Hope and Opportunity

Pandemic and Economic Recovery

Comprehensive Approach through Governance and Management
IOM Association-Chamber Community

• Resilient

• Sharing Resources, Collaborating

• THANK YOU.
“...we will get through this, but how fast and how effectively will depend a lot upon the actions we take.”

International Monetary Fund (IMF)
“Associations are made for times such as these.”

Union of Ukrainian Entrepreneurs
“In the long-run, members will judge us on how we responded during a crisis.”
Strengths of Associations and Chambers

- a) Empathy, Listening to Members
- b) Trusted Source, Relationships
- c) Leadership Team, Passionate
- d) Publications, Communication Channels
- e) Technology Use, Internet, Social Media
- f) Resourceful
- g) Advocacy
- h) Coalitions, Collaboration
- i) Planning, Strategic Thinkers
- j) Grants - Application and Administration
Execs Voice Concerns

1. Virus-Fatigue/Messaging
2. Membership/Dues
3. Board/Committees
4. Financial Forecasts/Budget
5. Staffing
6. Cancellations/Legal
7. Strategic and Plans
8. Advocacy
9. SURVIVE/PROSPER
Virus Fatigue and Messaging

- “Pandemic and Economic Recovery”
- Do not REGURGITATE
- Appoint a Spokesperson
  - Avoid Rumors/Apparent Authority
- Enhance Elevator Speech
- Track Good Deeds
Membership – Dues - ROI

• **Indispensable Partner and Trusted Resource**

• Listen, Empathize, Categorize
  – Transform Challenges into Assoc. Opportunities

• Delay of Dues, Waivers, Credits, Extensions
  – Be Proactive

• **Communicate Value** – “ROI Value Calculator”

• Recalibrate Supplier & Sponsor Needs

“We are working to help members through pandemic and economic recovery.

To provide relief, we are extending dues by _____ months. The board is ready to respond to individual hardships with waivers and credits.”

Question: How are you handling membership? Getting new members?
Board Governance

• AWOL < > Micro-Management?
• Extend Terms if Needed
• Empower the Executive Committee
• Authorize the Executive Director
• Meetings without Quorums; OK
• Reduce Meeting Agenda Format

Question: What’s happening with your board?
Governing Documents

- **Temporary Relaxation**
  - Rules of Order
  - Dates and Deadlines
  - Committees

- **Document** the Rationale for Omissions
  - Record in Future Minutes

- Don’t Break any Laws
Committee Assignments

• Appoint **Strike Forces**, Task Forces, Project Teams, Quick Action Teams, Micro-Tasks

• Pause Standing Committees (i.e. bylaws review, etc.)

• **Expect Results**, they supplement the team. Set performance metrics.

• **Governance Altimeter:**
  - Board 50,000 foot
  - Committees 30,000’
  - Staffing 10,000’

“Our short-term mission is to **sustain** our association while delivering value to our members.”
Financial Forecasts

- Assess Impact *(Finance Committee)*

- Adjust/Contingency Budget
  - June – December 2020

- Reserves – “Rainy Day Fund”

- Repurpose the FOUNDATION

- Search Stimulus Packages (CPA)

- Principles
  - Ratio of Savings to Income
  - Ratio Dues to Non-Dues
Staffing

• Remote Work and Equipment
• HR Policy Manual
• Convey Value, Confidence
• Re-Assess in Summer

• Furloughs, Layoffs
  – Salary Contributions
• Job Sharing Responsibilities
• Stimulus Packages (CPA Support)
• Rely on legal counsel.

Question: Staffing considerations in your association?
Planning - Strategy

- **Pause** Long-Term Plan

- **RECOVERY PLAN**
  - During Pandemic
  - Post Pandemic

- **Purposeful Abandonment now**

- **Integrate “Pandemic & Economic Recovery”** Future Plans

Question: Did you create a shortterm plan?
## Strategic Plan

**Vision:** A Lebanon with well governed and accountable institutions, free of corruption and built on the rule of law.

**Mission:** To promote transparency, integrity and anti-corruption through collaboration, advocacy and active engagement.

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<th>Partnership and Collaboration</th>
<th>Raising Awareness</th>
<th>Monitoring and Accountability</th>
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<td>Enabling collaboration amongst NGOs and organizations of similar causes, and leading collective action and empowerment</td>
<td>Leading public awareness campaigns and programs, disclosure and information provision on anti-corruption and governance issues</td>
<td>Being actively involved in the fight of corruption, through participation in holding institutions accountable and acting like a watchdog for monitoring compliance</td>
<td>Taking position and writing policy research on key anti-corruption issues, and being active in policy making, lobbying and advocacy forums</td>
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**Goals:**

1. Advocate and Government Affiliates
2. Awareness and Promotion
3. Membership
4. Education and Programs
5. Association Excellence

**2020 - 22**

**Strategic Planning**

Organizations with a good strategic plan are more successful. The plan provides a roadmap for leadership and staff. It sets the tone for achieving excellence and revenue growth. The Strategic Planning guide describes the preparation for planning, developing the plan, and implementation.
Advocacy

- Champion for Member Interests
- Repurpose Lobbying Team
- Reaching Lawmakers in “Stay at Home” Settings
- Coalitions, “Seat at the Table”
- Tell Members What You’re Doing
- Community Deeds support Advocacy

Question: What advocacy wins are you working on or have passed? How are you cataloging good deeds for future?
Cancellations

• **Proceed with Caution**
  - Meeting Cancellation Insurance?
  - Force Majeure Clause?
  - Facility Policy & Gov’t Advisories?

• **Repurpose** Events

• **Work with Vendors’ Unique Needs**

• Repackage **Sponsorship Opportunities**
Survival and Thrive

• Stay Positive, Encouraging

• Catalog and **Share Good Deeds**

• **Celebrate** Achievements

• Pace Yourself – Don’t Burn Out
Free Resource

- 20-Page Board Workbook
- bob@rchcae.com
The Assoc. Governance - Management Model

Performance

Relevance

Structure

Sustainability

Strategy