

**Activities of Modern Associations**

**Advocacy and Contribution to Local Economic Development**

Associations as important actors on the meso level  
 Analysis of members needs and problems  
 Intervention areas and instruments

**Rendering Services**

Importance and types of services  
 Decision matrix for new services  
 Implementing new services  
 Costing services

**Promoting Active Associations**

Sector groups  
 Valuation measures for associates  
 Pro-active directory

**Management**

**Internal Processes**

Basic documentation  
 Member s register  
 Elections

**Market and Marketing**

Market study/needs analysis  
 Marketing tools

**Human Resources**

Organisation chart  
 Selection and recruiting  
 Job descriptions

**Financials**

Methods of financing  
 Sustainable membership fees  
 Cash book management  
 Budgeting and financial planning

**Field Work: Strategic Planning (successive)**

Definition of mission/vision  
 Status analysis (needs analysis, SWOT analysis)  
 Definition of strategic areas  
 Elaboration of an action plan  
 Generation of a financial plan  
 Development of monitoring procedures



**C<sup>3</sup> TRAINER**

TRAINING AND MODERATION TECHNIQUES



**C<sup>3</sup> START**

BUSINESS START-UP & PLANNING



**C<sup>3</sup> GROWTH**

CONSULTANCY FOR SUSTAINABLE ENTERPRISE GROWTH



**C<sup>3</sup> CREDIT**

CREDIT APPRAISAL & MONITORING



**C<sup>3</sup> CRISIS**

TURN-AROUND MANAGEMENT OF ENTERPRISES IN CRISIS



**C<sup>3</sup> COMPLIANCE**

MANAGING SOCIAL AND ENVIRONMENTAL STANDARDS



**C<sup>3</sup> ASSOCIATE**

STRATEGIC AND FINANCIAL PLANNING FOR ASSOCIATIONS



**C<sup>3</sup> LOCAL**

MULTI STAKEHOLDER PROCESSES FOR LOCAL ECONOMIC DEVELOPMENT



## Why C<sup>3</sup> ASSOCIATE?

Associations are key actors for economic development on the meso level. They create a better business environment through advocacy, facilitate vertical and horizontal coordination, reduce information costs especially for small enterprises, increase efficiency through the provision of services and generally are a platform for improving the investment climate. Lack of knowhow and management capacity, as well as insufficient planning and goal-orientation often hampers an associations ability to assume its role satisfactorily.

### ASSOCIATE is...

... an integrated and work-place oriented module for capacity building within associations. **ASSOCIATE** transfers knowhow on the most important aspects of associative culture and helps associations to improve their internal management and elaborate their strategic and financial planning. Thus, **ASSOCIATE** enables associations to become more efficient in fulfilling their roles.

### Understanding systems

The success of an association not only depends on the know-how of internal processes of the entity, but also on a deep understanding of the economic and social environment. Our trainees will have understood the economic system in which their associations operate, their own position in this system and will learn how external factors interrelate and influence the success of their activities. C<sup>3</sup> training seminars always encourage a holistic approach to problem solving and strategy development.

### Target groups

The training seminar on strategic and financial planning is designed for decision makers working within associations. Participants can be staff members from different kinds of associations, like e.g. a business association, sector associations, women's associations or an agricultural organization. Depending on the size of the organization, participants in one training course can be from one single association (e.g. from various regional offices) or from different associations (with similar positions held within their own organization). Training groups usually have an average of 15 to 25 participants.

### Training through action learning and experience

Based on the methodological principal of C<sup>3</sup>, **ASSOCIATE** adopts a highly participatory training approach, consisting of action-oriented sessions with simulation exercises, group work, case studies and field work. Modern adult training methods safeguard a sustainable learning progress. In addition, field work is an integral part of the training course: participants elaborate their associations' own strategy and draft the respective financial plan. Results are prepared for presentation and a report is elaborated for documentation.

