

## BUSINESS ASSOCIATION TRAINING: SURVEY HIGHLIGHTS

CIPE recently completed a comprehensive survey and evaluation of its business association management training programs during the period 1995-97. The evaluation highlights numerous organizational improvements made by participants from chambers of commerce and business associations around the world.

These training programs are a centerpiece of CIPE's efforts over the years to encourage independent business associations that promote democratic development and market-oriented economic reform. The programs are designed to establish effective public policy forums, to fill the information void in many developing countries and emerging economies, and to engender the skills and technical expertise necessary to manage a voluntary organization that depends on membership services.

The recent evaluation focused on single-country programs in the Czech Republic, Ghana, Haiti, Nigeria, Romania, South Africa, and Ukraine, as well as regional programs in the Maghreb (Algeria, Mauritania, Morocco, and Tunisia), the southern tier Central Europe (Albania, Bulgaria and Romania), and West Africa (Cote d'Ivoire and Senegal).

CIPE considers the findings to be extremely positive, providing a glimpse into the effects that its programs are having on business associations in transitional economic and political environments. Some of the highlights of the evaluation are:

- The multiplier effect of CIPE's materials has been high, with 97% of respondents saying that they have used the materials since the seminar and have shared the information with their colleagues.
- 95% of respondents reported keeping in touch with other training participants.
- Participants said their total membership has increased over the past two years. Of the 93% of survey respondents who conducted a new membership campaign in the last year, 72% considered CIPE's contribution to be significant to that effort.
- Regarding organizational management, CIPE was recognized for significant contributions in the areas of mission statements (79%), annual strategic plans (64%), long-range plans (46%), and organizational charts (51%).
- 69% of respondents reported success in generating new sources of non-dues income since participating in the CIPE program.
- As a result of policy advocacy activities, 61% of respondents have experienced success in changing government policies since their participation in the CIPE program.
- 65% of respondents reported they have developed new services as a result of participating in CIPE training sessions, and 50% of respondents have developed new publications pursuant to what they learned at CIPE's seminars.