- Refine approach to Dialogue process that invites Effectiveness and Relevancy
- Develop and drive a Private Sector Development Framework that has ownership and commitment
- Prioritize Sector issues and formalize Sector representatives and promote positions at Government, Donor Partner, National and Regional meetings

### **3. Leadership and Finance**

- Develop best practice as lead NPSO by developing and Implementing fundamental Operational, Governance, Funding, Monitoring and Evaluation and Results Orientated Guidelines and Strategies, and Project Design Frameworks
- Provide Demand Driven Training/Capacity Building/Mentoring programmes
- Develop a long term Financial Strategy

### **4. Enabling Business Environment**

- Maintain a strong relationship with members, Government and stakeholders
- Strengthen trade value chains

## GOALS

<b>Engagement – <i>Driving Responsive and Relevant Services for Members</i></b>
To ensure Programs, Events and Services appeal to all Membership by being balanced and Sector/Industry focused and driven by offering value for Membership engagement
Focus on Member retention, Member perception of value and diversity through issue/sector specific Think Tanks/Forums approaches and meetings
Provide relevant Information System and Business Mentoring by focusing on review and reform of the Members data base that captures Information that is relevant and readily accessible and monitored and capable of guiding Training and Business Development Needs
Implement Communication and Marketing Plan with increased focus for Sponsored Corporate Events
Increase the number of net new Members with focus on Professional Organizations, Corporations and young Chamber Members
Enable Financial institutions to engage in Sector/Industry focus forums at least Quarterly to understand the different Business operational landscape and see how they can enable Business Growth and lending criteria
Get ‘buy in’ to Youth Flagship Project including concept of Young Chamber

<b>Improved Partnerships and Dialogue Framework – <i>Enabling a Strengthened National Private Sector Organisation</i></b>
Increase involvement of Members with relevant Business ‘know how’ and knowledge in critical Partnerships and Dialogue and link Chamber with Business Success stories
Establish Sector specific Member Think Tanks across the Chamber and engage those Think Tanks in the Sector specific issues in the Development of a new Samoa Development Strategy 2016–2020
Launch a Private Sector Development Framework or Action Plan that will inform all Stakeholders of its Key Priority Areas and Activities
Introduce Project Design, Research and Planning into the work of the Secretariat through Sector focal points to build effective Partnerships with Member ‘Think Tanks’ and Public Sector, Donor Partners and Regional Partners
Share any new Direction immediately and promote any new prioritizing through relevant Communication channels guided by existing Communication Strategy
Have full engagement and Partnership on “Youth Flagship Project” promoting its cross Sector strengths

<b>Leadership and Finance – <i>To Lead a High Performing and Results Orientated National Private Sector Organisation</i></b>
A long term Financial Strategy for core and non–core funding is developed
Fundamental Business Operations & Reporting Package implemented for reporting to EC
Organisational Structure Review to reflect any new goals and direction of the Organisation
Strategic Plan Monitoring & Evaluation Framework Designed and Implemented with robust Monthly and Quarterly reporting criteria
Recruitment, Staff Training and Work and Performance Plans for all employed staff
Youth Flagship Project



NO

The SWOT analysis conducted as part of the Strategic Planning process through detailed Consultations and a comprehensive assessment across Key Performance Areas concluded the following Opportunities as providing good leverage for this current Strategic Plan. Threats and/or challenges were also reported in the Planning process and Strengths and Weaknesses.

**We need to focus on:**

**Opportunities**

To Create an Enabling Environment for Business, To be the Voice for Business, To be Inclusive in its approach, To Advocate for Policies that support the enabling Business Environment.

Increased visibility and relevance through more alignment and engagement with its Members and Partnerships

Link Chamber with Business Success

Partner with corporations, Associations and emerging professions and encourage Membership Alliances

Monitor competing Associations or Organizations for new ideas and Threats

Encourage new ideas and increase Social Media presence

Adopt and Implement the existing Communications Strategy to all Stakeholders

Issues and submissions to external Stakeholders must be consistent with Chamber Mandate as NPSO

Explore new Partnerships with NUS and SNYC

Get involved early in the Development of Samoa's New Development Plan 2016–2020 and make sure it delivers on some of Chambers New Strategic Plans KPI's

Design and Implement a Flagship Project that is empowering of Youth Employment and Entrepreneurship looking strongly at employability skills

Develop a Youth Membership arm

Look to the One UN (Samoa) National Youth Employment Programme to see where Chamber as lead NPSO can add value

Drive the concept of critical Think Tanks driven by Sector specific Members mirrored by a staff focal point as Key research and Information tracker and filter and produce some concept papers to inform high level forums and share with Members

Deliver targeted project Design Training meeting the Needs of Members and Secretariat

Revisit the monthly meeting approach so as to reflect an approach that encourages interaction on critical issues and encourages participation by our partners and Key external Stakeholders

**We need to be mindful of:**

**Threats**

Lack of Financial resources/resource constraints

Economic Downturn – decrease in Membership

Other organizations competing for new Membership and available time for current Members

Negative publicity

Recruitment and retention challenges

Competition for the Donor Partners dollar and changing funding modalities

Lack of external Monitoring and Evaluation

Perception of exclusiveness

**And we need to build on our:**

**Strengths – Membership Engagement**

Membership numbers show a slow Growth trend

Membership Structure appears to reflect value

Membership Services in place

Training is well attended and appears relevant

Still represents a forum for networking

**Leadership and Finance**

Diversity of Council Members

Good continuity of some of the Training programmes

Good event Planning

Balanced mix of the old and new in Executive Council

Open to mind set of change

Chamber continues to be seen as a critical player in leading the Private Sector

**Effective Partnerships and Dialogue**

Able to revisit approach to effective engagement with partners and Stakeholders

Many Members have strong influence in their own right with partners

Have a number of good Relationships with existing Corporations that are Members

Timely opportunity to revisit Engagement approach given shifts in Key Heads of Government portfolios and election year next year

Open to mind set of change

Chamber continues to be seen as a critical player in leading the Private Sector

Opportunity to bring a point of difference in terms of a FLAGSHIP project centered on Youth

Ability to reorganize Secretariat so as to start building a Sector specific approach to building effective Partnerships by identifying Key focal points within Secretariat to be counterpart to THINK TANKS and engage with Sector partners and Donor Partners to deliver Sector priorities

**And address our:**

**Weaknesses – Membership Engagement**

Not all Members engaged in Chamber activities

Communication of Value of Membership

Needs analysis of Members, cannot assume One size fits All

Brand familiarity

Membership Orientation programme

Membership is diverse but lack of Sector and/or Industry specific focus

Low Market penetration

**Leadership and Finance**

Leaders at or beyond capacity

Effective work Plans

Succession or contingency Plans

Prioritization of existing Strategic Plan

Long term Financial Plan for sustainability

Memberships fees not covering overhead expenses

Orientation for Council Members on Strategic Plan and Key Performance Indicators and Activities

Awareness of criteria for acceptable projects

**Effective Partnerships and Dialogue**

Meaningful influence

Seek alternative model of engagement and representation

Appears just to be advocating for Dialogue

Uncertainty floating around

Relationships and Partnerships becoming stagnant

Sustainability of Partnerships

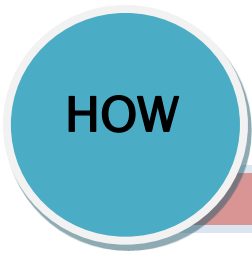
Information sharing and analysis

Private Sector Policy perspective to Sector specific agenda/issues

Out-sourcing activities that Chamber could capitalize on

A blueprint Strategy against the Samoa Development Strategy to highlight how the Private Sector can add value

Credibility been fragmented because of fractions with PSO's, appears as a pressing issue yet remains unresolved



## CRITICAL SUCCESS FACTORS

Critical Success Factors represent the attributes that an organization must possess in order to be Successful, to create that winning profile and important Strategic Direction that enables Successful Outcomes.

Keeping Members informed with relevant and meaningful Information and adopting a sound Member Database Model
Members Perception of Value through Relevant Services and Sense of Inclusivity
Member Engagement through Active Involvement
Member Retention and Diversity
Consistent Growth through Business Sector Working Groups

<b>Human Resources</b>
Strong leadership
Succession Planning
Clear Performance expectations
Adequate and Appropriate Staffing
Continuous Training and Development
Ability to Implement Policies, Procedures and Information Systems and Communication Strategies

<b>Governance</b>
Strong Leadership
Accountability
Good Governance Structure and Processes to assist Decision Making
Diversity of Council - Skill Sets, Business Sector, Gender
Relevant Constitution
Continuity of Appointments

<b>Finance</b>
Timely and accurate Financial reporting
Strong balance sheet
Profitability
Efficiency in Budget prioritization
Accurate Project Planning and Costing
Clear Business Planning
Accurate progress reporting

<b>Advocacy and Partnerships</b>
Being connected with Key players/Stakeholders
Engagement
Effective advocacy process on issues relevant to Members and Chamber mandate as NPSO
Sound and Value Adding Policy submissions

**Strategic Plan 2016–2020: Powering Business Growth**

<b>Programs and Events</b>
Diversity –appeals to wide variety of Members
Overall Profitability
Valuable to Members – Fun, Relevant and Educational
Strong attendance
Council Member involvement

Communication of Projects and Success stories
Membership in Statutory Boards, Public Enterprises and National Sector Committees

**BUT** we need to be mindful to address Obstacles that may impact the Organization achieving its Goals. Activities can then be targeted to address the Obstacles to Responsible Persons to lead

**OBSTACLES**

Competition from other Business Orientated Associations
Economic Conditions Impact New Membership potential
New Members resistant to Fees Structure
Lack of Awareness of Benefits of being a Chamber Member
No dedicated salesperson to focus on Membership increase
Lack of Financial Resources for Marketing

<b>Human Resources</b>
Lack of Tool and Skill Sets to Succeed in Designated Roles
Unexpected Staff Turnover
Inadequate People Resources
Slow Recruitment Strategies
How to match Staffing with Strategic Direction?
Poor Time Management

<b>Governance</b>
Difficult to hold volunteers accountable
Low voter turnout
High turnover in Executive Office positions
Board Member resignations
Lack of Toolkits and Orientation guidelines
Competing Business commitments and Value of Time

<b>Finance</b>
Economic conditions have negative impact on Membership
Members resistant to any fees increase
Attrition of Members reduces revenue
Staff overload – not enough People means possible Increase in Wage costs
Expensive to Implement Strategic Plan

<b>Programs and Events</b>
Scheduling can conflict with other community events
Lack of Financial Resources for Advertising
Members do not open emails – viewed as ineffective Communication
How do we find out why Members do not get involved and attend?

## Strategic Plan 2016–2020: Powering Business Growth

How can you set Calendar of events/Programs to Appeal to largest Member group

Lack of Participation of large Employers

### Advocacy and Partnerships

Chamber not aggressive enough in Advocacy Activities

Not enough Members engaged in Advocacy Activities

Not enough Member driven Sector Submissions or Policy Development

Lack of relevant representation at Government Round tables and Sector Committees

Not Engaging enough in more Vital Strategic Partnerships

General Lack of Awareness of Chambers Mandate and Role as Lead NPSO

So 'HOW' we will get there is by:

1. Capitalizing on the strengths of our Organization
2. Mitigating the weaknesses
3. Exploit the Opportunities available
4. Guard against the Threats
5. Create the factors that are critical to the Organizations Success
6. Overcome the obstacles
7. Move the Organization towards its Goals

**AND PRIORITISING** a Key set of **ACTIVITIES** that are **MEASURABLE** and **REALISTIC** with clear **RESPONSIBILITIES** and **TIMELINES**

**GOAL AREAS AND KEY ACTIVITIES**

<b>Engagement</b>				
1. Retain and expand Membership that is Value Adding and address how can we get more face to face value for Members				
2. Develop and Implement an Information System for Members that is relevant and meaningful				
3. Reorganize Members into Sector/Industry specific THINK TANKS				
4. Deliver specialized and innovative member services				
5. Revise Membership fee and structure				
6. Implement a Marketing and Communication Plan				
7. Youth Employability Project				
<b>Improved Partnerships and Dialogue Framework</b>				
1. Strengthened Chamber advocacy activities				
2. Implement a rolling 12 month Program and Event Plan				
<b>Leadership and Finance</b>				
1. Review Organizational Structure to reflect Goals of the Organization				
2. Develop a Monitoring and Evaluation Framework for the new Strategic Plan 2016 –2020				
3. Develop additional non-core and core revenue streams				
4. Fully Operational Guidelines for Chamber Administration, Governance and Reporting				
5. Capacity building of the Executive Council				
<b>Enabling Business Environment</b>				
1. Represent business interests in the Government’s trade interactions				
2. Strengthen Value Chains				
<b>Key Goal Area 1: Engagement – Driving Responsive and Relevant Services for Members</b>				
<i>Key Activities</i>	<i>Key Results or Measures of Success</i>	<i>Timeline</i>	<i>Responsible lead</i>	<i>Support</i>
1.Retain and expand membership	<ul style="list-style-type: none"> <li>○ 40% attendance of financial members in monthly meetings</li> <li>○ Personal engagement with all members by AGM</li> <li>○ 90% retention of current financial members</li> <li>○ 20% new members annually</li> <li>○ Implement Pivotal system and all</li> </ul>	<ul style="list-style-type: none"> <li>○ On-going</li> <li>○ Between AGMs</li> <li>○ On-going</li> <li>○ On-going</li> <li>○ March 2016</li> </ul>	CEO Member Services Manager	Member Services Manager and Team

*Strategic Plan 2016–2020: Powering Business Growth*

	<ul style="list-style-type: none"> <li>staff trained on system</li> <li>○ Survey of expectations of members</li> <li>○ Annual Training Needs Analysis</li> </ul>	<ul style="list-style-type: none"> <li>○ January 2016</li> <li>○ Annually</li> </ul>		
2. Develop and Implement an Information System for Members that is relevant and meaningful	<ul style="list-style-type: none"> <li>○ Prioritize sector/industry specific issues with relevant Information and data</li> <li>○ Adopt and implement Auckland Chamber of Commerce Database system with relevant modifications</li> <li>○ Website regularly updated</li> <li>○ Social media page updated</li> </ul>	<ul style="list-style-type: none"> <li>○ Monthly</li> <li>○ June 2016</li> <li>○ Monthly</li> <li>○ Weekly</li> </ul>	<p>CEO Member Services Manager Member Services Officer Trade Marketing Officer</p>	All Staff
3. Reorganize Members into Sector/Industry specific THINK TANKS	<ul style="list-style-type: none"> <li>○ Members receive sector specific information.</li> <li>○ All policy positions are informed by Think Tank feedback</li> <li>○ Conduct demand driven forums and workshops on relevant issues for members.</li> </ul>	<ul style="list-style-type: none"> <li>○ Quarterly</li> <li>○ Quarterly</li> <li>○ Quarterly</li> </ul>	<p>CEO Member Services Manager</p>	All Staff
4. Develop specialized and innovative member services	<ul style="list-style-type: none"> <li>○ Mentoring program.</li> <li>○ 15 new members to join mentor program.</li> <li>○ Successful Tracer Study reports</li> </ul>	<ul style="list-style-type: none"> <li>○ April 2016</li> <li>○ On-going</li> <li>○ On-going</li> </ul>	<p>CEO Member Services Manager</p>	Member Services team



**Strategic Plan 2016–2020: Powering Business Growth**

	<ul style="list-style-type: none"> <li>○ Deliver trainings in Savaii</li> </ul>	<ul style="list-style-type: none"> <li>○ On-going</li> </ul>		
5. Revise membership fee and structure	<ul style="list-style-type: none"> <li>○ Membership and fee structure reflect current member profiles</li> </ul>	<ul style="list-style-type: none"> <li>○ 2017</li> </ul>	CEO Manager Member Services	Member Services Team
6. Implement a Marketing and Communication Plan	<ul style="list-style-type: none"> <li>○ Revisit and implement current Communication Strategy and</li> <li>○ Sectors receiving updated relevant and meaningful information pertaining to their sectors.</li> </ul>	<ul style="list-style-type: none"> <li>○ December 2016</li> <li>○ Quarterly</li> </ul>	CEO Manager Member Services  CEO Manager Member Services	All Staff  All Staff
7. Youth Employability Project	<ul style="list-style-type: none"> <li>○ Internship program</li> <li>○ Workshops targeting unemployed youth</li> </ul>	<ul style="list-style-type: none"> <li>○ March 2016</li> <li>○ June 2016</li> </ul>	CEO Manager Member Services	All Staff

**Key Goal Area 2: Improved Partnerships and Dialogue Framework – Enabling a Strengthened National Private Sector Organization**

<b>Key Activities</b>	<b>Key Results or Measures of Success</b>	<b>Timeline</b>	<b>Responsible lead</b>	<b>Support</b>
1. Strengthened Chamber advocacy activities	<ul style="list-style-type: none"> <li>○ Budget Forum</li> <li>○ Post Budget Breakfast/Lunch/Dinner</li> <li>○ Private Sector Priorities reflected in next SDS</li> <li>○ Donor Roundtable meeting</li> <li>○ SDGs – greater awareness, understanding and buy in by Private Sector CEOs</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually (February)</li> <li>○ Annually May</li> <li>○ April 2016</li> <li>○ July 2016</li> <li>○ On-going</li> </ul>	CEO Manager Policy, Planning, Research and Development	All Staff
2. Develop and implement a	<ul style="list-style-type: none"> <li>○ Annual calendar of programs and</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually (December)</li> </ul>	CEO Manager	All Staff

*Strategic Plan 2016–2020: Powering Business Growth*

rolling 12 month program and event plan	events of all national, regional and international activities.		Member Services Manager Policy, Planning, Research and Development	
---	--	--	--	--

**Key Goal Area 3: Leadership and Finance – To Lead a High performing and Results Orientated National Private Sector Organization**

<i>Key Activities</i>	<i>Key Results or Measures of Success</i>	<i>Timeline</i>	<i>Responsible lead</i>	<i>Support</i>
1. Review Organizational Structure	<ul style="list-style-type: none"> <li>○ Reviewed Constitution</li> <li>○ Organization Structure Review</li> <li>○ JDs to align with new Strategic Direction and Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>○ December 2016</li> <li>○ December 2016</li> <li>○ December 2016</li> </ul>	CEO/EC	All Staff
2. Develop a Monitoring and Evaluation Framework	<ul style="list-style-type: none"> <li>○ Clear indicators and reporting deliverables and timelines</li> </ul>	<ul style="list-style-type: none"> <li>○ Quarterly</li> </ul>	CEO	All Staff
3. Develop additional revenue sources	<ul style="list-style-type: none"> <li>○ 3 new projects</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually</li> </ul>	CEO	All Staff
4. Fully operational guidelines, governance and reporting	<ul style="list-style-type: none"> <li>○ Policies and Procedures manual reviewed</li> <li>○ Board Charter reviewed</li> <li>○ Constitution reviewed</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually</li> <li>○ Annually</li> </ul>	CEO	All Staff
5. Capacity building of the EC	<ul style="list-style-type: none"> <li>○ Induction and orientation program for EC implemented</li> </ul>	<ul style="list-style-type: none"> <li>○ Annually</li> </ul>	CEO	All Staff

**Key Goal Area 4: Enabling Business Environment**

<i>Key Activities</i>	<i>Key Results or Measures of Success</i>	<i>Timeline</i>	<i>Responsible lead</i>	<i>Support</i>
1. Represent business	<ul style="list-style-type: none"> <li>○ Relevant trade policy papers</li> </ul>	<ul style="list-style-type: none"> <li>○ On-going</li> </ul>	Trade Marketing	Member Services

*Strategic Plan 2016–2020: Powering Business Growth*

interests in the Government's trade interactions	<ul style="list-style-type: none"> <li>produced as needed</li> <li>○ Membership engagement in Government consultations</li> <li>○ Trade Issues project</li> </ul>		Officer CEO Policy Officer	Manager Policy Officer
2.Strengthen Value Chains	<ul style="list-style-type: none"> <li>○ Trade Toolkit launched</li> <li>○ Agribusiness Project</li> <li>○ Member participation in local and international trade fairs</li> </ul>	<ul style="list-style-type: none"> <li>○ July 2016</li> </ul>	Trade Marketing Officer Member Services Manager	Policy Officer Member Services Team

**The CHAMBER PERFORMANCE SCORECARD will be MEASURED by:**

- ❖ The Results we Achieve
- ❖ Making clear Linkages in terms of Interventions and Impact
- ❖ Understanding the Value of Monitoring and Evaluation as the critical Measuring tool of Performance
- ❖ How well we are Progressing towards our Goals and whether we can claim progress and/or how future efforts can be Improved
- ❖ Robust and Transparent Progress Reporting against each Activity
- ❖ Our Financial Scorecard
- ❖ Informed Monitoring and Evaluation reporting for Members, Government and Donor Partners
- ❖ Implementing Best Practice in Good Governance
- ❖ Our Credibility
- ❖ Adding value through YOUTH FLAGSHIP Project