EBO EUROPEAN BUSINESS ORGANISATION WORLDWIDE NETWORK

The European Business Organisation Worldwide Network (EBOWN)

Membership Survey Results and Analysis

Survey period : 13 April to 28 May 2024

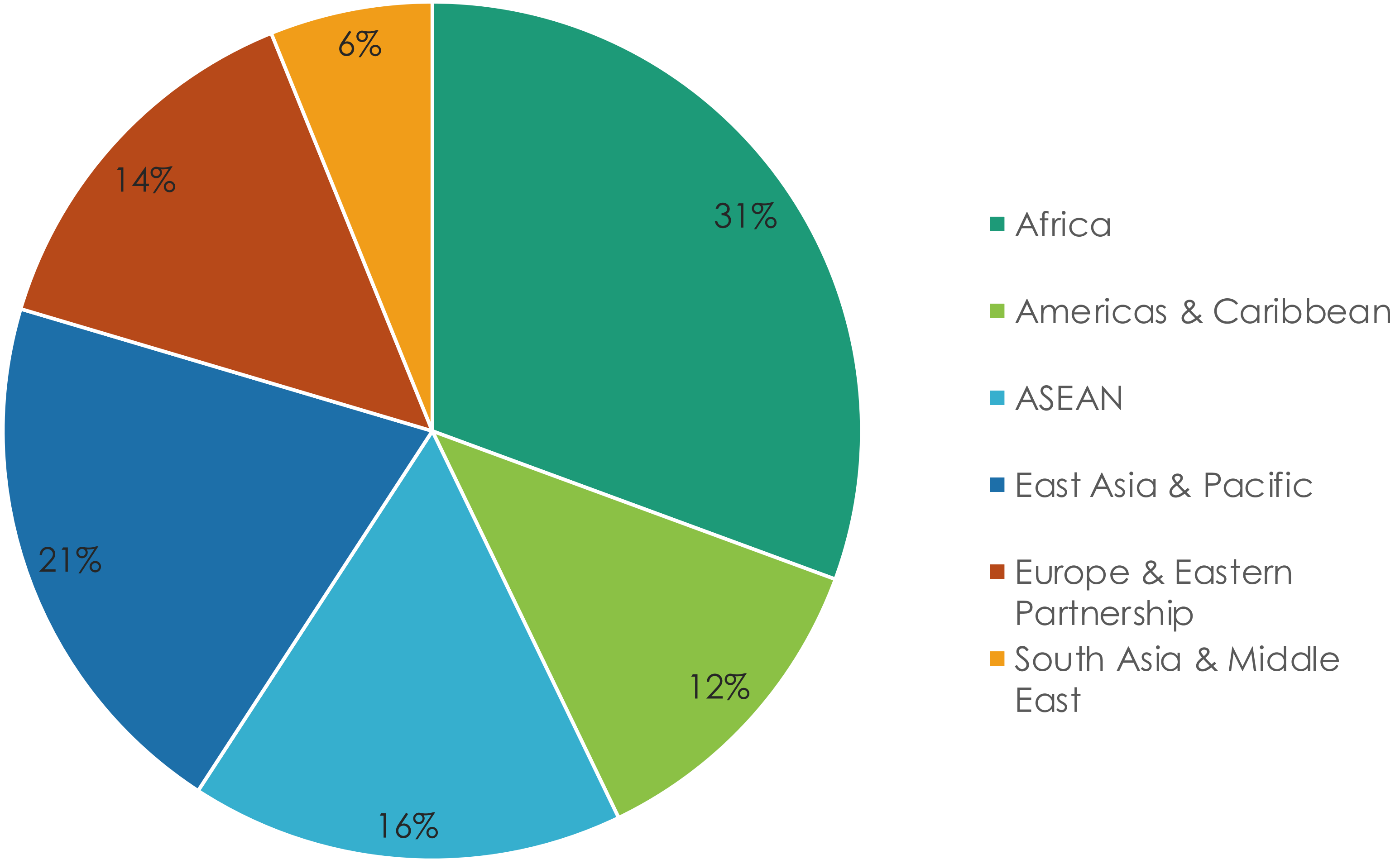
Respondents

Africa	Eurocham Bénin
Africa	Eurocham Burkina Faso
Africa	European Business Organisation Cameroon
Africa	European Business Forum in Ethiopia
Africa	European Chamber of Commerce in Ghana (EuroCham Ghana)
Africa	Eurocham Côte d'Ivoire
Africa	Conseil des Investisseurs Européens au Mali
Africa	Eurocham Nigeria
Africa	European Business Chamber in Rwanda
Africa	Eurocham Sénégal
Africa	EU Chamber of Commerce and Industry in Southern Africa PNC
Africa	European Union Business Group Tanzania (EUBGTZ)
Africa	Eurocham Togo
Africa	European Chamber of Commerce in Liberia (ECCL)
Africa	European Chamber of Commerce in Liberia (ECCL)
Africa	Associação dos Empresários Europeus em Moçambique (Association of Europeen Entrepreneurs in Mozambique
Americas & Caribbean	Eurocámara Argentina
Americas & Caribbean	European Union Chamber of Commerce in Canada
Americas & Caribbean	EuroChile (Fundación Empresarial Comunidad Europea Chile)
Americas & Caribbean	Eurocámara de Comercio de la República Dominicana
Americas & Caribbean	European Business Chamber in Trinidad and Tobago
Americas & Caribbean	Federacion de Camaras Binacionales de Comercio e Industria del Espacio Economico Europeo(FEDEUROPA)
ASEAN	European Business Chamber of Commerce in Indonesia
ASEAN	European Chamber of Commerce and Industry in Laos PDR
ASEAN	EuroCham Myanmar
ASEAN	European Chamber of Commerce of The Philippines
ASEAN	Eurocham Singapore
ASEAN	European Association of Business and Commerce
ASEAN	Eurocham Vietnam
ASEAN	EuroCham Cambodia
East Asia & Pacific	European Australian Business Council
East Asia & Pacific	European Union Chamber of Commerce in China
East Asia & Pacific	European Chamber of Commerce in Hong Kong
East Asia & Pacific	European Business Council in Japan
East Asia & Pacific	European Chamber of Commerce in Korea
East Asia & Pacific	Macau European Chamber of Commerce
East Asia & Pacific	European-Mongolian Chamber of Commerce and Industry
East Asia & Pacific	New Zealand European Business Council
East Asia & Pacific	PNG-Europe Business Council Inc.
East Asia & Pacific	European Chamber of Commerce Taiwan
Europe & Eastern Partnership	European Business Association Armenia
Europe & Eastern Partnership	European Business Association Georgia
Europe & Eastern Partnership	European Business Association of Kazakhstan
Europe & Eastern Partnership	European Chamber Moldova
Europe & Eastern Partnership	Association of European Business in the Russian Federation
Europe & Eastern Partnership	European Business Association Ukraine (EBA)
Europe & Eastern Partnership	Europe-Uzbekistan Association for Economic Cooperation (EUROUZ)
South Asia & Middle East	EBG Federation
South Asia & Middle East	European Economic Chamber Nepal (EEC)
South Asia & Middle East	European Chamber of Commerce of Sri Lanka

49 EBOs responded

EBO Regions

Africa	15
Americas	6
Asia	21
Europe & Eastern Partnership	7



Analysis

	2023 Membership	2023 Survey EBOs	2024 Membership	2024 Survey EBOs
Africa	15	14	17	15
Americas & Caribbean	7	6	7	6
ASEAN	9	9	9	8
East Asia & Pacific	10	10	10	10
Europe & Eastern Partnership	7	6	8	7
South Asia & Middle East	3	3	3	3

Overall Engagement

2023: High engagement with 49 out of 51 members responding, indicating a 96% response rate.

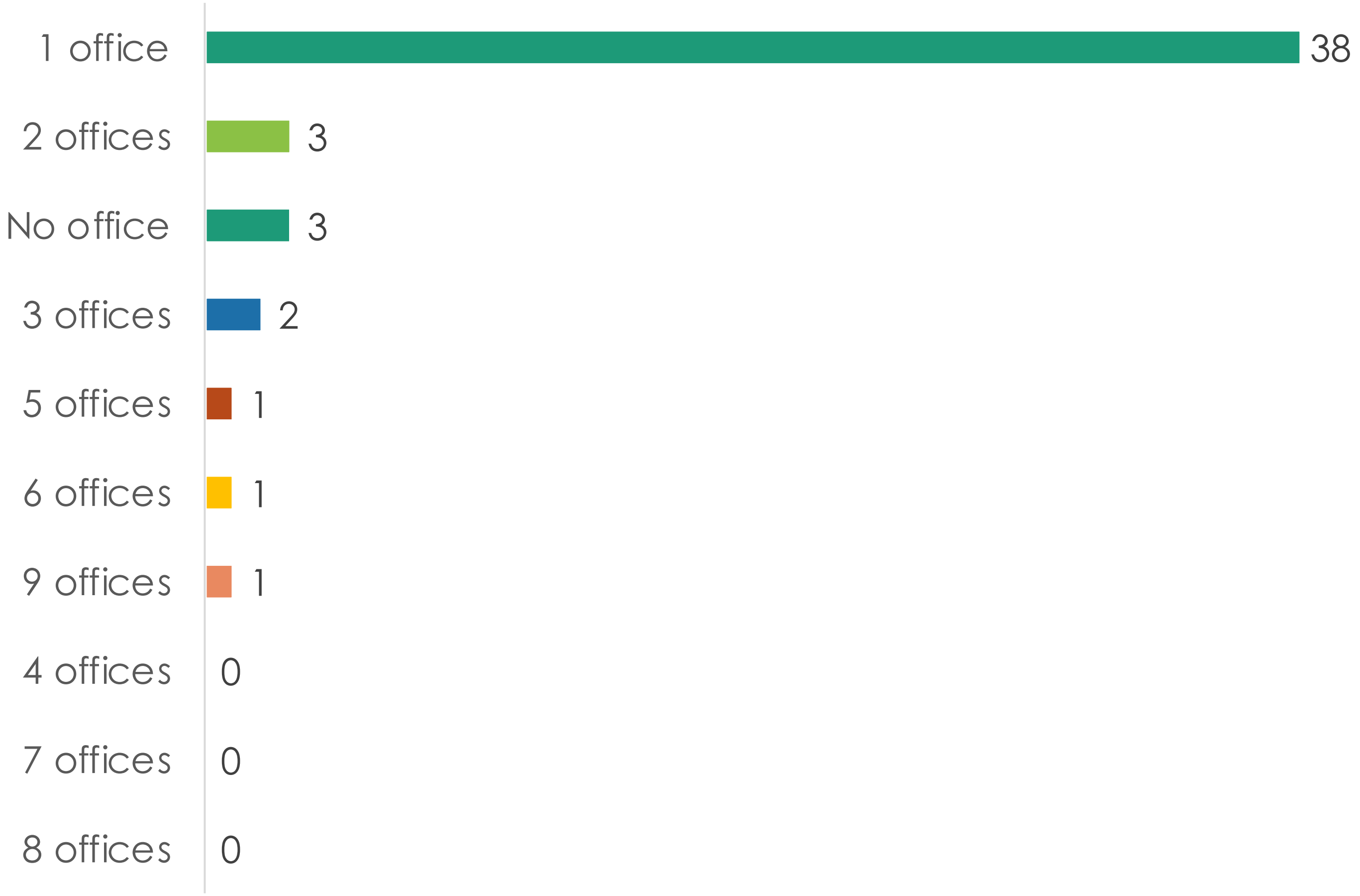
2024: Slightly lower engagement with 49 out of 54 members responding, reflecting an 91% response rate. The decline in response rate may be due to operational challenges, such as Sudan's non-operation.

Number of EBO Offices In Operation

76%

of EBOs with 1 office

China	9 offices
Philippines	6
Ukraine	5
Majority	with 1 office



Analysis

The data reveals a mixed approach among EBOs regarding their office operations. While some countries necessitate multiple offices for extensive coverage and regional presence, others find a single office sufficient for their operational needs. This variation highlights the adaptability of EBOs to their respective market environments and strategic objectives.

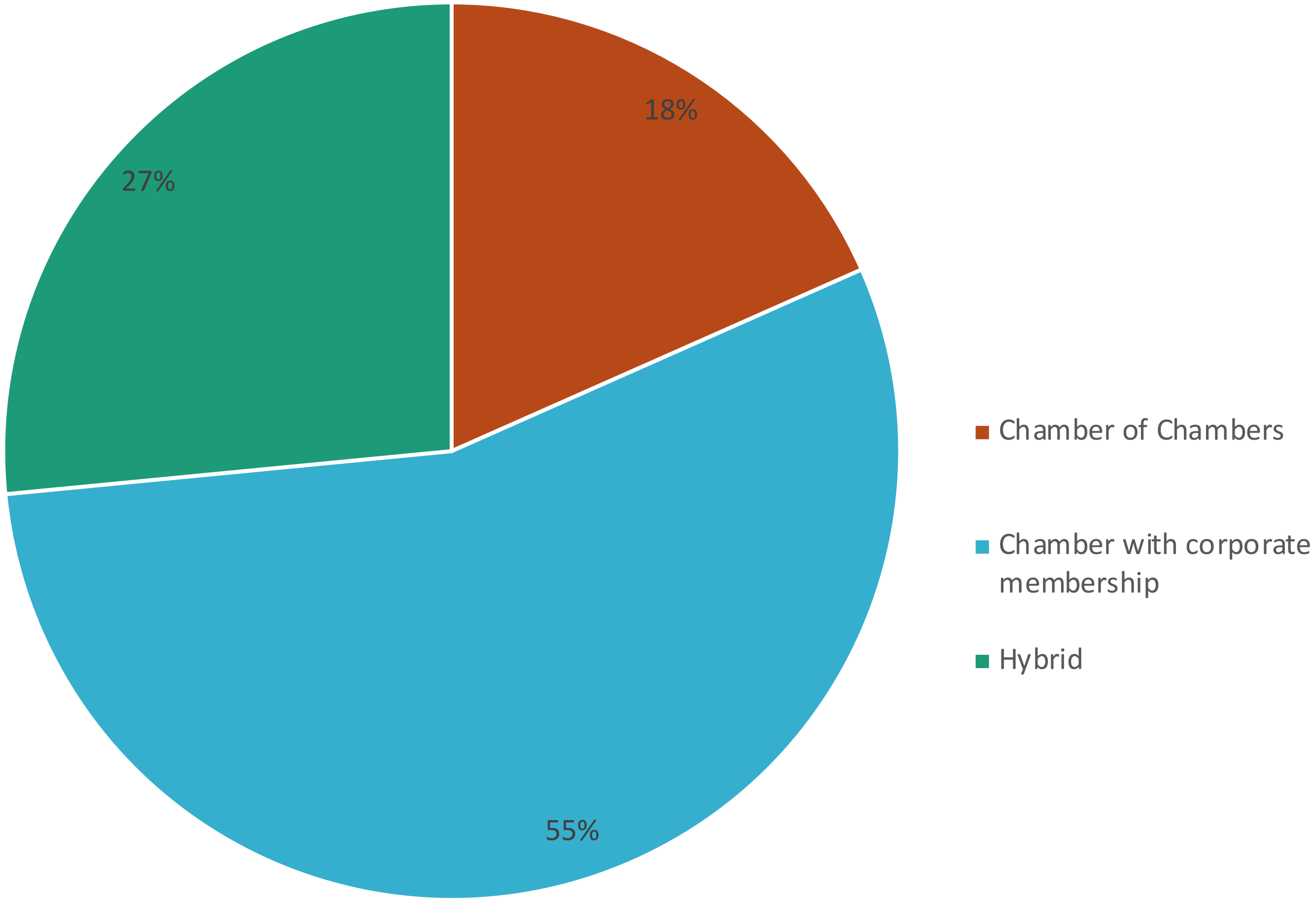
- **Strategic Distribution**: Countries like China, the Philippines, and Ukraine have multiple offices, showcasing a strategy to maximise regional coverage and meet diverse client needs.

- **Centralised Operations**: The majority of EBOs operate with just one office, which may smaller market sizes, lower resource availability, or different strategic priorities. These EBOs might focus on efficiency and centralised management to streamline operations.

2023 vs 2024 data

- **Consistency in Top EBOs**: The same top three EBOs have maintained their leading positions in terms of the number of offices in their respective countries for both 2023 and 2024. This indicates a stable presence and possibly strong performance and influence in their regions.
- **Growth in China**: Notably, the EBO in China has shown significant growth, increasing its number of offices from 7 in 2023 to 9 in 2024. This expansion suggests an enhanced capacity to support its members, indicating a growing network reach and an ability to cater to a broader range of business activities and geographical locations. The increase in the number of offices, particularly in China, underscores the EBO's expanding influence and ability to provide more localised support and services to its members. This growth can lead to better advocacy, stronger business connections, and increased member satisfaction.
- **Stable Leadership**: The consistency in the top EBOs' rankings suggests these organisations have successfully maintained their leadership and possibly their strategic focus, resources, and member engagement tactics.
- **Strategic Expansion**: The growth in office numbers might also reflect strategic decisions to tap into emerging markets or regions with high business potential. For instance, China’s economic landscape offers substantial opportunities for business growth, and the increased number of offices could help the EBO leverage these opportunities more effectively.

EBO Organisational Structure



Analysis

The survey results indicate a predominant structure for the "Chamber with Corporate Membership" structure among the EBOs, accounting for 55% of the total. This suggests a significant effectiveness in operating as a chamber that includes direct corporate members, possibly due to the direct engagement, financial leverage and influence, and benefits that corporations receive from such memberships.

The hybrid model is also significant, comprising 27% of the responses, suggesting that a combination of both models is an attractive option for many EBOs. Hybrid structures combine elements of various organisational forms, allowing for greater flexibility and adaptability. This may appeal to EBOs that need to cater to diverse member needs and operate in dynamic environments. The ability to leverage both corporate memberships and broader alliances can offer strategic advantages in terms of resource mobilisation and influence.

The "Chamber of Chambers" structure, while present, is the least common, representing 18% of EBOs. This structure, being the least common, still plays a critical role by focusing on collective representation of various chambers. It can amplify the voice of smaller chambers and provide a united front in advocacy efforts. The Chamber of Chambers model fosters collaboration and knowledge sharing among its member chambers, potentially leading to stronger collective outcomes.

2023 vs 2024 data

	2023 survey data
Chamber with Corporate Membership	53%
Hybrid	29%
Chamber of Chambers	18%

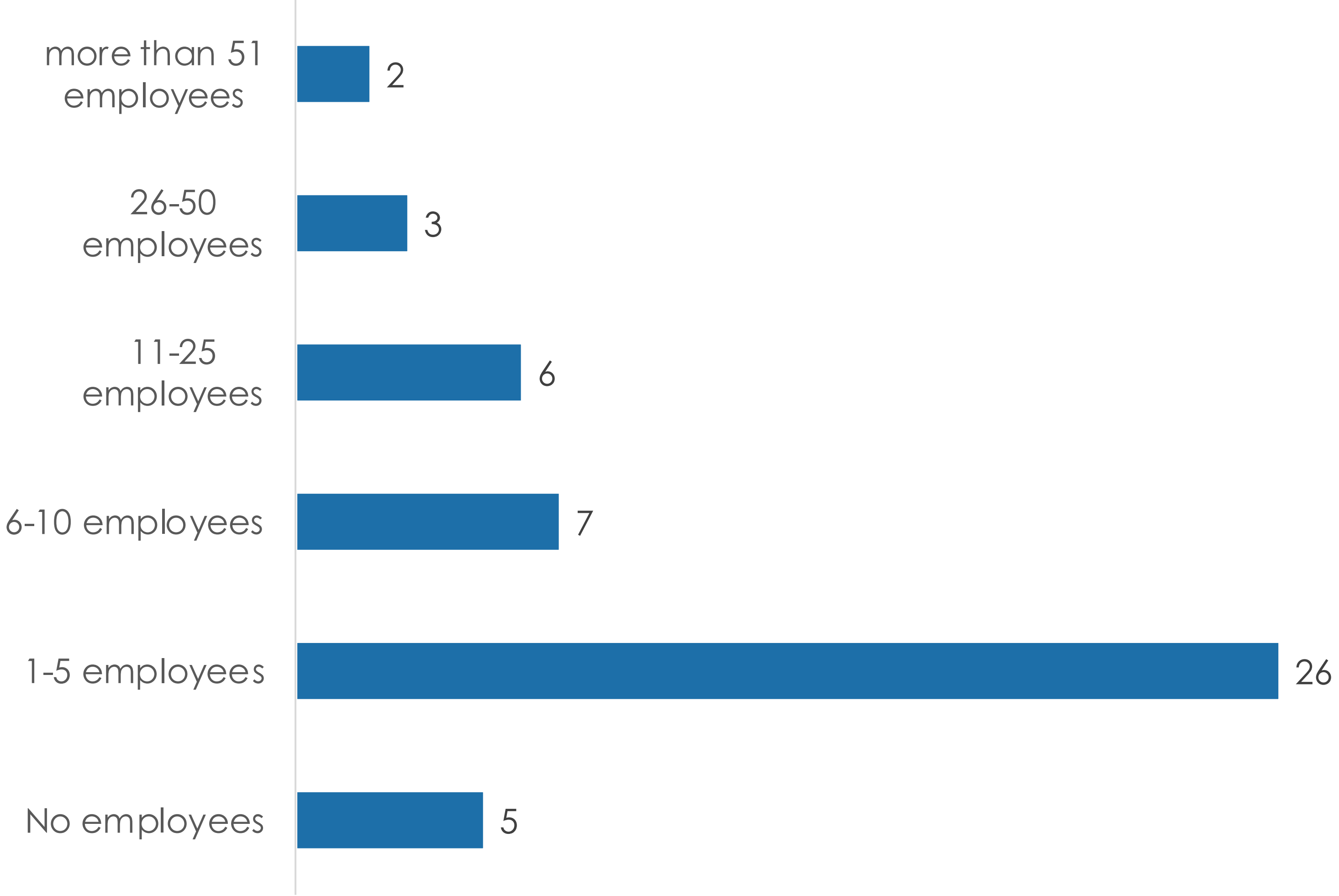
The survey data from both 2023 and 2024 reveal the same predominant organisational structures among the EBOs. The ranking of these structures remains unchanged:

1. Chamber with Corporate Membership
2. Hybrid Structure
3. Chamber of Chambers

Number of Employees

**Registered employees (head count) with employment contract and not service providers nor interns*

Total head count employed: 494	
• Argentina • Trinidad and Tobago • New Zealand • South Africa • Venezuela	0 Head count
China	80
Ukraine	69
Russia	40



Analysis

The survey results provide a clear picture of the employment landscape within EBOs. Most EBOs operate with a small team, which highlights the importance of efficiency and possibly a strong reliance on volunteer work or part-time staff. The presence of larger EBOs, although limited, indicates that there are organisations with substantial operations and potentially significant impact.

- **No Employees (10%)**: these EBOs rely entirely on volunteers, part-time staff, or outsourced services.
- **1-5 Employees (53%)**: The data suggests that most EBOs are small-scale operations. This could reflect budget constraints, a focused scope of operations, or an efficient use of resources.
- **6-10 Employees (14%)**: This size might indicate a mid-tier EBO with a moderate range of activities and services. Such EBOs may have a more structured organisational hierarchy and potentially broader service offerings.
- **11-25 Employees (12%)**: these EBOs are larger and possibly manage more extensive operations or a larger member base. This size allows for greater specialisation among staff, leading to potentially higher efficiency and a wider array of services.
- **26-50 Employees (6%)**: these are among the larger EBOs in the survey. They likely have a significant organisational structure with multiple departments or units. Such EBOs may handle substantial projects, partnerships, and member services, indicating a high level of operational complexity.
- **More than 51 Employees (4%)**: The smallest group consists of the largest EBOs, with more than 51 employees. These EBOs are likely to be highly influential with extensive operations, possibly on a national or international scale. They can provide comprehensive services, extensive member support, and large-scale advocacy or projects.

Dominance of Small-Scale Operations: The data indicates that the majority of EBOs operate with a small workforce, as 78% of EBOs have 0-10 employees. This suggests that EBOs tend to maintain lean operations, possibly due to budget constraints or a strategic focus on core activities.

Variation in Organisational Size: There is a significant drop in the number of EBOs as the employee count increases, indicating that fewer EBOs have the capacity or need for large staff teams. This variation suggests different levels of operational complexity and scope among EBOs.

Analysis

The comparison of employee data between 2023 and 2024 shows minimal changes overall. However, there are notable shifts in specific countries:

New Entry and Changes in Employment:

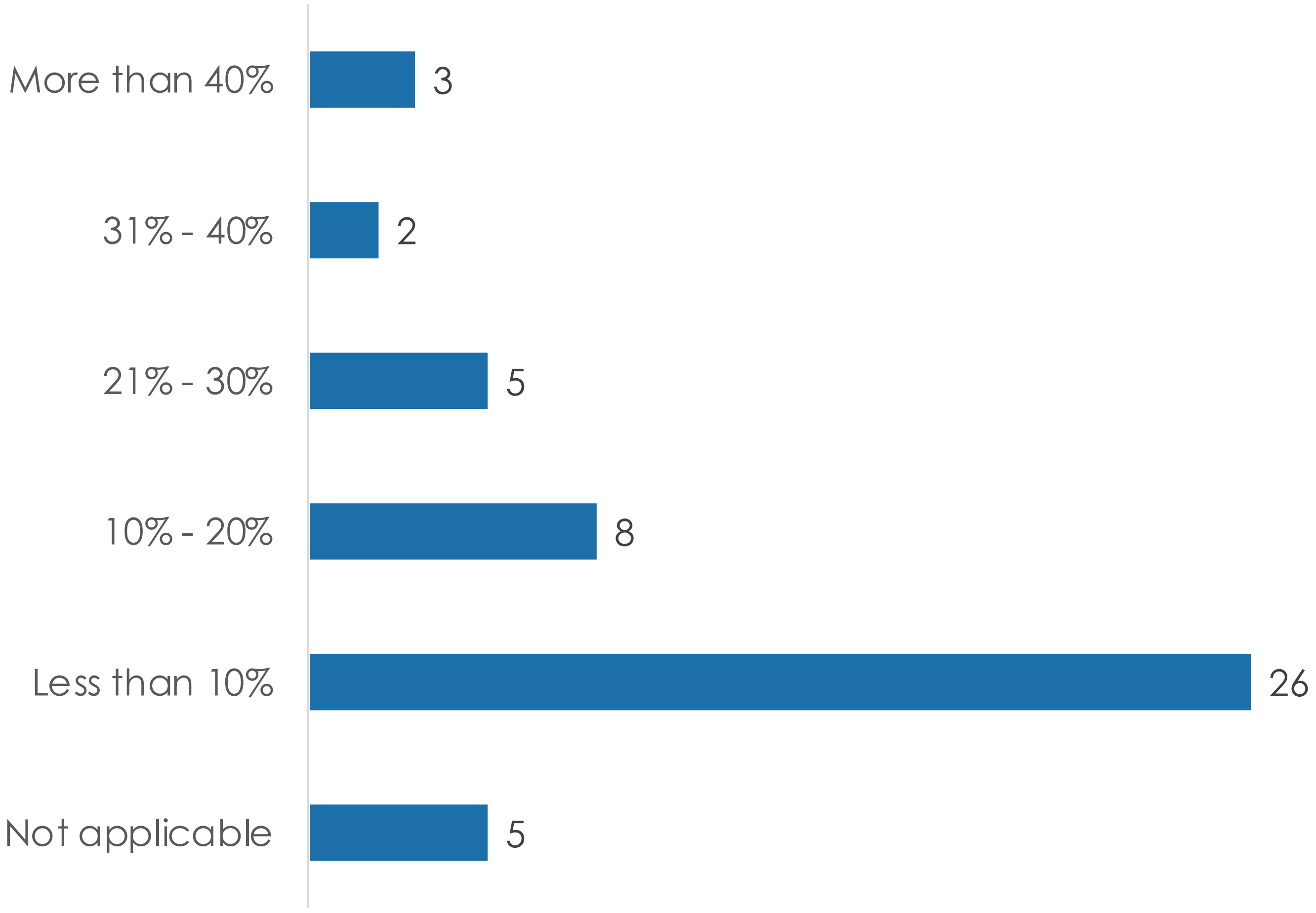
- Trinidad & Tobago and Venezuela are a new entries in the category of having no employees.
- The Dominican Republic has moved from having no employees in 2023 to employing 1 person in 2024.

Consistent Top EBOs with the Highest Number of Employees:

- China, Russia, and Ukraine remain the leading EBOs with the highest number of employees, indicating their continued strong presence and operational scale in their respective regions.

Annual Turnover of Employees

Not applicable	10%
Less than 10%	53%
10% - 20%	16%
21% - 30%	10%
31% - 40%	4%
More than 40%	6%



Analysis

The survey results provide valuable insights into the employee turnover landscape within EBOs. While most EBOs enjoy low turnover rates, a significant minority face higher levels of employee movement, which could impact their operations. Addressing the causes of turnover and implementing effective retention strategies will be crucial for these organisations to maintain stability and achieve their goals.

- **Not Applicable (10%)**: A small portion of EBOs indicated that turnover is not applicable to their EBO. This might include organisations with no employees or those with a very stable workforce where turnover is not tracked or relevant.
- **Less than 10% (53%)**: This indicates a high level of employee retention and stability within these EBOs. Low turnover can be a sign of employee satisfaction, good management practices, and a positive organiational culture.
- **10% - 20% (16%)**: This range is generally considered healthy and manageable, suggesting moderate employee movement. EBOs in this bracket might experience regular but not excessive employee changes, which can be beneficial for bringing in fresh perspectives while maintaining continuity.
- **21% - 30% (10%)**: this turnover range indicates higher levels of employee change. EBOs with such turnover rates may face challenges in maintaining institutional knowledge and consistency in operations. This level of turnover might necessitate more robust onboarding and training programs to mitigate the impact on performance.
- **31% - 40% (4%)**: this higher turnover rate suggests significant employee movement. High turnover at this level can be costly and disruptive, affecting productivity and morale. Possible causes could include job dissatisfaction, better opportunities elsewhere, or internal organisational issues.
- **More than 40% (6%)**: Extremely high turnover is often a red flag, indicating serious underlying problems such as poor management, low employee engagement, or inadequate compensation. EBOs in this category might need to conduct thorough evaluations to address the root causes and develop strategies to improve retention.

This data is not part of the survey last 2023.

How can EBOWN support?

- **Benchmarking and Best Practices**

  Facilitate benchmarking sessions where EBOs with low turnover share best practices with those experiencing higher turnover.

- **Tailored Support**

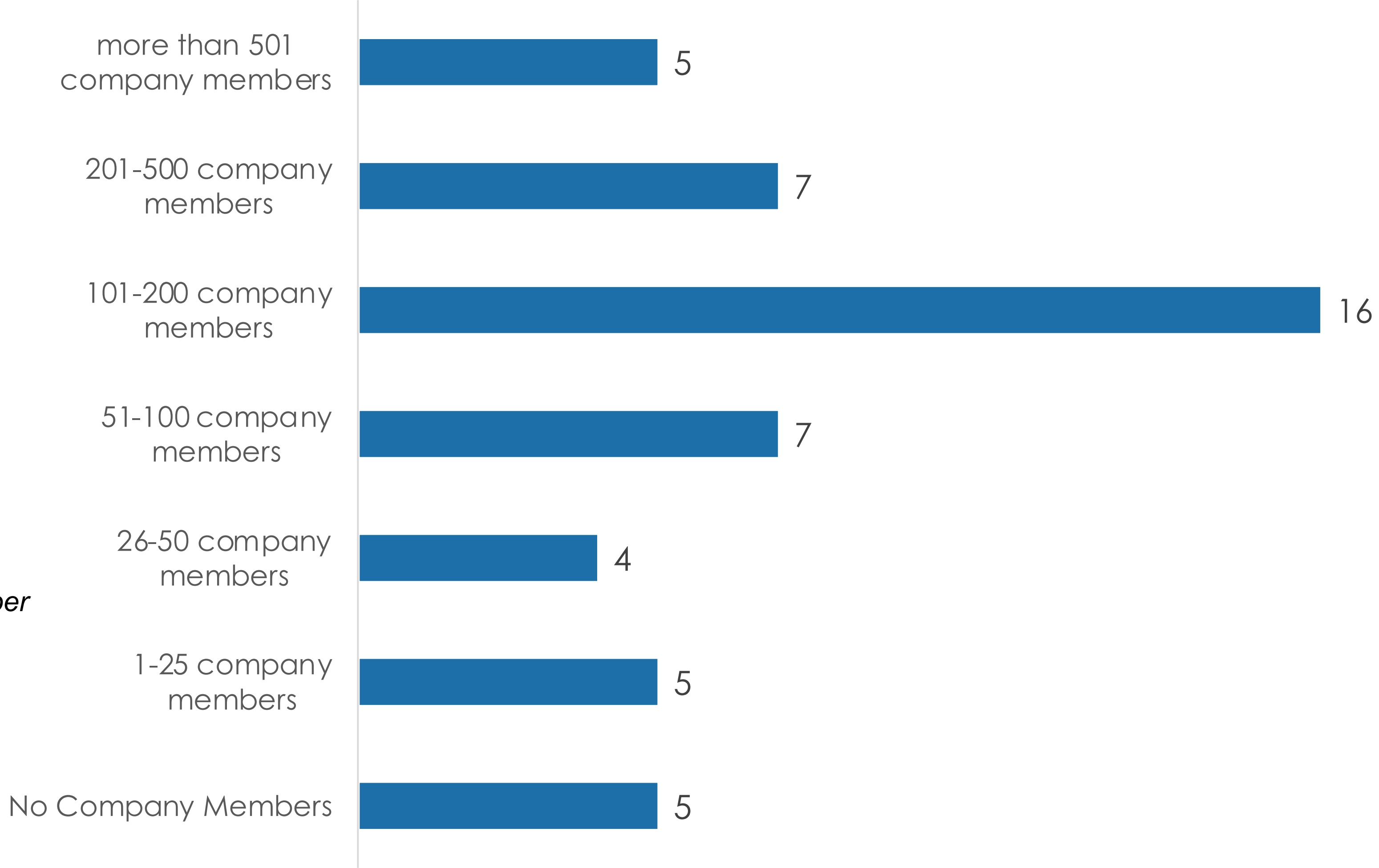
  Provide tailored support and resources to EBOs based on their specific turnover challenges, ensuring they have the tools needed to improve retention.

Number of Company Members

**Companies, corporations and other associations but not chambers nor individuals*

Total: 14,927	
Chamber of Chambers	Ethiopia 180
Hybrid	Chile 5,000
Corporate	China 1,700

**Top 3 EBOs with the highest membership number per category*



Analysis

The analysis of company membership data reveals a diverse range of membership sizes across EBOs, with significant implications for how these organisations operate and serve their members.

- **Dominant Membership Range**: The most common membership range is **101-200 company members**, accounting for 33% of EBOs. This indicates that many EBOs have achieved a substantial membership base, which may provide a stable foundation for activities and initiatives.
- **Small Membership Bases**: 18% have 50 or fewer members. This suggests that a significant proportion of EBOs operate on a smaller scale, potentially focusing on highly personalised services or niche markets.
- **Large Membership Bases**: 24% have more than 200 company members, with 5 of these having more than 501 members. These EBOs likely have extensive resources and influence, enabling them to undertake larger initiatives and offer a broad range of services.
- **No Company Members**: 10% reported having no company members. These EBOs might function as support entities for other chambers or engage in activities that do not require direct corporate membership.

2023 vs 2024 data

	2023 survey data	2024 survey data
No Company Members.	6	5
1-25 company members	7	5
26-50 company members	5	4
51-100 company members	7	7
101-200 company members	13	16
201-500 company members	5	7
more than 501 company members	6	5

- In 2023, Cambodia had the greatest number of members categorised under the Chamber of Chambers. However, they have now adopted a hybrid organizational structure.
- Hybrid and Corporate categories have remained consistent from 2023 to 2024, indicating stability in these organisational structures.
- There has been a decrease in the membership base of EBO China from 2023 to 2024. This decline suggests potential challenges or shifts within the organisation or its external environment.

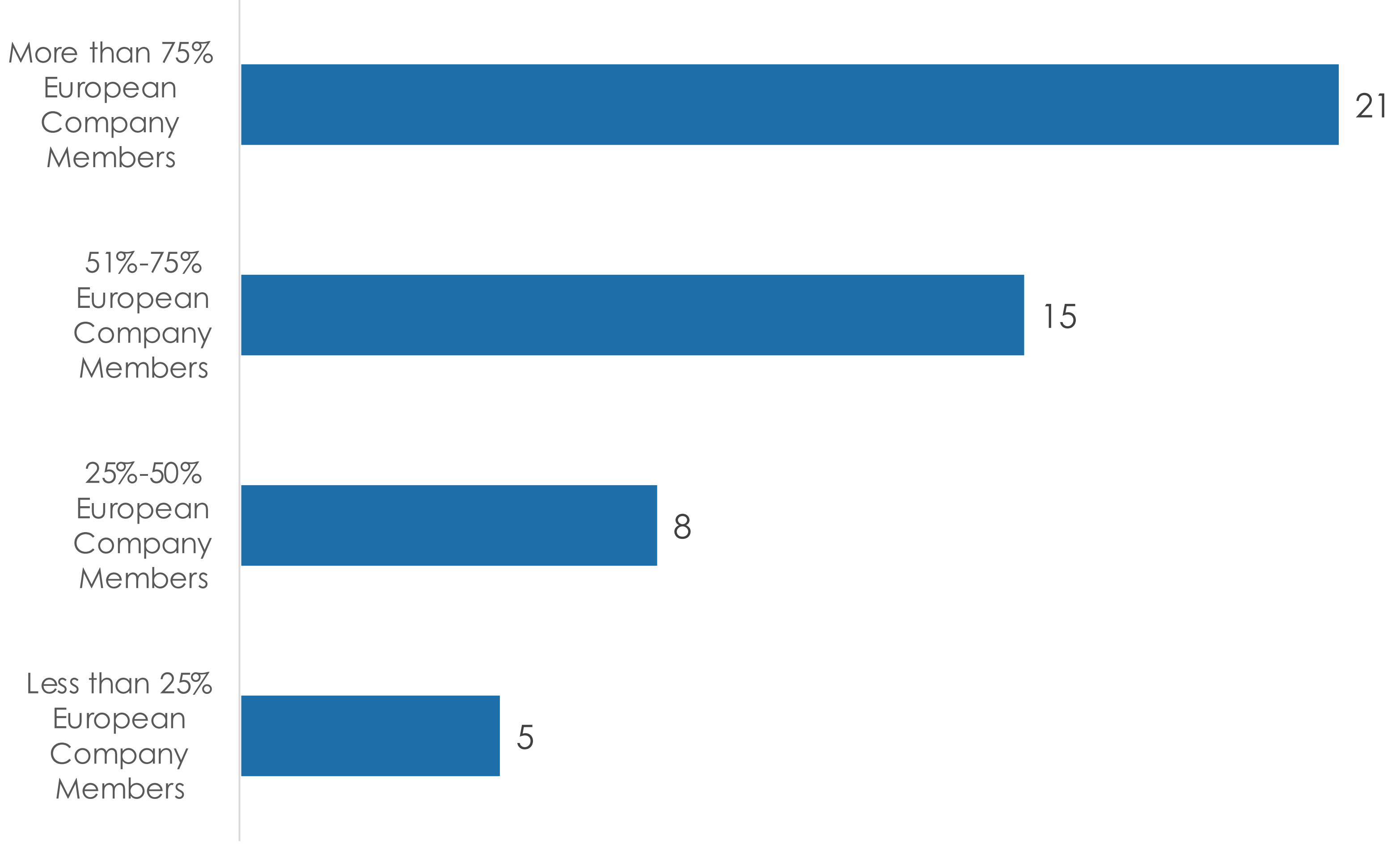
Recommendations

1. **Operational Strategies**:
   a. **Large EBOs** must prioritise efficient member management systems to handle the complexity of their large memberships. **Small EBOs** can capitalise on their ability to provide personalised attention and cultivate strong member loyalty. They may also focus on high-impact local initiatives that directly benefit their smaller membership base.
2. **Resource Allocation**:
   a. **Large EBOs** should allocate resources towards advanced member management technologies and comprehensive service offerings to meet the diverse needs of a large membership base.
   b. **Small and mid-sized EBOs** should focus on resource efficiency, ensuring that they maximise the impact of their services with the limited resources they might have.
3. **Tailored Member Engagement**:
   a. **Large EBOs**: Implement segmented communication strategies to address the varied needs of a large membership base. Consider member satisfaction surveys to continually improve service offerings.
   b. **Small EBOs**: Leverage personalised communication and bespoke services to build strong member relationships and high retention rates and targeting niche industries or local markets.
4. **Membership Growth Initiatives**:
   a. **EBOs with fewer members**: Develop targeted marketing campaigns to attract new members, highlighting unique value propositions and success stories.
   b. **Mid-sized EBOs** (51-200 members) are in a strong position to scale up their operations. They have enough members to support growth initiatives but still retain the ability to manage personalised member relationships effectively.
   c. **Large EBOs**: Focus on maintaining high member satisfaction to retain current members while continuing to attract new members through referrals and robust recruitment drives.
5. **Enhancing Influence and Advocacy**:
   a. **Large EBOs**: Utilise their size to influence policy and advocate for industry-wide changes that benefit their members.
   b. **Small EBOs**: Form coalitions with other small EBOs to increase their collective influence and effectiveness in advocacy efforts.

Percentage of European Company Members

**Companies, corporations and other associations but not chambers nor individuals*

Less than 25%	10%
25%-50%	16%
51%-75%	31%
More than 75%	43%



Analysis

The survey results indicate a significant variation in the proportion of European membership among EBOs.

- **Predominantly European Membership**: A significant proportion of the chambers 43% report that more than 75% of their total membership comprises European regular members. This suggests a strong focus on European businesses and interests within these chambers.
- **Majority European Membership**: 31% have more than half of their membership base consisting of European regular members. This indicates a clear majority of chambers prioritise European member engagement and services.
- **Diverse Membership Base**: A smaller but notable segment of chambers has a more diverse membership composition. Specifically, 26% reported that European members constitute 50% or less of their total membership. These chambers may have a more global or varied membership base.

This data is not part of the survey last 2023.

Recommendations

- **Set Minimum European Membership Threshold:** Establish a minimum threshold for European membership as a requirement for EBOWN membership. This ensures that EBOs genuinely represent European business interests and align with EBOWN's mission to support European companies globally.

- **Support for EBOs with Low European Membership:** Provide targeted support to EBOs with less than 50% European membership to help them increase their European membership base. This could include resources, networking opportunities, and best practice sharing. Encouraging these EBOs to increase their European membership will strengthen the overall representation and influence of European businesses within the network.

- **Monitoring and Evaluation:** Implement regular monitoring and evaluation of the European membership distribution within EBOs. This could be achieved through annual surveys and membership audits. Continuous monitoring will ensure that EBOs comply with the membership requirements and allow EBOWN to address any deviations proactively.

- **Membership Development Programs:** Develop and offer programs aimed at helping EBOs attract and retain European members. These programs could include workshops, mentorship, and access to European market insights. Strengthening the capacity of EBOs to engage with European companies will enhance their ability to meet the membership requirements and provide value to their members.

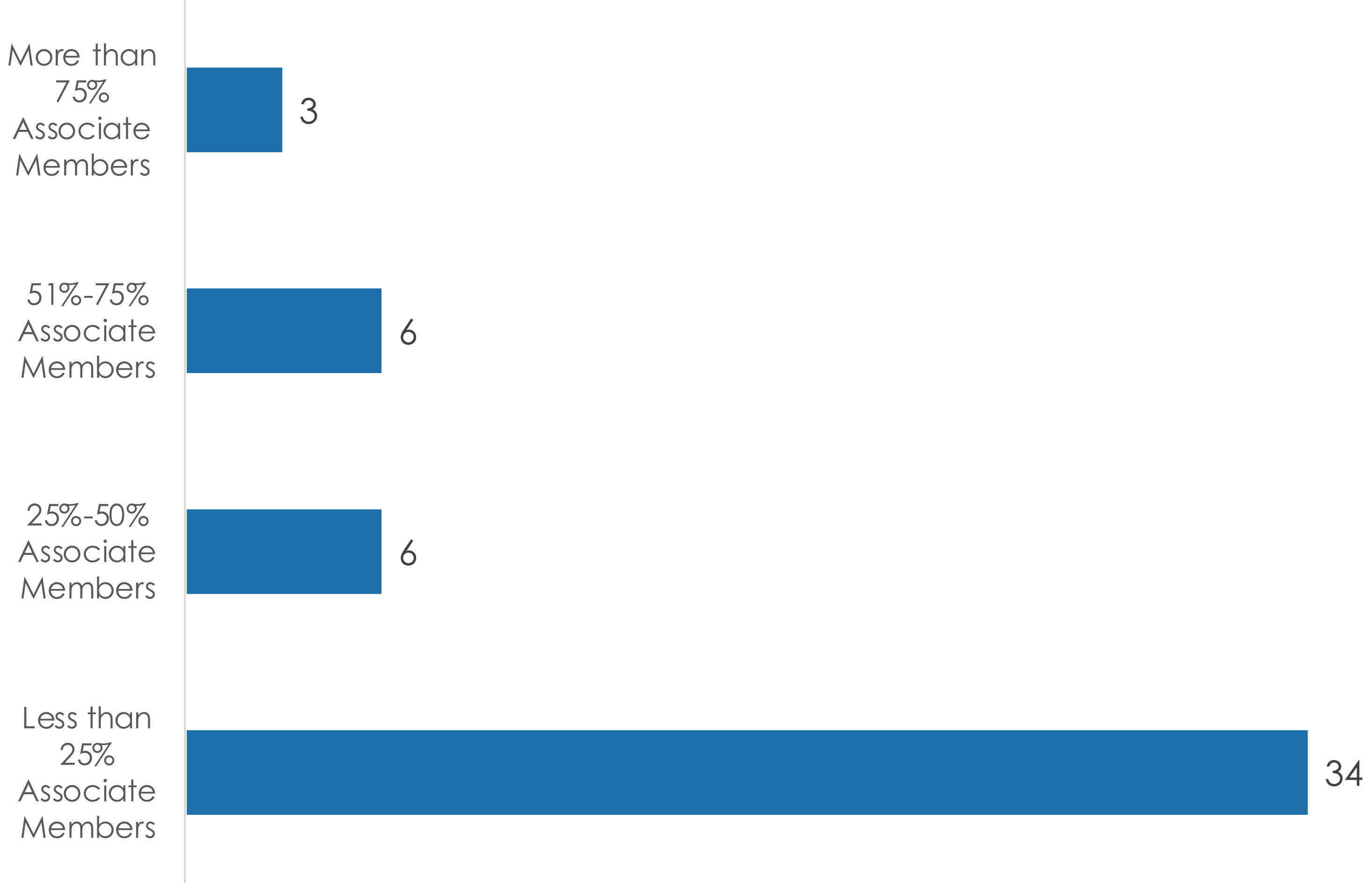
- **Highlight Success Stories:** Share success stories and case studies of EBOs with high European membership percentages. These stories can serve as inspiration and provide practical strategies for other EBOs. Learning from successful peers can motivate and guide EBOs with lower European membership to adopt effective practices and improve their membership base.

- **Enhanced Communication and Outreach:** Improve communication and outreach efforts to European companies about the benefits of joining local EBOs. This could involve coordinated campaigns, promotional materials, and collaboration with European trade organisations. Increasing awareness among European companies about the advantages of EBO membership can drive higher enrollment and engagement.

Percentage of Associate Company Members

**Companies, corporations and other associations but not chambers nor individuals*

Less than 25%	69%
25%-50%	12%
51%-75%	12%
More than 75%	6%



Analysis

The distribution of Associate membership within chambers has significant implications on the membership requirement of the EBO Worldwide network. Chambers with varying levels of Associate membership face unique challenges and opportunities in meeting the network's requirements and contributing to its collective impact on international business advocacy and cooperation.

The associate membership category is typically intended for non-European companies, individuals, or entities that wish to support or engage with the EBO without being fully integrated as European business members. The low percentage of EBOs with high associate membership suggests that these EBOs are primarily focused on representing European businesses, aligning with the mission of the European Business Organisation Worldwide Network (EBOWN).

- **Predominance of Low Associate Membership**: 69% reported that less than 25% of their total membership comprises Associate members.
- **Moderate Presence of Associate Members**: A smaller segment of chambers has a moderate proportion of Associate members. Specifically, 24% of EBOs have between 25% and 75% of their membership base as Associate members.
- **High Proportion of Associate Members**: 6% reported having more than 75% Associate members, suggesting that associate memberships are not a predominant form of membership within most EBOs.

While maintaining a focus on European companies, the EBOWN encourages strategic Inclusion of Associate members who can provide valuable support, diverse perspectives and expertise , and networking opportunities without overshadowing the European core. A diverse membership base enables EBOs to advocate for a broader range of interests and priorities, strengthening the network's advocacy efforts on a global scale.

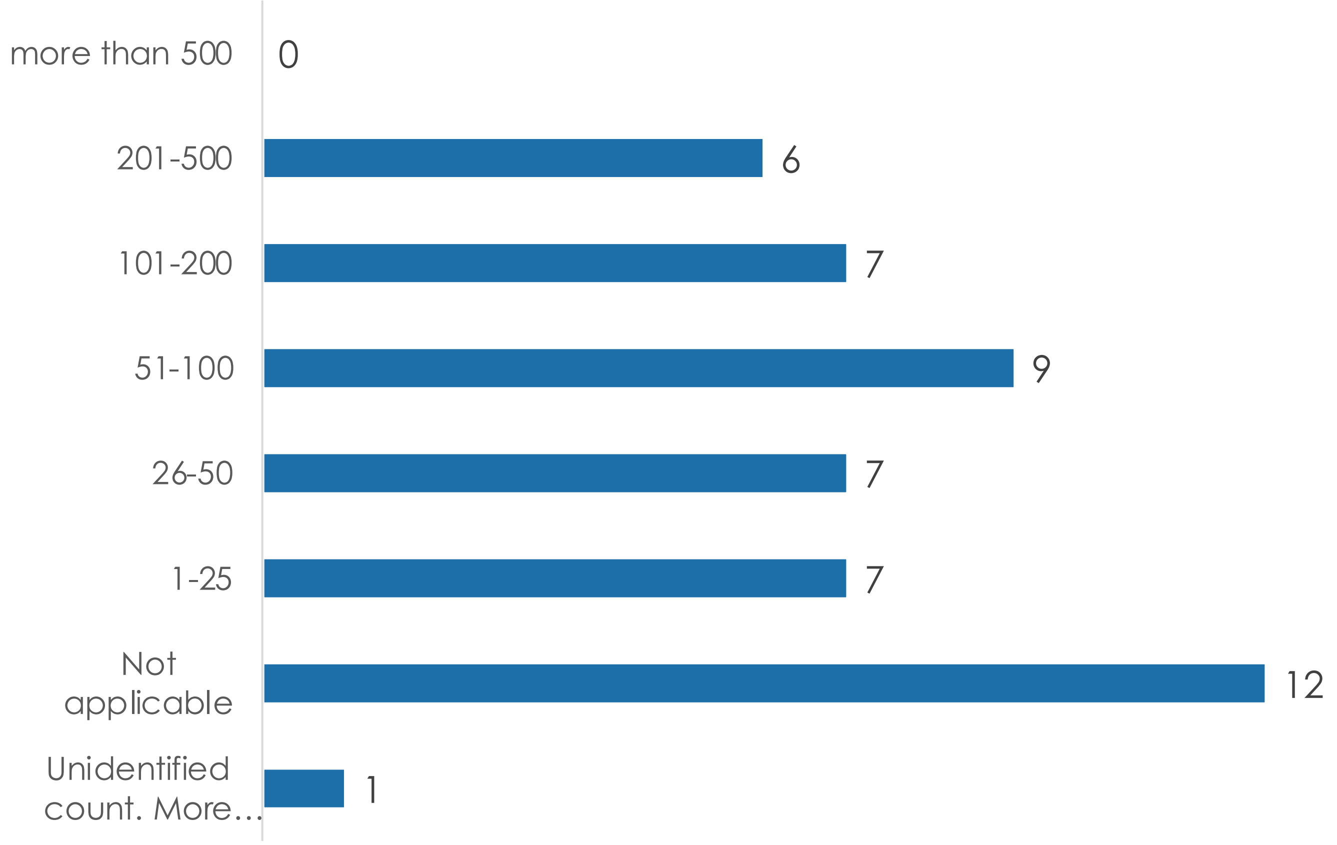
This data is not part of the survey last 2023.

Accumulated Number of Company Members active on EBO's advocacy platforms

**Companies represented in your advocacy platforms*

Ukraine	500
Russia	382
Vietnam	350

**Top 3 EBOs with the highest number of company members involved In the advocacy platform*



Analysis

The analysis of company member participation in advocacy platforms among EBOs underscores the importance of structured advocacy mechanisms in representing the interests of members effectively. EBOs with established advocacy platforms benefit from increased member engagement, diverse representation, and enhanced advocacy effectiveness. For EBOs without advocacy platforms, there is a compelling opportunity to establish mechanisms that facilitate member engagement, amplify their advocacy efforts, and strengthen their role as advocates for the business community. By leveraging advocacy platforms effectively, EBOs can drive positive change, shape public policy, and promote the interests of their members on both national and international levels.

- **Moderate to Substantial Company Member Participation**: EBOs with advocacy platforms reported varying levels of company member participation. Notably, a sizable number of EBOs have between 51 to 200 company members engaged in advocacy efforts, indicating a moderate to substantial level of participation in advocacy initiatives.
- **Absence of Large-Scale Participation**: None of the surveyed EBOs reported having more than 500 company members engaged in advocacy platforms. This absence of large-scale participation may suggest either a limitation in the size of the EBOs' membership base or a potential opportunity for EBOs to expand their advocacy platforms to attract greater participation.

2023 vs 2024 data

Top 3 in 2023 survey	
China	1800
Malaysia	1600
Dominican Republic	800

- 2023: The top three countries with the highest membership in advocacy platforms are China, Malaysia, and the Dominican Republic.
- The data from 2023 shows significantly higher numbers of company members involved in advocacy platforms compared to 2024.
- **Geopolitical and Economic Factors:**
    - **China:** The reduction from 1,800 to no reporting in 2024 could be influenced by stricter government policies on foreign business operations, regulatory changes, or geopolitical tensions affecting international business climates.
    - **Ukraine:** The ongoing conflict and instability in Ukraine likely impact the business environment, reducing the number of active companies engaged in advocacy.
    - **Russia:** Similarly, sanctions and geopolitical tensions have significantly affected the business environment in Russia.
    - **Malaysia and Dominican Republic:** The drop in reporting for Malaysia and Dominican Republic might be due to shifts in regional economic focus, changes in membership engagement strategies, or inaccuracies in data reporting.
- The significant discrepancies between 2023 and 2024 suggest potential issues in data collection methods or definitions used in the surveys. Clarification is needed on what constitutes membership in advocacy platforms to ensure consistent reporting.

Analysis

Comparative Analysis
The survey results offer insights into the structure and engagement levels of EBOs in terms of company membership and their participation in advocacy platforms.

Overall Engagement with Advocacy Platforms: A significant number of EBOs (12) marked 'Not Applicable,' indicating a different type in their operational model. The majority of EBOs with company members actively engage in advocacy, particularly those with 51-100 members (7 EBOs) and 101-200 members (16 EBOs).

EBOs with No Company Members: Five EBOs reported having no company members, reflecting a possible focus on different types of memberships (e.g., individual or institutional members) or a different organisational structure. None of these EBOs are engaged in advocacy platforms with company members, highlighting a distinct operational focus or strategy.

EBOs with Small Memberships (1-25 Company Members): Engagement with advocacy platforms in this group is relatively low, with 5 EBOs having 1-25 members in their advocacy platforms. This suggests that smaller EBOs may face challenges in mobilising members for advocacy or may prioritise different activities.

EBOs with Medium Memberships (26-100 Company Members): This category shows higher engagement in advocacy platforms, with a notable number of EBOs (4 with 26-50 members and 7 with 51-100 members) actively participating. EBOs in this range seem to have a balanced capacity to engage their members in advocacy efforts.

EBOs with Large Memberships (101-500 Company Members): These EBOs exhibit significant engagement, particularly those with 101-200 members (16 EBOs) and 201-500 members (6 EBOs). Larger EBOs benefit from a more substantial member base, enabling more robust advocacy activities and greater influence.

EBOs with Very Large Memberships (More than 501 Company Members): 6 EBOs reported having more than 501 company members, yet none reported having more than 500 members engaged in advocacy platforms. This indicates that even very large EBOs may encounter challenges in mobilising their entire membership base for advocacy, possibly due to diverse member interests or logistical constraints.

Recommendations

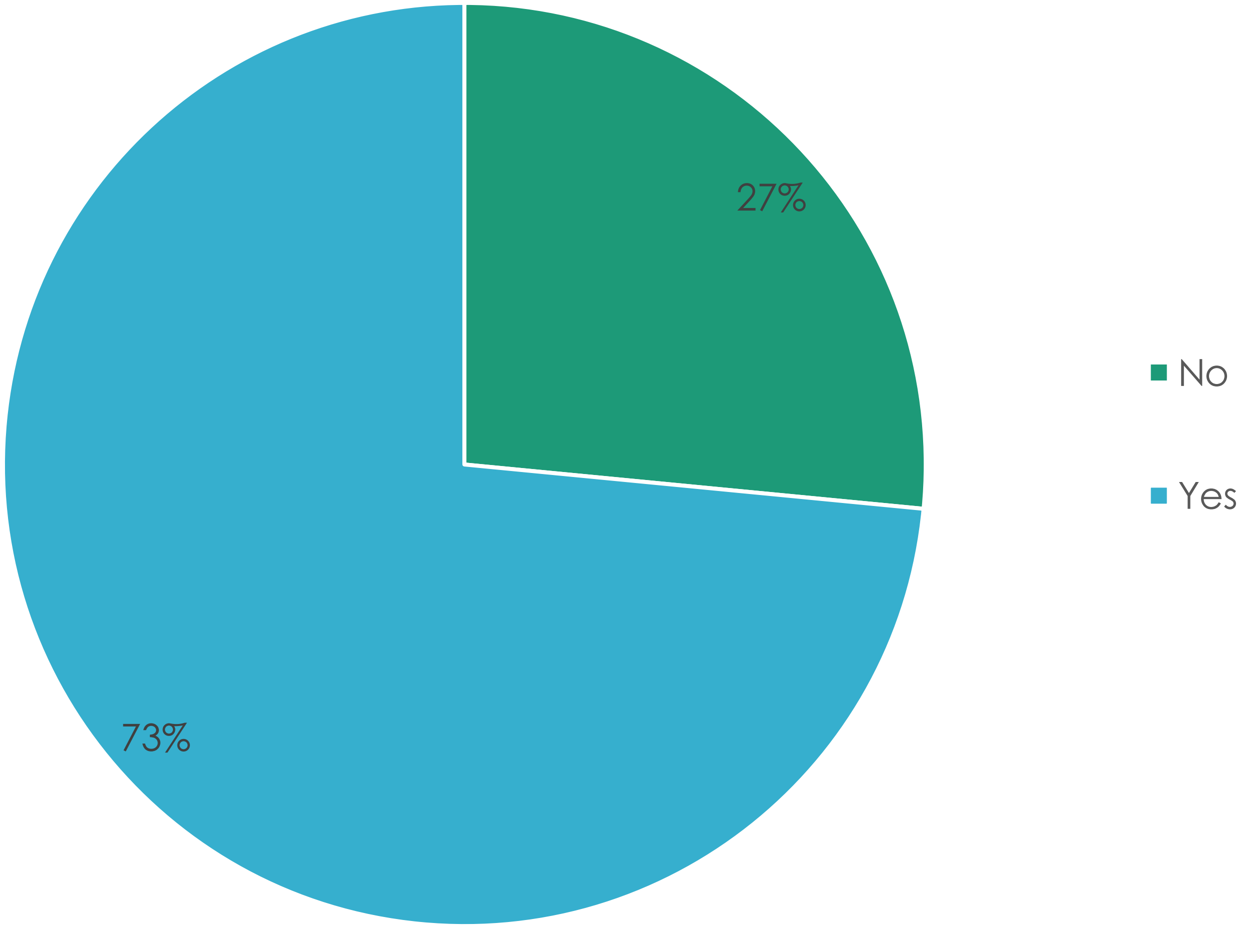
- **Develop Advocacy Training Programs:** EBOWN should provide training programs focused on establishing and strengthening advocacy platforms. This could include, workshops on effective advocacy strategies and member engagement. Case studies from successful EBOs with robust advocacy platforms.

- **Facilitate Peer-to-Peer Learning and Mentorship:** Create opportunities for EBOs to learn from each other through, Mentorship programs pairing EBOs with established advocacy platforms with those looking to develop or expand their efforts. Regular webinars and roundtable discussions to share best practices and challenges.

- **Resource Provision and Toolkits:** Develop and distribute comprehensive toolkits that include, templates for advocacy plans, member recruitment strategies, communication plans, and guidelines on how to effectively engage with policymakers and stakeholders.

- **Enhanced Networking Opportunities:** Organise events that bring together EBOs, policymakers, and industry leaders to facilitate connections and partnerships that can strengthen advocacy efforts and provide platforms for EBOs to present their advocacy issues and successes, encouraging broader participation and support.

Management and Operation of Sector Committees



Analysis

- **Prevalence of Sector Committees**: The majority of surveyed EBOs manage and operate sector committees as part of their advocacy platforms. EBOs that manage and operate sector committees can leverage these platforms to address specific issues pertinent to different industry sectors. This targeted approach enables more focused and effective advocacy, as sector committees can provide in-depth expertise and insights into sector-specific challenges and opportunities.

- **Significant Minority Without Sector Committees**: A notable minority of EBOs do not manage or operate sector committees. This suggests that a quarter of EBOs may either rely on alternative advocacy mechanisms or have limited capacity for sector-specific advocacy.

Areas for Improvement and Opportunities

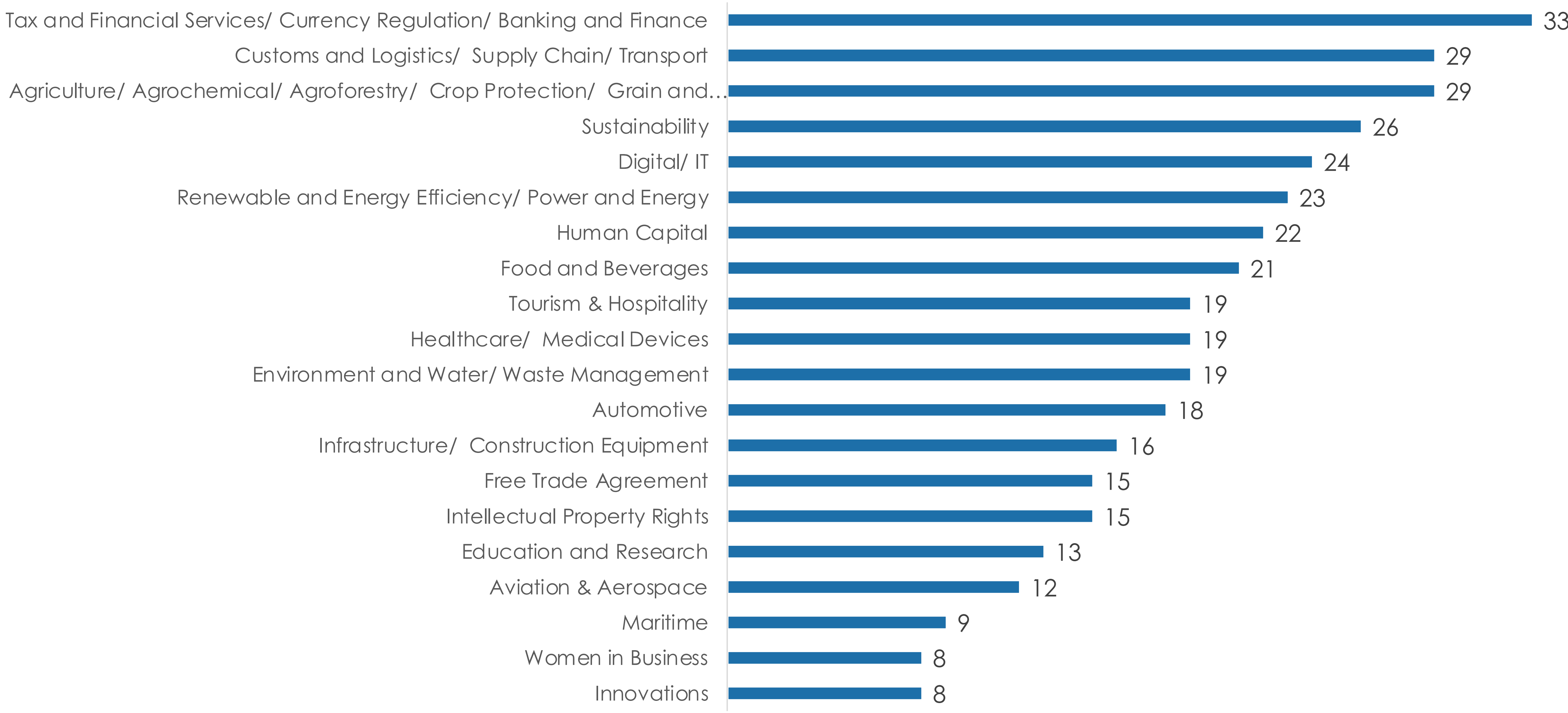
- **Encouraging Sector Committee Adoption**: For the EBOs not currently managing sector committees, there is an opportunity to explore the benefits of this approach. Establishing sector committees can help these organisation to provide more tailored support to their members, enhance member engagement, and strengthen their advocacy efforts

- **Sharing Best Practices**: EBOs with established sector committees can share best practices and success stories with those without such structures. Knowledge sharing and collaboration can help EBOs without sector committees understand the potential benefits and practical steps involved in setting up and managing these platforms.

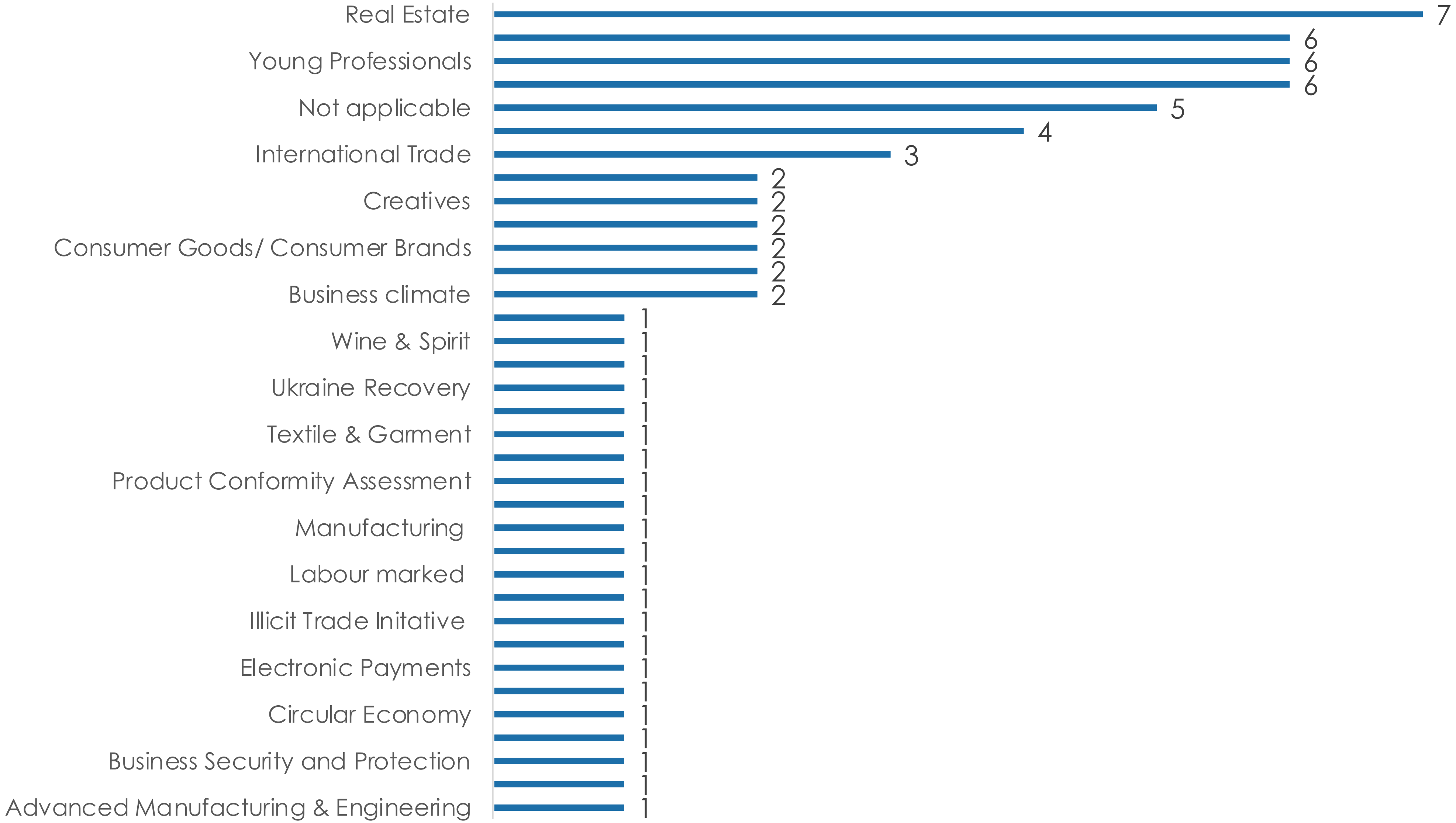
- **Leveraging Technology for Committee Operations**: utilising digital tools and platforms can facilitate the management and operation of sector committees. EBOs can leverage technology to streamline communication, data collection, and coordination among committee members, thereby enhancing the efficiency and impact of their advocacy efforts.

This data is not part of the survey last 2023.

Active Advocacy Committees (Top 20)



Active Advocacy Committees



Analysis

The analysis of sector committees engaged by EBOs provides insights into the broader implications for EBO engagement and strategic focus. The active engagement in sector committees underscores the vital role these platforms play in driving actionable solutions and influencing policy for the benefit of global business communities. The alignment with EU policies ensures that EBOs' advocacy efforts are not only relevant but also well-supported within the larger framework of European economic and regulatory initiatives.

- The most engaged sector committee is **Tax, Banking, and Financial Services**, reflecting direct impact on all businesses, Increasing regulatory changes and compliance requirements, influencing investment and operational decisions, critical importance of financial regulations, banking systems, and taxation in global business operations. **Customs, Transport, and Logistics** is also a top priority, highlighting direct impacts the cost and the need for efficient movement of goods and services across borders. Essential for international trade and supply chain efficiency. Significant for businesses involved in import/export activities.

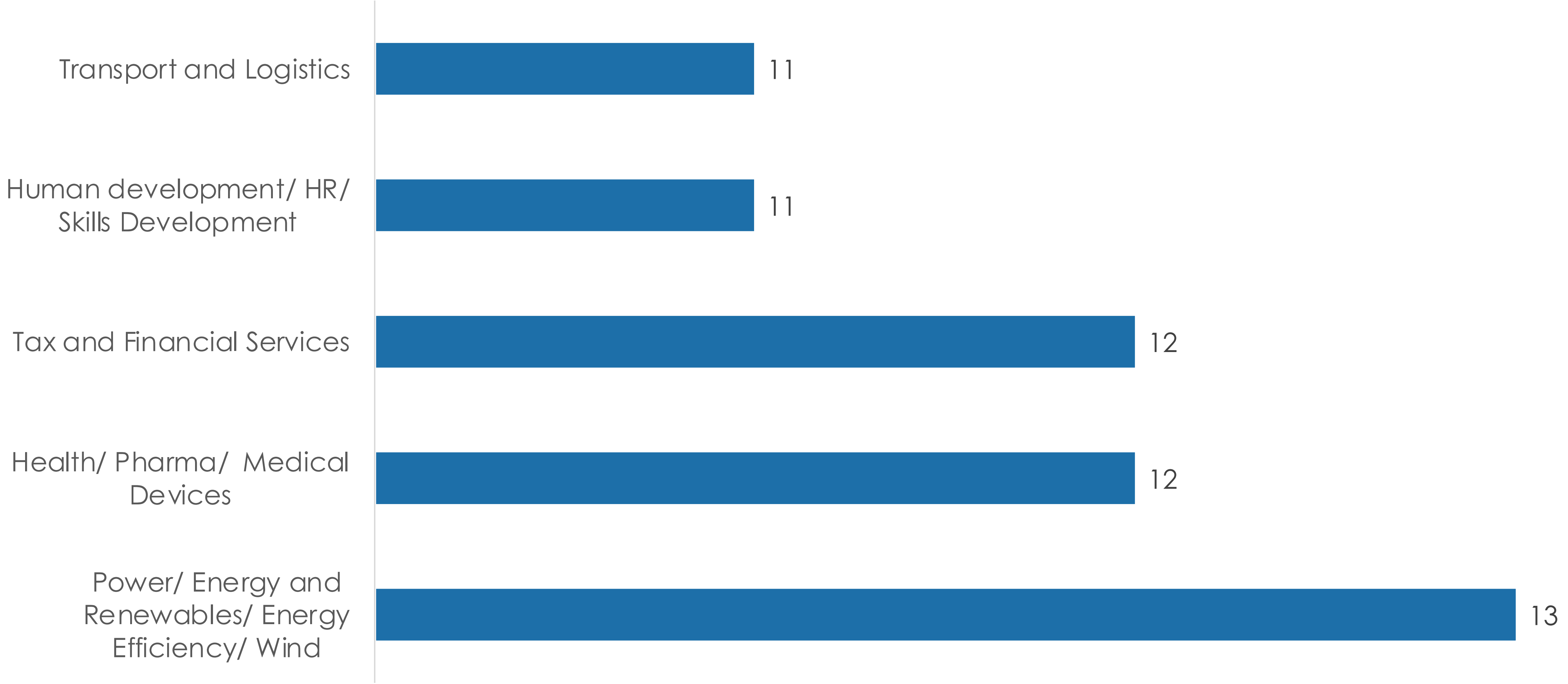
- **Sustainability** and **Renewable and Energy Efficiency** are highly prioritised. Indicating growing global emphasis on environmental responsibility, direct impact on business operations and corporate reputation, and regulatory pressures from EU Green Deal and sustainability targets. There's a shift towards renewable energy to combat climate change, cost savings and efficiency improvements for businesses and policy incentives and regulatory requirements.

- EBOs are engaged in a variety of sectors, including **Agriculture**, **Digital**, and **Healthcare**, showcasing a diverse range of interests to address specific sectoral challenges and opportunities effectively. For Agri, It is fundamental to food security and rural economies, significant export sector for many countries, and impact of climate change on agricultural productivity. digitalisation is critical for modern business operations and competitiveness because of the rapid technological advancements and digital transformation and impact of data protection and cybersecurity regulations. For Healthcare, indicating regulatory changes and innovations in medical technology as well as the impact of healthcare policies on businesses.

- **Innovations** (8 EBOs) and **Women in Business** (8 EBOs) represent emerging areas of focus, highlighting the evolving priorities of EBOs in fostering innovation and promoting gender equality in business.

This data is not part of the survey last 2023.

Top 5 Strongest Advocacy Committees



Analysis

The survey question "Please state the TOP 5 of your strongest and active sector committees" provides insight into the focus areas that EBOs prioritise for advocacy and actionable solutions.

Healthcare/Pharma/Medical Devices
The COVID-19 pandemic has heightened the global focus on healthcare systems, pharmaceutical advancements, and medical devices. Many regions are seeing increased investments in healthcare infrastructure and innovations. Countries with growing healthcare demands or recent healthcare reforms see active engagement in this sector. There is a continuous need for compliance with both local and international health regulations.

Power/ Energy and Renewables/ Energy Efficiency/ Wind
The push for renewable energy and sustainability is a global trend, with many countries focusing on reducing carbon emissions and enhancing energy efficiency. The European Green Deal and Renewable Energy Directive significantly influence this sector. These policies promote renewable energy adoption, energy efficiency improvements, and investments in clean energy projects, driving EBOs to prioritise this area.

Tax and Financial Services
Regions with evolving financial markets or those experiencing significant changes in tax laws see active engagement from EBOs in this sector. The need for stable financial systems and fair tax practices is paramount to enhance market stability and investor confidence. There is also a shift towards digital financial services and fintech innovations.

Human Resources and Development
Human capital development is vital for economic growth and competitiveness. Countries with dynamic labor markets or undergoing labor reforms may have EBOs prioritising human resources and development. Local labor laws, workforce skills gaps, and employment challenges drive this focus. There are rapid changes in employment trends due to technological advancements and remote work dynamics, resulting to the challenge of retaining talent in competitive markets.

Transport and Logistics
Countries with significant trade activities, strategic geographical locations, or undergoing infrastructure development tend to prioritise transport and logistics. Local challenges such as congestion, inefficient logistics, and regulatory hurdles drive this focus. Furthermore, challenges and opportunities in managing supply chains, especially highlighted during the COVID-19 pandemic. There is a need for efficient logistics systems to support international trade and opportunity of investment in transport infrastructure to support economic growth.

This data is not part of the survey last 2023.

Analysis

Comparative Insights to the Top 20 Active Advocacy Committees

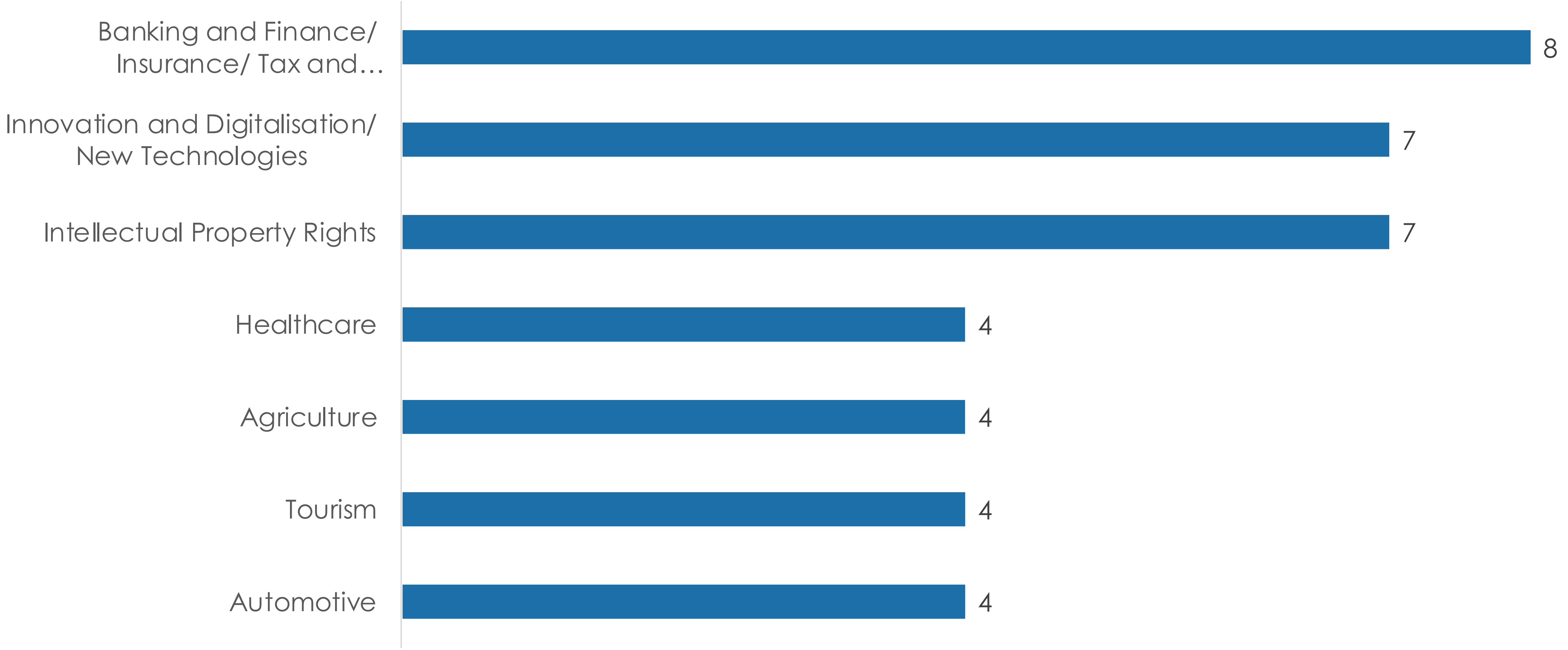
High Activity vs. Strong Engagement

- **Tax and Financial Services:** This sector appears in both lists with high activity and strong engagement. This consistency indicates its critical role across regions, driven by complex regulatory environments and the need for robust financial systems.
- **Healthcare/ Medical Devices:** The strong engagement in the top 5 aligns with high activity in the top 20, reflecting the global emphasis on healthcare improvements and the EU's health policies.
- **Power/ Energy and Renewables:** Strong engagement aligns with high activity, driven by global sustainability goals and EU directives promoting renewable energy.

Discrepancies and Alignment

- **Human Development/ HR/ Skills Development:** While strong in engagement, it doesn't appear as high in the top 20 active committees, suggesting a more focused but impactful involvement.
- **Transport and Logistics:** Strong engagement aligns with high activity, emphasising its critical role in trade and connectivity and the influence of EU transport policies.

Top 5 Less Active Advocacy Committees



Analysis

The survey identified the top 20 sector committees in which EBOs are actively engaged and highlighted the least active sector committees. The analysis reveals that while some sectors like finance, agriculture, and healthcare show high engagement due to their critical nature and regulatory impact, others like IPR and digitalisation show regional variability. This variability is influenced by local economic structures, industry presence, and the relevance of EU policies.

Intellectual Property Rights (IPR):

- **Less Active**: 7 EBOs
- **Active**: 15 EBOs

While 15 EBOs find IPR highly relevant, indicating strong advocacy efforts, 7 EBOs listed it as less active. This discrepancy might be due to varying levels of industry development and enforcement of IPR laws in different regions. In regions where IPR enforcement is weak or where local markets are less developed, EBOs might not prioritise IPR as strongly. Some EBOs might face fewer IPR challenges or have less interaction with sectors heavily reliant on intellectual property, like tech startups or R&D-intensive industries.

Innovation and Digitalisation:

- **Less Active**: 7 EBOs
- **Active Engagement: 8 (Innovations), 24 (Digital/IT)**

This suggests that while digital transformation is a key focus, some regions may lack the infrastructure or investment to fully engage in these committees. It also suggests a need for better support in emerging markets or industries lagging in digital adoption.

Banking and Finance/Insurance/ Tax and Financial Services:

- **Less Active**: 8 EBOs
- **Active (Tax and Financial Services)**: 33 EBOs

Despite high overall engagement, some EBOs find this sector less active, potentially due to regional financial stability or varying regulatory challenges. The high active engagement reflects its critical nature, while the lesser activity in some regions could point to mature financial systems with fewer ongoing issues.

Automotive:

- **Less Active**: 4 EBOs
- **Active**: 18 EBOs

The automotive sector shows significant activity but also features among the least active committees. The automotive industry's relevance can vary significantly depending on the local presence of automotive manufacturing and supply chains. Regions without significant automotive industries might deprioritise this sector.

Tourism:

- **Less Active**: 4 EBOs
- **Active (Tourism & Hospitality)**: 19 EBOs

Tourism is highly active in many EBOs, reflecting its importance in local economies. This could be attributed to the varying impact of tourism on local economies. In some regions, tourism might be a major economic driver, while in others, it plays a lesser role.

Analysis

Agriculture
- **Least Active:** 4 responses
- **Top 20 Active:** 29 responses

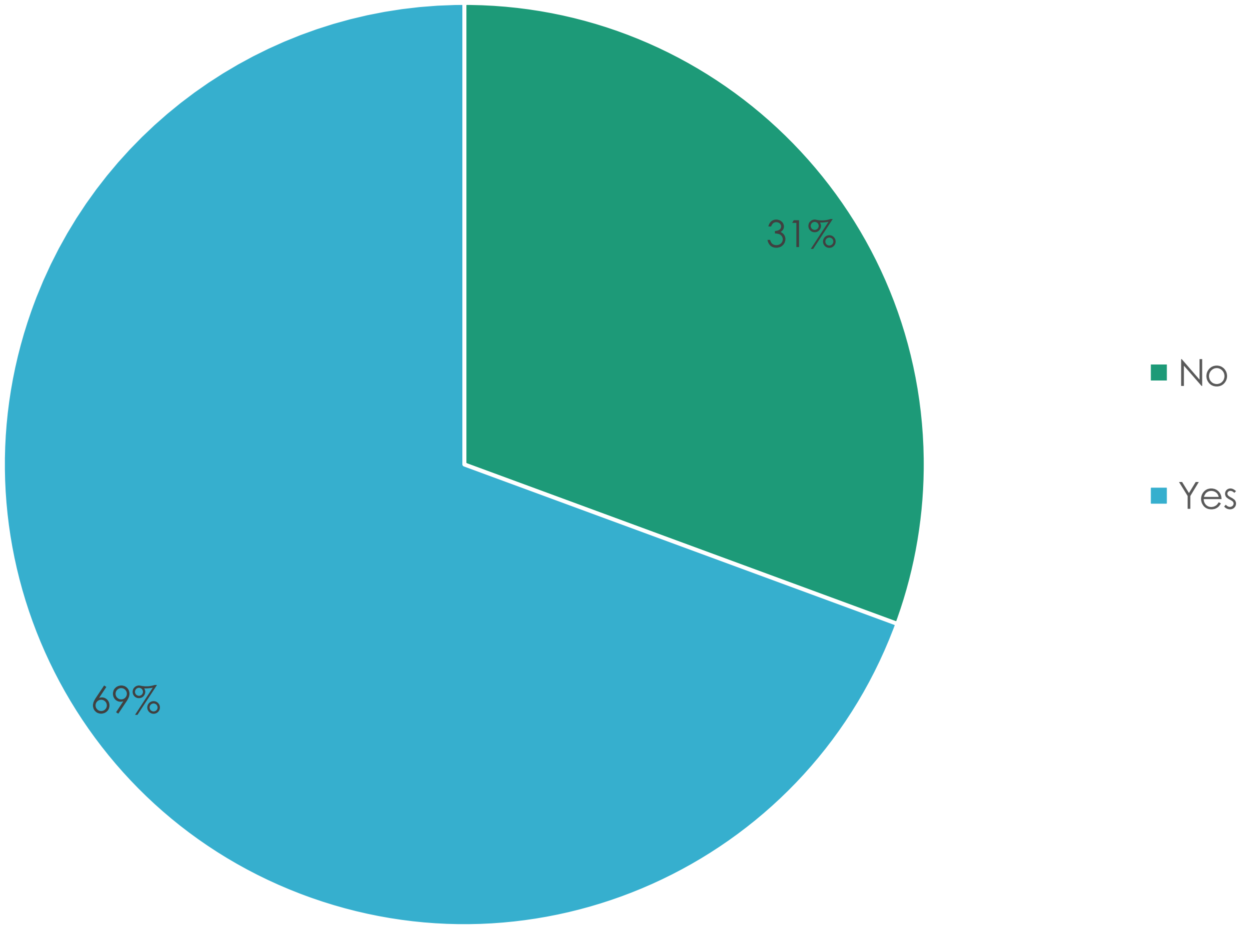
Agriculture's presence as both highly active and least active underscores its varying regional importance. Highly agricultural regions engage more actively, while more industrialized or urban regions may deprioritize agricultural committees.

Healthcare
- **Least Active:** 4 responses
- **Top 20 Active:** 19 responses

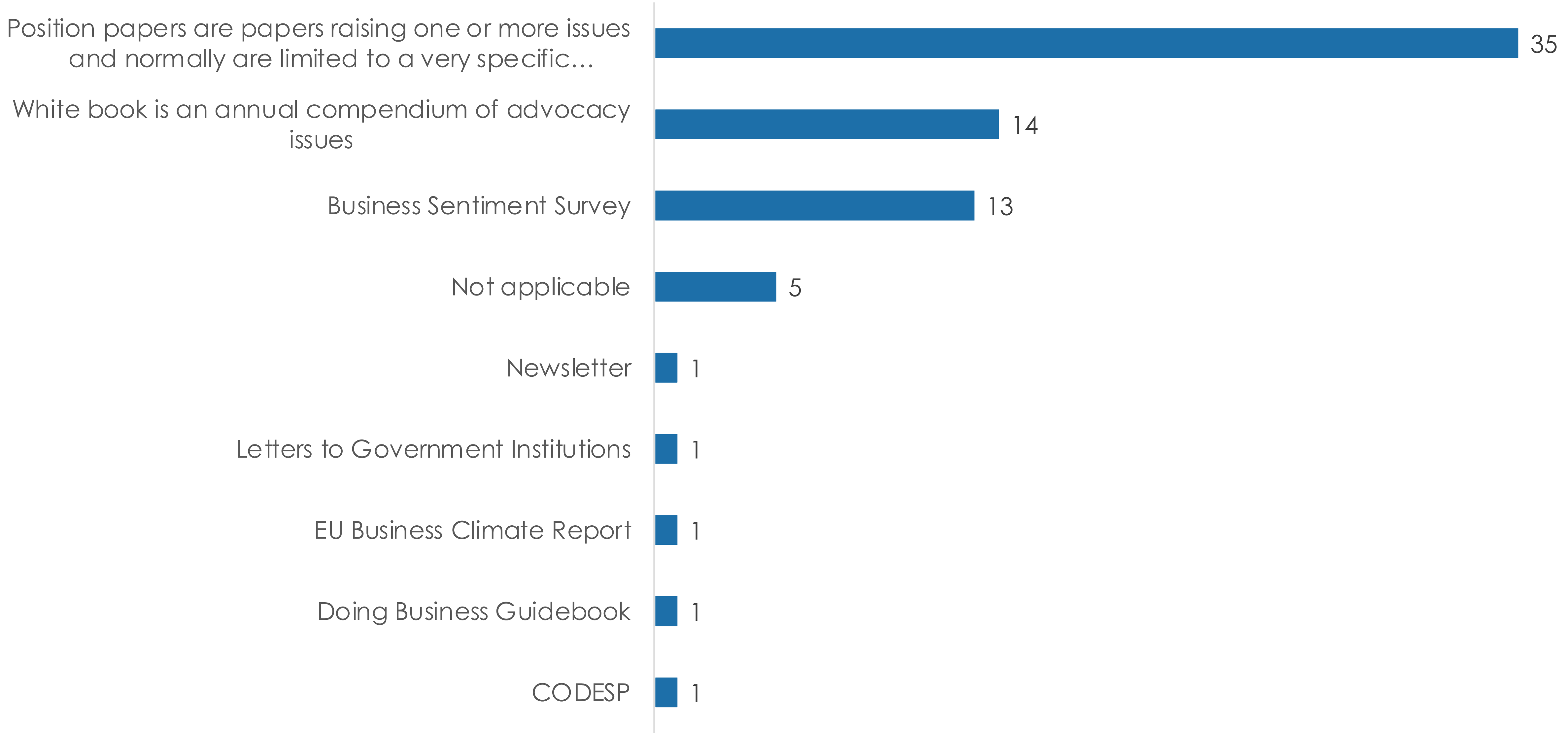
The significant activity in healthcare advocacy reflects ongoing global health challenges and EU regulatory focus. Regions with less active healthcare committees might face fewer healthcare issues or have established systems needing less advocacy.

This data is not part of the survey last 2023.

Advocacy Paper Production



Advocacy Paper Publications



Analysis

Position papers are the commonly published advocacy documents. These papers typically address specific issues within a particular business activity, providing a focused and detailed argument or stance. The prevalence of position papers indicates that many EBOs prioritise addressing specific issues relevant to their members. This allows for targeted and effective advocacy.

White Book published by 14 EBOs, is an annual compendium of advocacy issues. It serves as a comprehensive document covering various topics relevant to the business community. The White Book allows EBOs to cover a wide range of issues, providing a holistic view of the business environment and challenges faced by members.

Business Sentiment Surveys, published by 13 EBOs, gauge the overall sentiment of the business community, providing insights into confidence levels, challenges, and expectations. These surveys act as important economic indicators, reflecting the mood and outlook of the business community. Members provide valuable feedback from members, helping EBOs tailor their advocacy efforts to address the most pressing concerns.

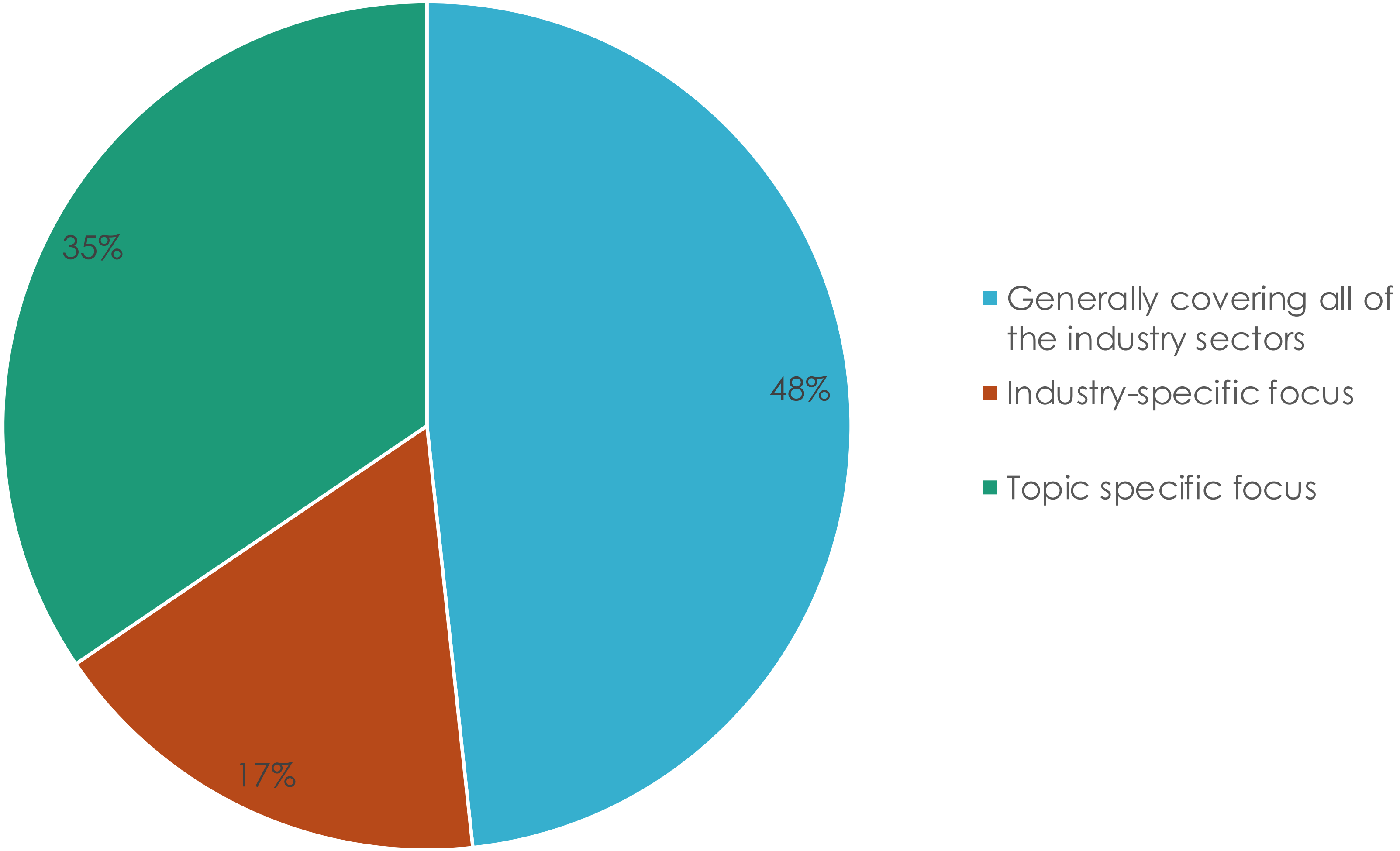
Newsletter, Doing Business Guidebook, EU Business Climate Report, the variety of other publications indicates that some EBOs focus on very specific or niche areas that may not be widely covered by others. The low number of these publications suggests that they might cater to highly specialised needs or target specific audiences.

2023 vs 2024 data
White book Publication: 26 EBOs published a white book from the 2023 survey while fewer EBOs published a white book in 2024.
Position Papers: The number of EBOs producing position papers remained consistent across both years.

The decline in the number of EBOs publishing white books from 26 in 2023 to a lower number in 2024 could indicate that EBOs might be facing resource limitations, making it difficult to produce comprehensive white books, some EBOs may have shifted their focus from publishing white book to other forms of advocacy, such as digital media, webinars, or direct engagement with stakeholders.

The consistent number of EBOs producing position papers across both years suggests that position papers remain a valuable tool for advocacy.
Position papers allow EBOs to efficiently address specific issues and provide clear recommendations, which might be more effective in certain advocacy contexts, easier to produce and more accessible to stakeholders.

White Book Industry Inclusion



Analysis

The survey results indicate that a significant portion of EBOs prefers to cover all industry sectors in their White Papers, providing a broad and inclusive approach to advocacy. However, a notable number of EBOs also focus on specific industries or topics, allowing for more detailed and targeted advocacy. The choice of focus is often influenced by the local economic situation and prevailing policy priorities, highlighting the importance of context-sensitive advocacy strategies.

White book Covering All Industry Sectors : 29% reported that their White books encompasses a broad range of industry sectors. EBOs that cover all industry sectors in their White Papers provide a holistic view of the business environment. This approach ensures that multiple sectors are represented, potentially leading to more balanced advocacy efforts. EBOs engages a wider range of stakeholders, from diverse industries, increasing the EBO's influence and reach.

Industry-specific focus: 10% reported that their White books focuses on a single industry. Industry-specific White books allow for deep dives into sectors, providing detailed analysis and tailored recommendations. This highlights the EBO’s expertise in particular industries, enhancing their credibility and influence within those sectors.

Topic-specific focus: 20% reported that their White books focuses on specific topics rather than industry sectors. Topic-specific White books can address cross-cutting issues such as sustainability, digital transformation, or human capital development. This allows EBOs to provide targeted recommendations on these critical areas.

2023 vs 2024 data

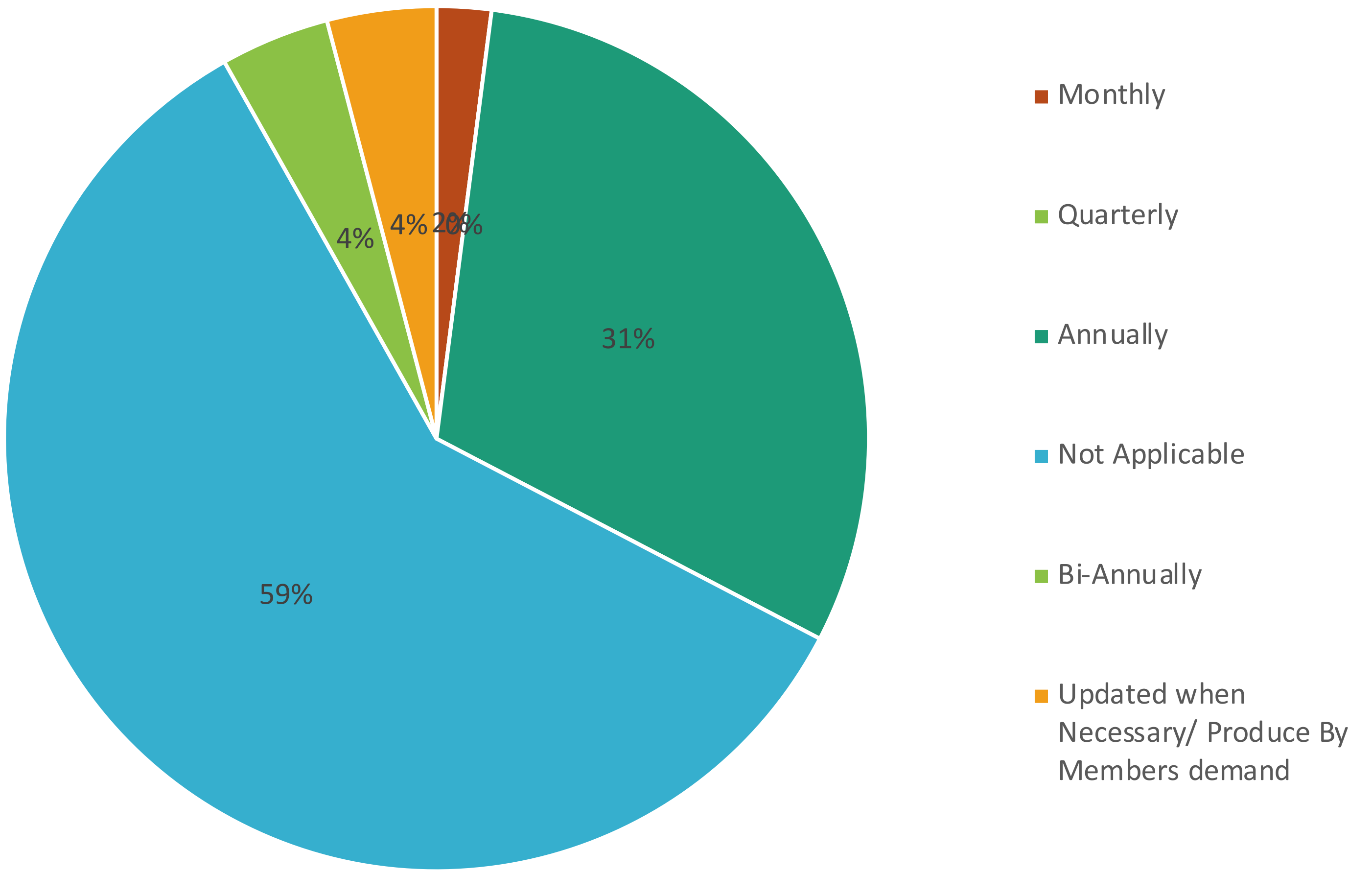
	2023	2024
Generally covering all of the industry sectors	21	14
Industry-specific focus	2	5
Topic specific focus	4	10

- **General Coverage of Industry Sectors:** There is a notable decline in the number of EBOs opting for a comprehensive approach in their White books. This shift could suggest a strategic move towards more targeted advocacy efforts.
- **Industry-Specific Focus:** The increase, though small, indicates a growing trend towards addressing the unique challenges and opportunities within specific industries. This might be driven by the need to provide more detailed and actionable recommendations tailored to sectors.
- **Topic-Specific Focus:** The substantial rise in topic-specific White books highlights a strategic pivot towards addressing cross-sectoral issues that may be of immediate concern, such as sustainability, digital transformation, or regulatory changes.

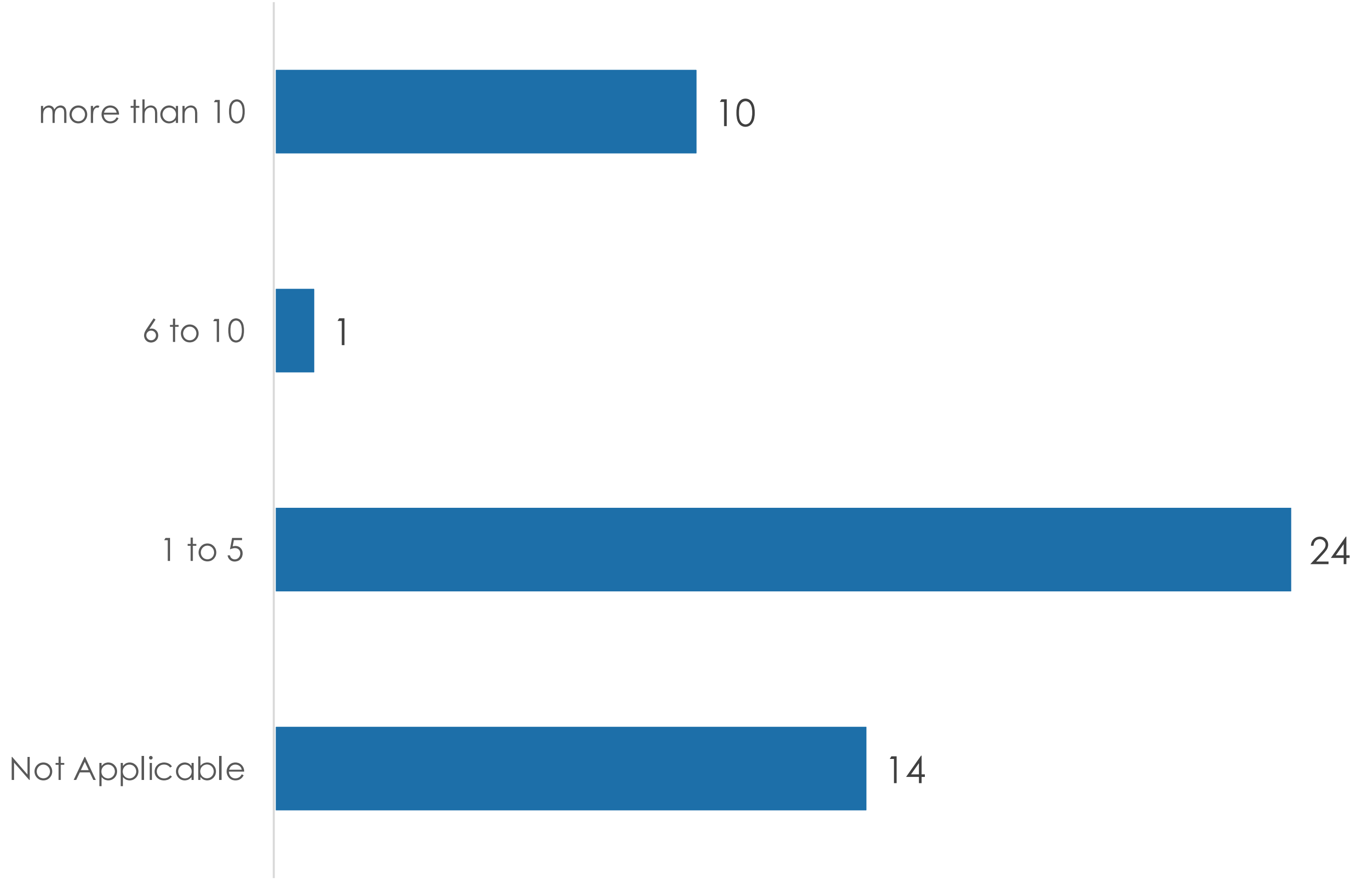
Discrepancy in Figures

It is important to note a discrepancy in the figures: while 13 EBOs indicated that they produce a White Book in the previous survey question, the current question reflects responses from EBOs about the content focus of their White books. This suggests some inconsistencies in the responses or possible misunderstandings regarding the definitions of White Books versus other types of advocacy papers. This discrepancy highlights the need for clearer definitions and better communication about what constitutes a White book versus other advocacy publications.

Timeline of White Book Publication



2023 Average Number of Position Papers Produced



Analysis

The survey results indicate a varied level of engagement in producing position papers among EBOs. While a significant number of EBOs produce a moderate amount (1 to 5), a notable proportion are highly active, producing more than 10 position papers annually. This reflects different capacities and strategic focuses across the network.

Not Applicable: 29% indicated that production of position papers is not applicable to them. These EBOs might not engage in producing position papers, possibly due to limited resources, a different strategic focus, or insufficient demand for such documents within their operational context. They might rely on other forms of advocacy, such as direct lobbying, informal discussions, or participation in broader advocacy coalitions.

Average of 1 to 5: 49% produced between 1 to 5 position papers in 2023. These EBOs are actively engaged in advocacy but could indicate a focus on specific, high-priority issues, ensuring quality over quantity. These EBOs likely allocate their limited resources strategically, targeting key issues where they can have the most impact.

Average of 6 to 10: 2% produced between 6 to 10 position papers in 2023. This EBO is highly active in advocacy, indicating a robust internal capacity for research and policy analysis. Producing more position papers suggests that this EBO addresses a wider range of issues, potentially influencing various sectors and policy areas. The ability to produce a higher number of position papers may reflect well-established processes for advocacy and stakeholder engagement.

Average of more than 10: 20% produced more than 10 position papers in 2023. These EBOs are deeply engaged in advocacy, likely playing a significant role in shaping the regulatory and business environment in their respective countries. Producing many position papers indicates substantial resources, including dedicated advocacy staff and robust research capabilities. In countries with highly active business communities and frequent regulatory changes, EBOs may need to produce a high volume of position papers to stay relevant and influential.

2023 vs 2024 data

	2023	2022
Not Applicable	14	2
1 to 5	24	21
6 to 10	1	3
more than 10	10	9

Increased Inactivity: The substantial rise in "Not Applicable" responses (from 2 to 14) suggests that a larger segment of EBOs did not engage in producing position papers in 2023. This could be due to various factors such as changes in strategic priorities, resource limitations, or external circumstances like geopolitical issues or economic conditions impacting their ability to produce such documents.

Slight Increase in Low Engagement: The growth in the "1 to 5" category (from 21 to 24) indicates a slight uptick in EBOs engaging at a basic level of advocacy through position papers. This might reflect a broader but shallow engagement across more EBOs.

Decrease in Medium Engagement: The drop in the "6 to 10" category (from 3 to 1) suggests that fewer EBOs are committing to a moderate level of advocacy, possibly reallocating resources to other forms of engagement or facing challenges that limit their capacity to produce multiple position papers.

Sustained High Engagement: The slight increase in the "More than 10" category (from 9 to 10) shows that a dedicated group of EBOs remains deeply engaged in advocacy, producing a significant number of position papers. This consistency highlights the importance of sustained advocacy efforts among a core group of EBOs.

The survey results for 2023 vs 2022 indicate a mixed trend in the production of position papers by EBOs. While there is an increase in the number of EBOs not producing any position papers and a slight rise in low-level engagement, there is a decrease in medium-level engagement and a stable high-level engagement. These trends reflect the varying capacities and strategic focuses of EBOs, influenced by local conditions and broader economic and geopolitical contexts.

Potential for Growth

- **Capacity Building**: For EBOs indicating "Not Applicable," targeted capacity-building initiatives could help them start producing position papers, enhancing their advocacy efforts.

- **Resource optimisation**: EBOs producing 1 to 5 position papers might benefit from resource optimisation strategies to increase their advocacy output without compromising quality.

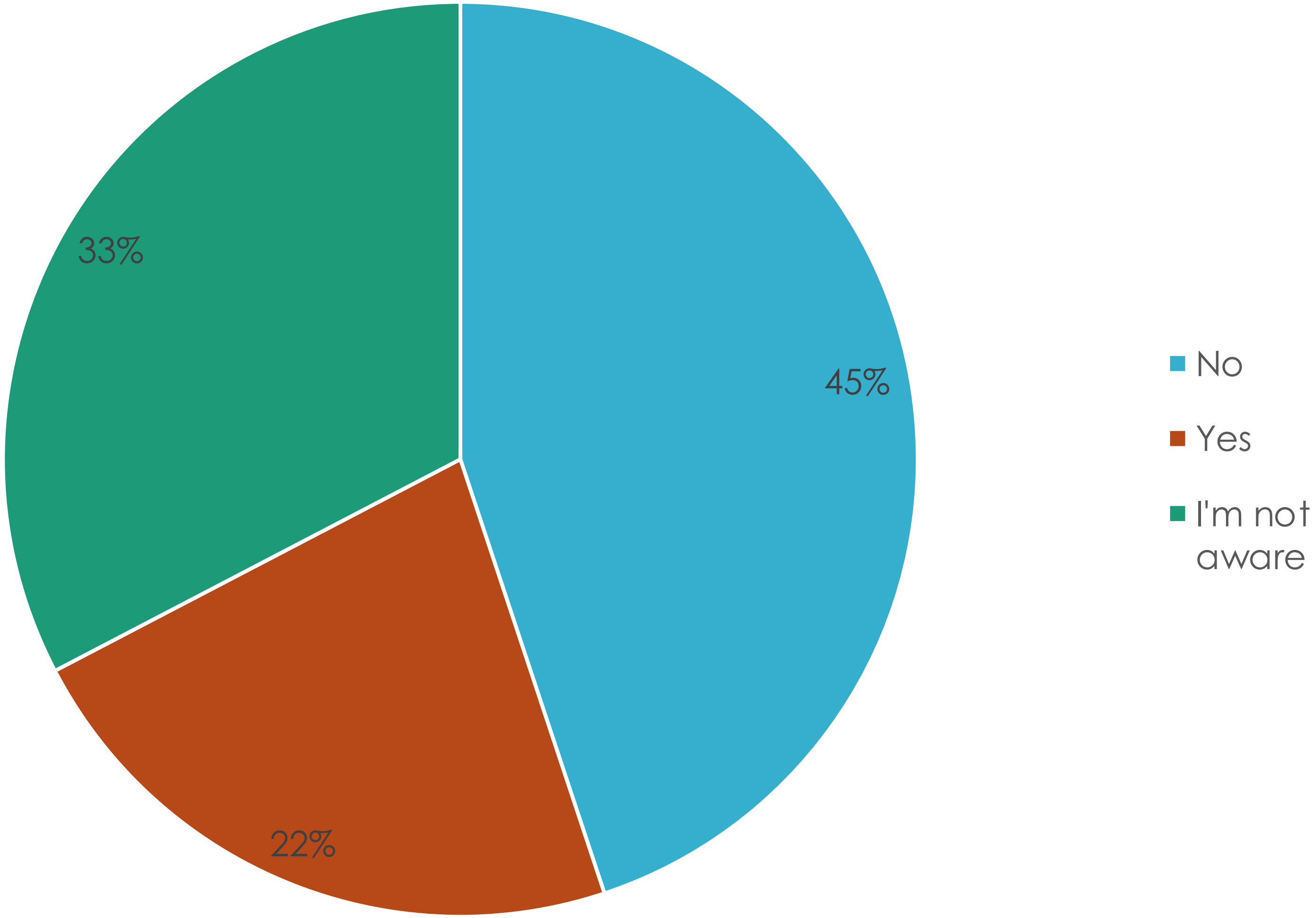
- **Sharing Best Practices**: EBOs producing a high number of position papers could share best practices and strategies with others to improve overall advocacy efforts across the network.

EBOs Barriers and Support needed for Advocacy Engagement

Addressing barriers and providing adequate support is crucial for enhancing EBOs' advocacy engagement and effectiveness. By overcoming challenges related to resources, relationships, and expertise, EBOs can strengthen their advocacy impact, promote members' interests, and contribute to a favorable regulatory environment for European businesses. Collaborative efforts, capacity-building initiatives, and strategic partnerships can play a vital role in overcoming these challenges and maximising advocacy outcomes across the EBO network.

- Membership acquisition
- Financial resources
- Manpower resources
- Researchers and Internships for monitoring bills and data gathering
- Free Trade Agreement
- Strengthening and Building Relationship with Government and EU officials
- Improve Advocacy survey responses
- How to mobilise and inspirer companies to stay committed
- Lack of expert knowledge on advocacy tools and case studies
- Finding the best counterparts and stakeholders in Brussels
- Capacity building on EU Regulations
- Better connections with the EU Commission
- Joint EBO webinars and joint activities on advocacy priorities
- Import and export rules
- How to prepare advocacy papers and sharing of papers
- Availability of committee members

Engagement with Global Gateway in Your Region



Analysis

No Participation (22 EBOs): These EBOs have not engaged in the Global Gateway Implementation, indicating potential missed opportunities for collaboration, networking, and leveraging resources. Alternatively, Global gateway is not present in their respective country.

Participation (11 EBOs): These EBOs are actively involved in the Global Gateway Implementation, demonstrating a commitment to expanding their international reach and leveraging global trade opportunities. Participation enables access to valuable resources, networking opportunities, and support for international trade and investment initiatives.

Not Aware (16 EBOs): These EBOs lack awareness of the Global Gateway Implementation, suggesting gaps in communication, information dissemination, or engagement efforts. Limited awareness may result in missed opportunities for collaboration, capacity-building, and leveraging global trade initiatives to benefit members.

Recommendations for Increasing Participation

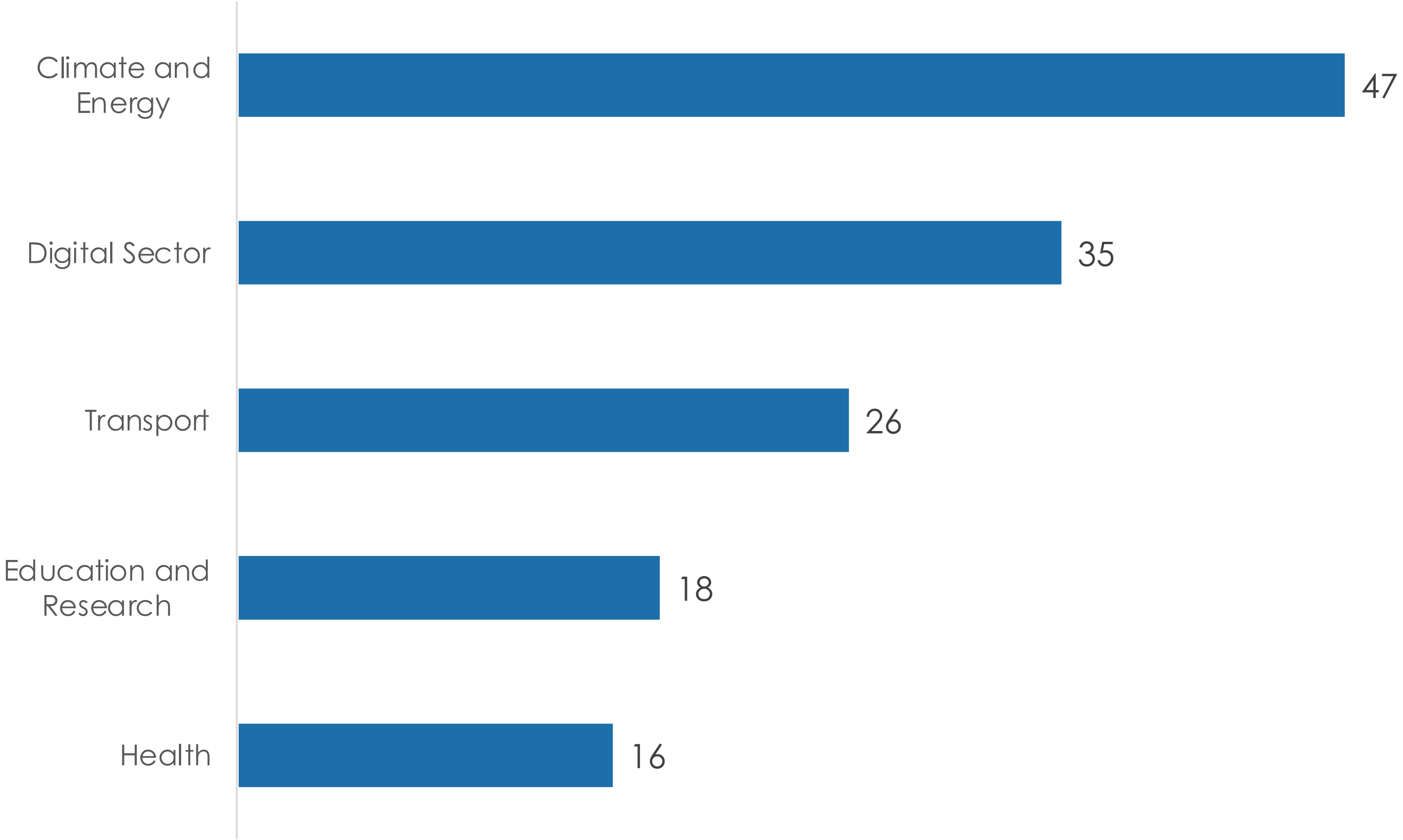
Awareness Campaigns: Implement targeted awareness campaigns and outreach efforts to ensure all EBOs are informed about the Global Gateway Implementation and its potential benefits.

Capacity Building: Provide capacity-building support, training, and resources to help EBOs overcome barriers to participation, such as resource constraints or lack of expertise.

Networking Opportunities: Facilitate networking events, webinars, and forums to foster collaboration, knowledge sharing, and best practice exchange among EBOs participating in the Global Gateway Implementation.

This data is not part of the survey last 2023.

Advocacy Areas of Interest in Global Gateway Sectors



Analysis

Climate and Energy emerged as the most popular advocacy area among EBOs, indicating a strong interest in addressing environmental sustainability, renewable energy, and climate change mitigation. High interest in this sector reflects growing awareness of the importance of sustainable development and the need for policies that promote environmental stewardship and clean energy solutions.

Digital Sector garnered significant interest, underscoring the importance of digital transformation, innovation, and technology-enabled solutions in driving economic growth, competitiveness, and connectivity.

Transport emerged as a key focus area, highlighting the importance of efficient transportation systems, infrastructure development, and mobility solutions in facilitating trade, commerce, and connectivity.

Health advocacy garnered moderate interest, reflecting concerns about public health, healthcare infrastructure, and pandemic preparedness in the wake of global health crises.

Education and Research received relatively lower interest compared to other sectors, suggesting potential opportunities for raising awareness and addressing challenges related to education policy, research funding, and skills development. Investing in education and research can drive innovation, talent development, and economic competitiveness, making it a critical area for advocacy and policy action.

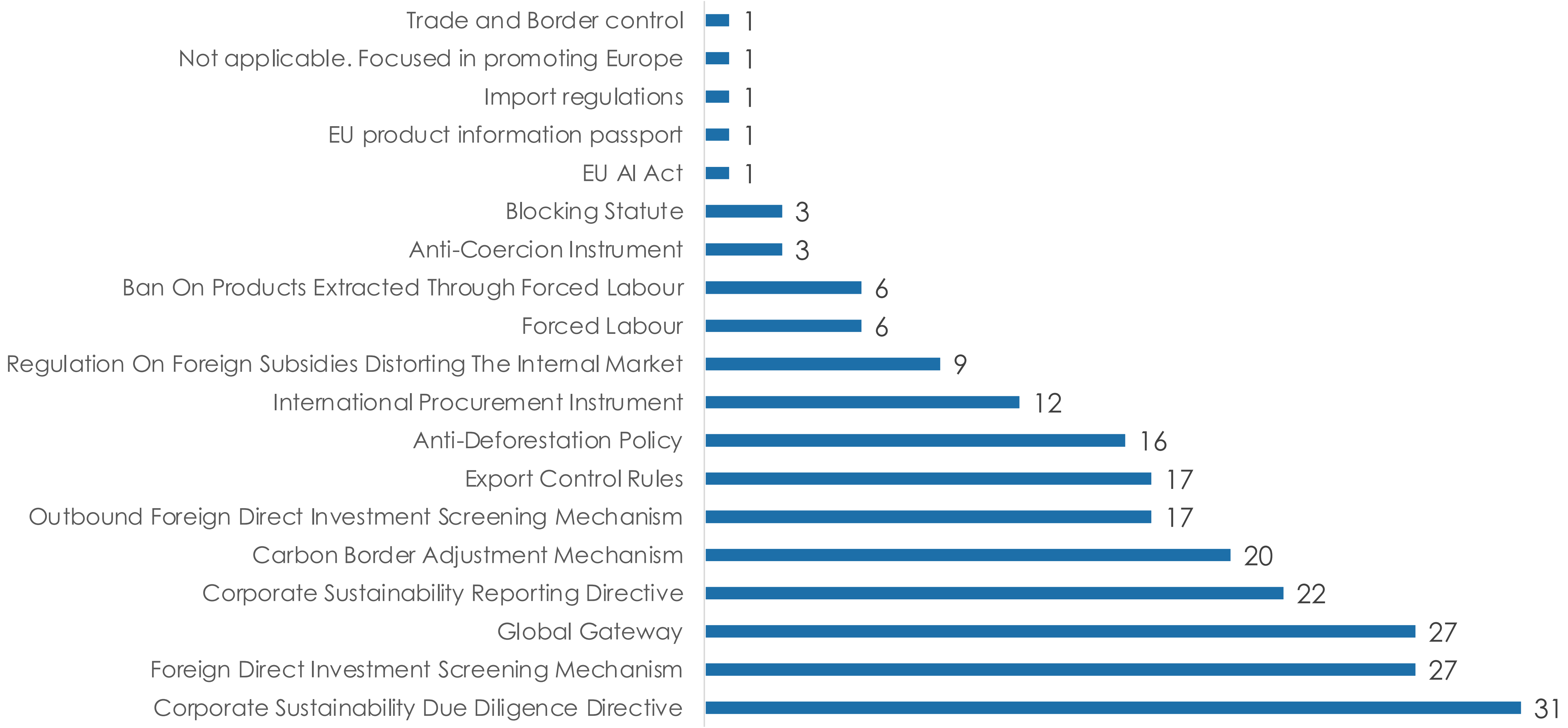
This data is not part of the survey last 2023.

Collaboration Opportunities

The alignment between the advocacy interests of EBOs and the focus sectors of the Global Gateway presents a unique opportunity for collaboration. By actively participating in Global Gateway initiatives, EBOs can help drive sustainable development, enhance connectivity, and expand market opportunities for European businesses. Strategic engagement and advocacy will be crucial in maximising the benefits of this collaboration, ensuring that both EBOs and the Global Gateway achieve their objectives.

- **Establish Collaborative Platforms**: Create joint working groups to identify and develop projects in the key focus sectors.
- **Promote Best Practices**: Share best practices and successful case studies to guide project implementation.
- **Facilitate Partnerships**: Encourage partnerships between European businesses and local stakeholders to ensure project success.
- **Enhance Advocacy Efforts**: Strengthen advocacy efforts to influence policies that support the Global Gateway's goals.
- **Focus on Capacity Building**: Invest in capacity-building initiatives to ensure sustainable and long-term impact.

EU Policies of Interest



Analysis

The EBOWN recently circulated the European Union's Policy Tool Box, seeking feedback on the EU policies that most interest its members. The results provide insights into which areas are priorities for EBOs and where EBOWN can focus its advocacy efforts.

High Interest Areas

- **Corporate Sustainability Due Diligence Directive (CSDDD) and Corporate Sustainability Reporting Directive (CSRD)**: The high interest in these directives indicates a strong focus on sustainability and corporate responsibility among EBOs. These directives aim to ensure that companies are accountable for their environmental and social impacts, aligning with global trends towards more ethical and sustainable business practices.
- **Global Gateway**: With significant interest, this initiative's focus on infrastructure, digital, and energy projects aligns well with the strategic interests of many European businesses looking to expand or invest globally.
- **Foreign Direct Investment Screening Mechanisms**: The interest in both inbound and outbound mechanisms suggests that EBOs are keen on understanding and navigating the regulatory landscape affecting foreign investments, highlighting the importance of protecting and facilitating cross-border investments.

Moderate Interest Areas

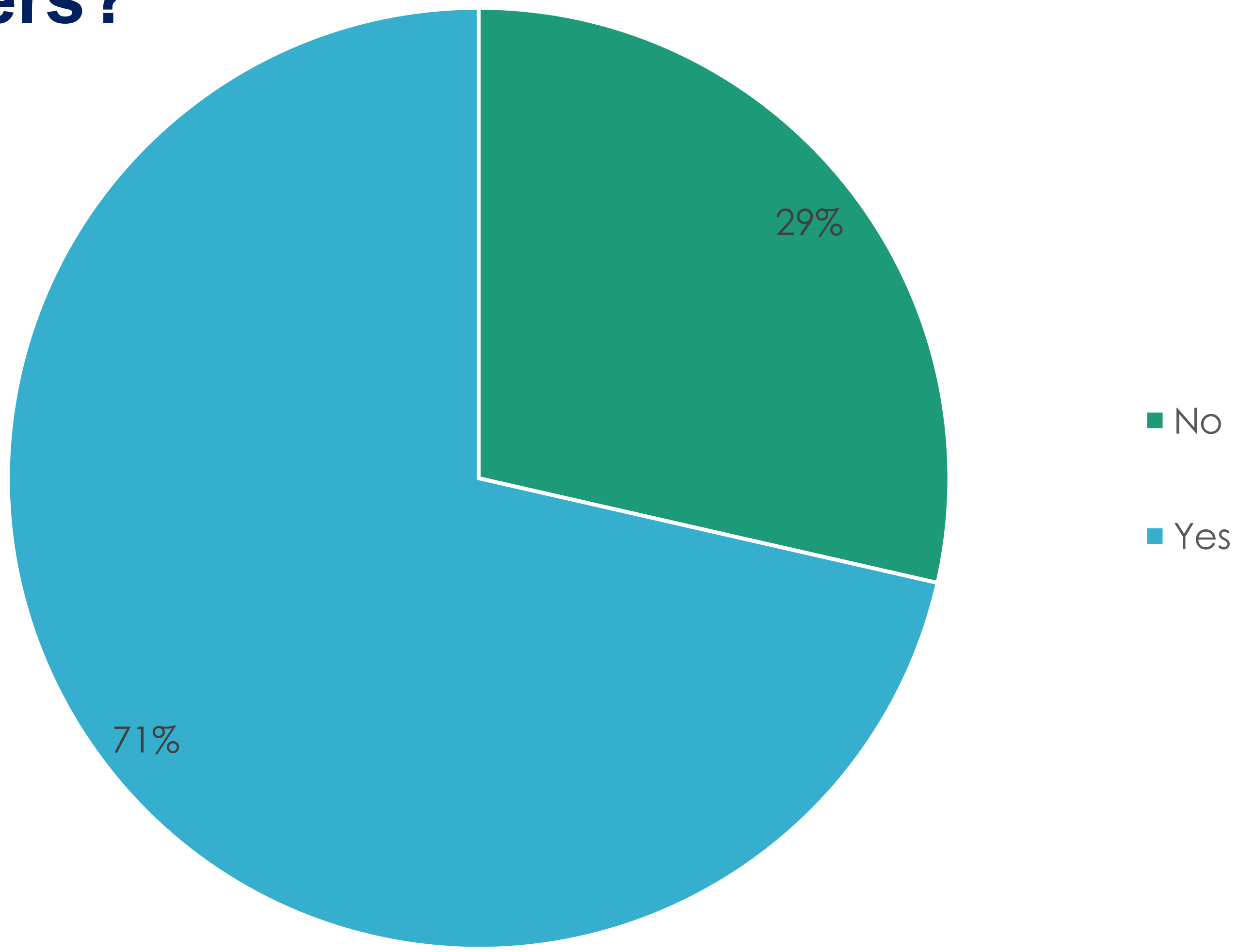
- **Carbon Border Adjustment Mechanism (CBAM)**: This policy is crucial for businesses involved in high-carbon industries as it affects their competitiveness and compliance costs. Interest indicates that EBOs are preparing for the implications of carbon pricing on their supply chains.
- **Export Control Rules and Anti-Deforestation Policy**: These areas reflect concerns about regulatory compliance and sustainable supply chains. Export controls are essential for companies dealing with sensitive technologies or materials, while anti-deforestation policies are critical for businesses in sectors like agriculture and forestry.

Lower Interest Areas

- **Forced Labour, Ban on Products Extracted Through Forced Labour, and Anti-Coercion Instrument**: These policies, although critical for ethical business practices, show lower interest, which might indicate either a lesser perceived impact on their operations or a need for more awareness.
- **Regulation on Foreign Subsidies Distorting the Internal Market**: This lower interest might suggest that fewer EBOs are directly impacted by subsidies or that the policy is not yet well understood.

This data is not part of the survey last 2023.

Are These Policies Affecting Your EBO and Members?



Analysis

The survey findings highlight the nuanced perspectives and varied experiences of EBOs and their members regarding the concerns and impact of EU policies. By recognising the policy landscape's complexity and implications for business operations and stakeholder interests, EBOs can effectively navigate regulatory challenges, advocate for policy reforms, and foster constructive engagement with policymakers to promote economic growth, innovation, and resilience across diverse sectors and industries.

Concerns and Impact of EU Policies

No: A portion of EBOs and their members indicated that they are not particularly concerned or affected by the listed EU policies. This response suggests that some EBOs may perceive these policies as having minimal direct impact on their operations, member interests, or sectors represented, potentially due to their focus on other policy priorities or operating in sectors less affected by the listed policies.

Yes: The majority of EBOs and their members express concerns about or acknowledge the impact of EU policies on their operations, industries, or areas of interest. This response underscores the significance of EU policies in shaping business environments, regulatory frameworks, and market dynamics, influencing strategic decision-making, compliance requirements, and advocacy priorities for EBOs and their members.

This data is not part of the survey last 2023.

Impact of EU Policies on EBOs and Members

European companies are broadly affected by sustainability reporting requirements, with specific members impacted by the Carbon Border Adjustment Mechanism (CBAM) and anti-deforestation legislation. The Anti-deforestation policy affects members engaged in the coffee export value chain, highlighting sector-specific challenges. Ukrainian businesses, both domestic and international, are significantly concerned with CBAM and other trade barriers, which also affect their exporting opportunities and access to finance. In addition, export controls and blocking statutes pose challenges. The Corporate Sustainability Due Diligence Directive (CSDDD) and the EU Deforestation Regulation are of high interest due to their implications on compliance and implementation. CSDDD is likely to affect the Cambodian garment industry because the European market represents 30-40% of garment exports. EU sanctions on Russia and new sustainability requirements add further complexity.

Foreign Direct Investment (FDI) policies, including screening mechanisms for inbound and outbound investments, shape the regulatory environment, affecting strategic sectors and security. The Global Gateway initiative enhances economic cooperation and connectivity, potentially benefiting trade and investment. Local content requirements and import/export rules are crucial for economic activity, but compliance can be challenging. Declines in FDI, especially in conflict-affected areas like Moldova, highlight the need for effective attraction mechanisms.

Developing countries, notably in ASEAN, view EU Green Deal policies like CBAM, EUDR, and CSDDD as potential protectionist barriers. For instance, the anti-deforestation policy impacts not only coffee exporters but also the broader farming community. Heightened due diligence is advocated in regions like Myanmar to avoid military links. Efforts align with the Global Gateway initiatives, focusing on human development, economic growth, and improved trade relations. Overall, the policies present significant compliance challenges and affect commerce and investment across various regions.

Support Needs for Understanding and Addressing Concerns on EU Policy Toolbox

Analysis

The EU Policy Toolbox serves as a comprehensive resource for businesses to navigate EU policies, regulations, and initiatives effectively. However, the complexity and evolving nature of EU policies pose challenges for EBOs in comprehensively understanding and addressing their concerns.

Need for Support: 71% of EBOs indicated a requirement for further support in understanding and addressing concerns related to the EU Policy Toolbox. This underscores the importance of tailored assistance and guidance to navigate the intricacies of EU policies effectively. The diversity and complexity of EU policies, including regulatory frameworks, directives, and initiatives, contribute to the need for specialised support. EBOs may encounter challenges in interpreting and applying EU policies to their specific contexts and industries, necessitating targeted assistance.

How can EBOWN support

- **Policy Interpretation Workshops:** Organise workshops to help EBOs understand the intricacies of the EU Policy Toolbox. Focus on specific policies like the Corporate Sustainability Due Diligence Directive (CSDDD), Carbon Border Adjustment Mechanism (CBAM), and anti-deforestation legislation.
- **Sector-Specific Webinars:** Conduct webinars addressing sector-specific challenges, such as those faced by the coffee export value chain under anti-deforestation policies. Provide insights and best practices for compliance and implementation.

Enhance Communication and Information Sharing

- **Regular Updates and Newsletters:** Disseminate regular updates and newsletters summarising key changes and developments in EU policies. Highlight the implications of these changes for different sectors and regions.
- **Centralised Information Hub:** Develop an online platform where EBOs can access resources, policy briefs, and compliance guides related to the EU Policy Toolbox.

Facilitate Networking and Collaboration

- **EBO Peer Groups:** Create peer groups or forums where EBOs can share experiences, challenges, and solutions related to EU policy compliance. Encourage collaboration and the sharing of best practices among members.
- **Partnerships with EU Institutions:** Strengthen partnerships with EU institutions and the European Commission to provide EBOs with direct access to policymakers. Organise joint events and roundtables to discuss policy impacts and potential solutions.

This data is not part of the survey last 2023.

Interest in Engaging to EBOWN Advocacy related Initiatives

Analysis

The survey results demonstrate a strong willingness among EBOs to actively participate in advocacy-related actions, underscoring the importance of collective action in advancing shared objectives within the European business community. By leveraging this enthusiasm and commitment, advocacy initiatives can drive positive change, foster collaboration, and amplify the voice of the business community in shaping policy and regulatory decisions.

Overall Interest: The majority of EBOs expressed interest in participating in advocacy-related actions, indicating a proactive stance towards contributing to advocacy efforts. Across all categories, a significant proportion of EBOs demonstrated willingness to engage in advocacy activities, highlighting the importance of collective action in advancing shared objectives.

Interest by Action Type

- **Events:** EBOs expressed the highest level of interest in participating in events, emphasising the role of collaborative gatherings and networking opportunities in driving advocacy initiatives forward.
- **Meetings:** Participation in meetings garnered a substantial number of EBOs, indicating their willingness to engage. This underscores the value of direct engagement and dialogue in shaping advocacy strategies and outcomes.
- **Letter Writing and Surveys:** Approximately 23 EBOs showed interest in participating in both letter writing and surveys, highlighting the importance of written communication and data collection in advocacy efforts.
- **Statements:** A total of 20 EBOs expressed willingness to participate in issuing statements, indicating a readiness to make public declarations in support of advocacy goals

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Consistent Interest: Across all categories, the proportion of EBOs expressing interest remained relatively consistent, suggesting a broad-based commitment to engaging in advocacy-related actions regardless of the specific activity type.

Limited Interest: While the majority of EBOs demonstrated interest in participating, a smaller subset may be attributed to resource constraints, competing priorities, or perceived effectiveness of alternative forms of engagement.

This data is not part of the survey last 2023.

Recommendations

The survey results demonstrate a significant willingness among EBOs to engage in various advocacy-related actions, which presents a valuable opportunity for EBOWN to strengthen its collective advocacy efforts.

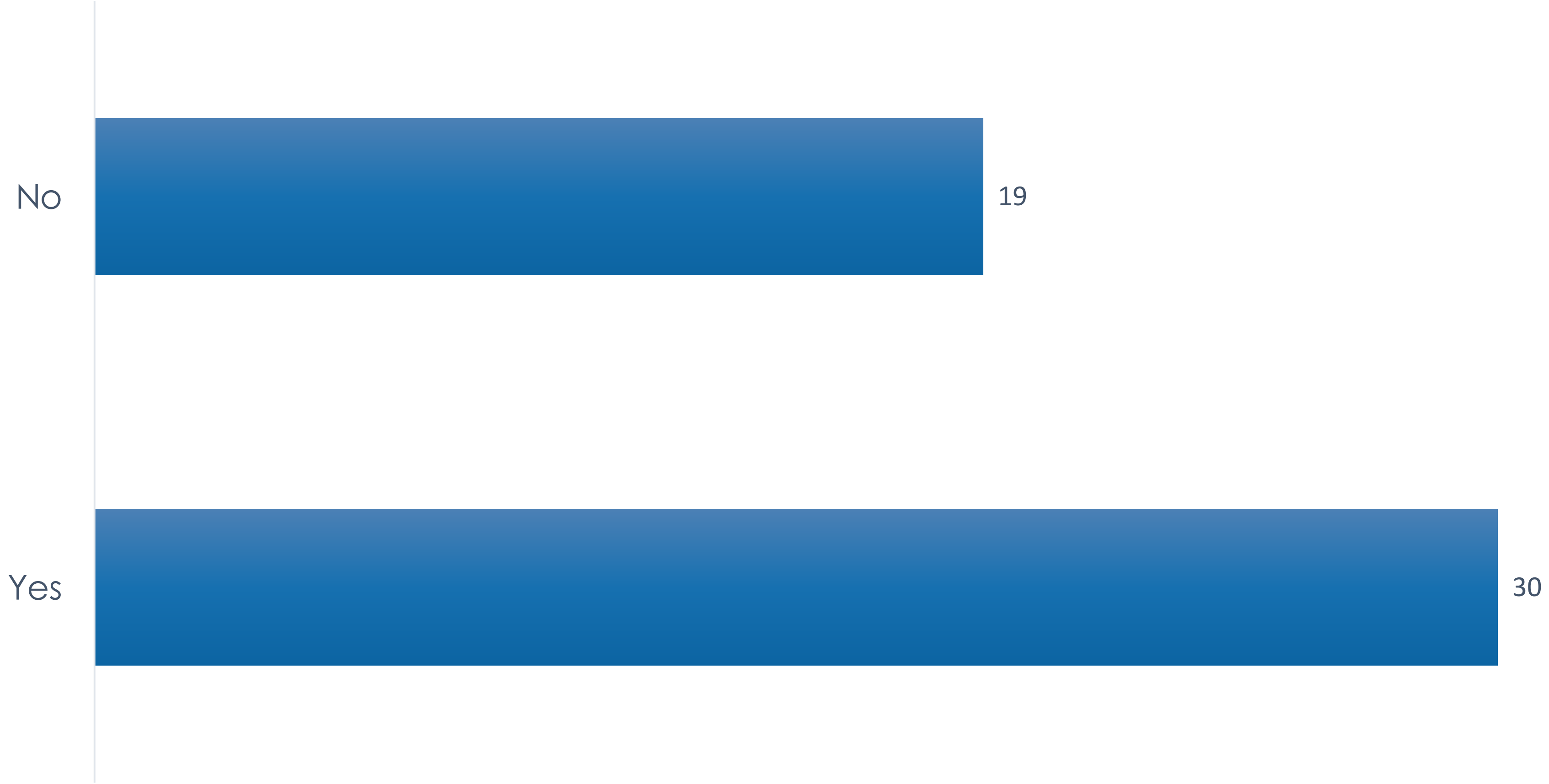
Leveraging High Engagement in Meetings and Events
Organising regular meetings and events will not only keep EBOs actively engaged but also provide a platform for addressing key issues, sharing best practices, and fostering collaboration. This can lead to a more cohesive and powerful advocacy front, particularly on priority issues like sustainability, digital transformation, and trade policies.

Encouraging Letter Writing and Survey Participation:
Utilising letter writing and surveys as advocacy tools can help collect and articulate the collective voice of the EBOs. Coordinated letter-writing campaigns to EU officials can directly address pressing issues, while regular surveys can ensure that advocacy efforts are data-driven and aligned with member priorities.

Facilitating Statement Issuance:
Joint statements provide a unified stance on critical policy issues, which can significantly amplify the network's voice. By drafting and circulating statements that reflect the consensus and key concerns of its members, EBOWN can ensure that its positions are clearly communicated and considered by policymakers.

Addressing Concerns of Non-Participants:
Understanding and mitigating the barriers for EBOs not currently willing to participate in advocacy actions is crucial. Engaging in dialogue with these members to identify specific challenges and tailoring advocacy opportunities to align with their operational contexts will ensure a more inclusive and representative advocacy strategy.

Would you be interested in volunteering your time or expertise to support our advocacy efforts?



Analysis

The survey results indicate a significant willingness among EBOs to volunteer their time and expertise to support advocacy efforts. By leveraging this enthusiasm and commitment, advocacy organisers can mobilise a diverse range of stakeholders to contribute to shared objectives, drive positive change, and amplify the voice of the business community in shaping policy and regulatory decisions. However, it's essential to recognise and address potential barriers to volunteer engagement to ensure broad participation and maximise the effectiveness of advocacy initiatives.

Overall Interest: Majority of EBOs expressed a willingness to volunteer for advocacy efforts, with 30 indicating "Yes" and 19 responding "No". While a significant proportion showed interest, it's notable that a subset of EBOs opted not to volunteer, indicating varying levels of availability, capacity, time limitations, competing priorities or interest in engaging in advocacy-related activities.

This data is not part of the survey last 2023.

Do you have a flagship event?

Analysis

The overwhelming presence of flagship events among surveyed EBOs underscores their strategic significance as essential components of organisational engagement and outreach strategies.

Flagship Event Presence: A significant majority of EBOs, comprising 40 out of 49 EBOs, indicated that they have a flagship event, representing approximately 82% of EBOs. This overwhelming presence of flagship events suggests their importance and prevalence within the activities of EBOs, highlighting their role as key components of organisational strategies for engagement, networking, and knowledge dissemination. Flagship events often serve as focal points for raising awareness about key issues, promoting collaboration and partnership, and enhancing the visibility and reputation of EBOs within their respective sectors or industries.

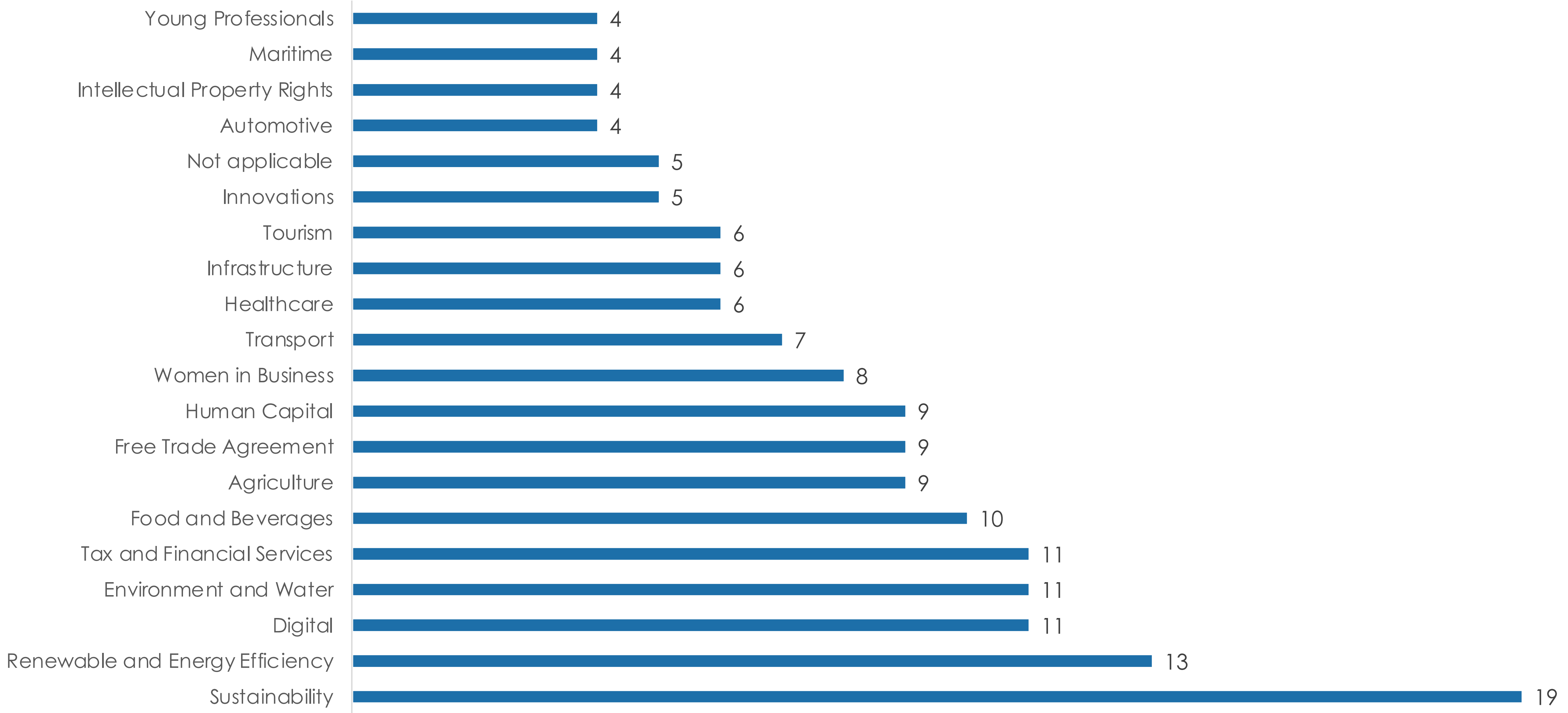
This data is not part of the survey last 2023.

EBOs Flagship Events

- EUBG Women's CEOs Forum
- AEB Annual Flagship Conference
- Energy Event
- All European Network Nights, ECCK Gala, Sustainability Awards
- Annual Anniversary Meeting
- Annual general meeting
- Annual Investment Conference
- Annual Position Paper release
- Annual Themed Gala Dinner and Annual Anniversary Reception
- Business meeting
- East African Trade
- EBA Annual General Membership Meeting in Ukraine
- EBA Global Outlook
- EU Canada Day, business summit
- EU NEPAL BUSSINESS FORUM 2024
- EU-Argentina Business Forum
- EU-Georgia Business Forum (annual)
- EU-Uzbekistan Annual Business Meetings
- Eurocham Annual Stakeholder conference in Nigeria
- EU-Nigeria Business Forum
- Green Business forum
- Healthcare forum, CSR Awards, Tax Forum, HR Forum
- EuroCham Indonesia Annual Position Paper Launch, Indonesia-Europe Investment Summit, Sustainability Report Launch
- Europe Day Dinner
- European Philippine Business Dialogue
- ExpoEurope
- GEFE 2024 - GREEN ECONOMY FORUM AND EXHIBITION
- Greenway and Europe Days/Annual EuroCham's Annual Conference
- Joint European Networking events
- MADE in Myanmar Forum (January every year), Agro-Business Forum (Q4 2024)
- NZ Europe Summit bi- annually
- Overcapacity , HR, Cyber Security
- Presentation by presidential candidates of their Party Manifesto/ Bilateral Chambers Conferences and network Events/EU Business Forum/EuroCham 10 year anniversary
- Results of Ease of Doing Business Survey
- Speednetworking in september and Final Top Chef
- Sustainability Awards Gala Dinner
- Sustainability Champion Awards
- The 25 years of CIEM 's existence
- The EBC White Paper launch event once a year
- Cadre de promotion du membre-afterwork
- Real Estate & Construction Forum

The complete data has been collated by the regional coordinator's initiative.

What are the advocacy sectors that your flagship event/s are focus on? (Top 20)



Analysis

Sustainability Takes Center Stage: Sustainability emerges as the top advocacy sector focused on by EBOs during their flagship events, with 19 out of 49 organisations prioritising this critical issue. This underscores the growing importance of sustainability in business practices and the broader socio-economic agenda.

Diverse Range of Advocacy Sectors: EBOs demonstrate a diverse range of advocacy sector focuses during their flagship events, reflecting the multifaceted nature of contemporary business challenges and opportunities. Key sectors such as renewable energy efficiency, digitalisation, environmental conservation, agriculture, and food and beverages feature prominently, highlighting the breadth of issues addressed by EBOs.

Human Capital and Financial Services: Human capital development and financial services advocacy also receive notable attention, with several organisations dedicating resources to address workforce development, talent management, and financial inclusion issues.

Trade Agreements and Infrastructure: Free trade agreements, infrastructure development, and transportation sectors are also among the areas of focus, reflecting the significance of trade facilitation, connectivity, and logistical efficiency in driving economic growth and competitiveness.

Inclusion and Health: Women in business advocacy and healthcare-related initiatives are emphasised by a subset of EBOs, underscoring the importance of gender equality, diversity, and public health considerations in the business agenda.

This data is not part of the survey last 2023.

Analysis

Comparing the data from the Top 20 Advocacy sector committees

Alignment of Advocacy Focus: The survey results show a strong alignment between the most active advocacy sector committees and the focus areas of flagship events. Notably, sectors like Sustainability, Renewable and Energy Efficiency, Digital, and Environment and Water are prominently featured in both lists. This alignment indicates that the areas where EBOs are most active in their advocacy efforts are also the ones they prioritise in their major events.

Emerging and Established Focus Areas: Sustainability tops both lists, reflecting its overarching importance in current global and EU policy landscapes. This sector's prominence is likely driven by EU regulations such as the Corporate Sustainability Reporting Directive (CSRD) and the European Green Deal, which emphasise sustainable practices. Renewable and Energy Efficiency also appears as a significant focus, aligning with EU policies aimed at transitioning to a low-carbon economy and the goals of the European Climate Law. Digital and Human Capital sectors are actively advocated for and highlighted in flagship events, underscoring the emphasis on digital transformation and workforce development, which are critical for competitive economies.

Sector-Specific Advocacy: Some sectors have strong advocacy engagement but are less represented in flagship event focuses. For instance, Tax, Banking, and Financial Services and Customs, Transport, and Logistics are top advocacy sectors but have fewer flagship events focused on them. This may suggest that while these areas are crucial, they may not always require the same level of public event focus as sectors like sustainability and digital transformation. Automotive and Intellectual Property Rights have significant advocacy committees but are not highlighted in flagship events, possibly due to these sectors having more specialised and technical focus areas that are addressed through different advocacy channels.

Local Context and EU Policies: The prominence of Sustainability, Renewable and Energy Efficiency, and Digital sectors can be linked to strong EU policy drivers like the European Green Deal, the Digital Strategy, and the Climate Action Plan. These policies necessitate extensive engagement and visibility, reflected in the high number of EBOs focusing their flagship events on these topics. Environment and Water, Agriculture, and Food and Beverages are sectors where local contexts—such as environmental regulations, food safety standards, and agricultural policies—play significant roles. These areas are crucial for regional economic stability and compliance with EU standards, explaining their dual focus in advocacy and events.

Evolving Focus Areas: The inclusion of sectors like Healthcare, Transport, and Women in Business in flagship events suggests a growing recognition of their importance. Healthcare has gained focus due to the COVID-19 pandemic's impact, while transport is critical for EU's mobility and logistics strategies. Women in Business aligns with broader EU gender equality initiatives.

Interest in Organising an EU Business Forum

Analysis

Interest in Organising: A significant majority of EBOs expressed interest in organising an EU Business Forum. This indicates a strong inclination among EBOWN members towards fostering collaboration and engagement within the network and with external stakeholders. The high level of interest suggests that EBOs recognise the potential benefits of organising such a forum. These benefits may include opportunities for networking, knowledge sharing, business development, policy advocacy, and fostering stronger ties with EU institutions and stakeholders.

Alignment with Objectives: The interest expressed by a majority of EBOs indicates alignment with the objectives of EBOWN, which likely include promoting the interests of European businesses, facilitating dialogue on key issues, and enhancing the visibility and influence of the network.

Minority Opposition: While the overwhelming majority of EBOs are interested in organising an EU Business Forum, it's worth noting that 17% of EBOs expressed no interest. Understanding the reasons behind this opposition could provide valuable insights for the network's leadership to address potential concerns or barriers to participation.

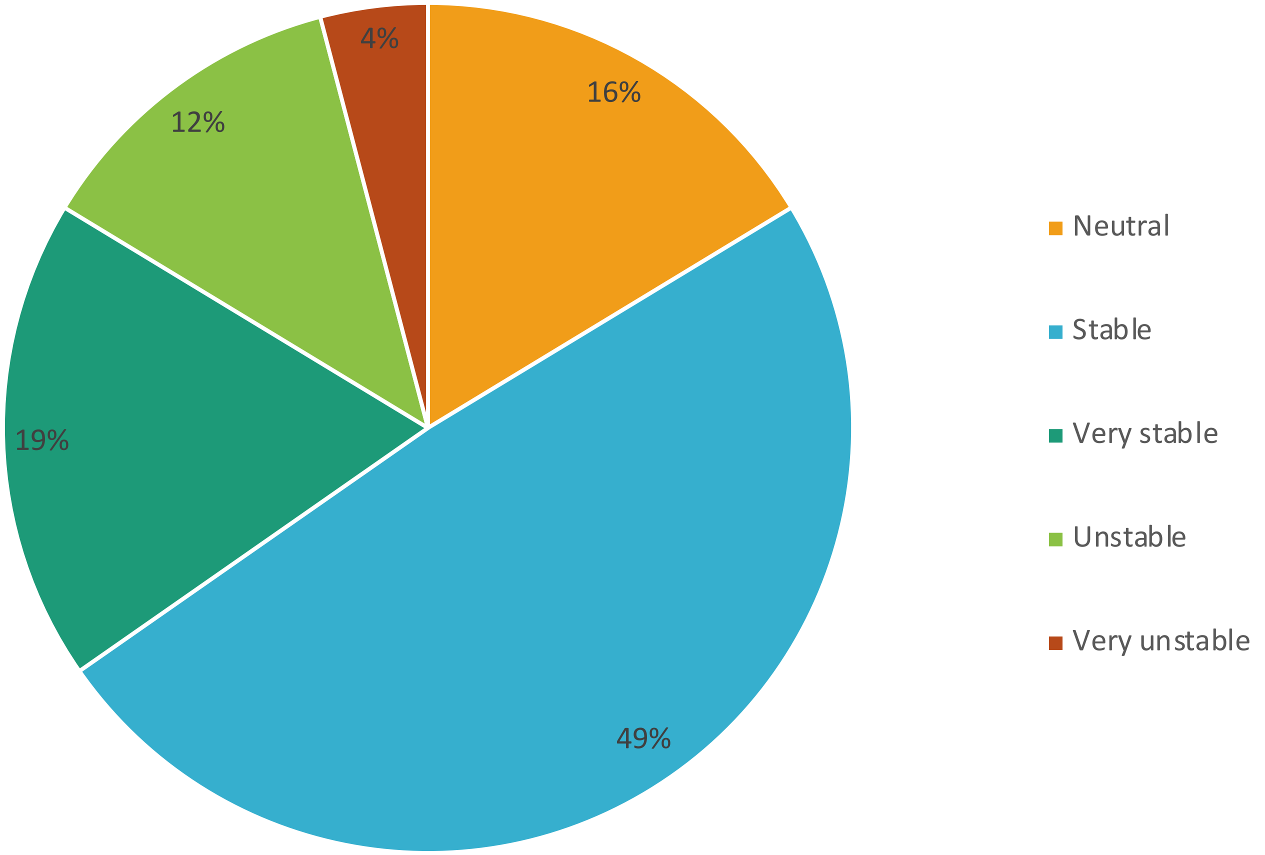
Opportunity for Collaboration: The survey results present an opportunity for EBOWN to capitalise on the collective interest and enthusiasm among its members by moving forward with the planning and organisation of an EU Business Forum. Collaborative efforts among EBOs can help ensure the success and impact of such an initiative.

This data is not part of the survey last 2023.

Is there anything specific you would like us to organise as the EBOWN flagship event?

- Advocacy activities more information about EBOWN as active umbrella organisation of EBOs
- Networking event with EU officials, the EC, the EUParl and any MS Embassy for the EU located in Brussels
- Business Conference
- Capacity building on the new EU Regulations, and their consequences for EU FDIs in 3rd countries
- Curbing or minimising the impact of anti-deforestation regulation considering its impacts in the wider small holder farmers
- Doing business in challenging environments
- EU policy, EU investment status in various countries
- Exchange visits
- Event on main non-tariff barrier issues in our region for European companies
- Free Trade Agreements
- Importance of EU companies to join the European business organisations in their respective countries
- Semi-annual Global/Regional EBO meetings
- Sustainability Conference
- Regional Conferences On Trade And Investment Promotion Between EU and The Region
- Due Diligence and ESG
- Agricultural, fishing and livestock products, credits for the export of these products
- Agricultural technology
- European Union Funding Opportunities
- Networking Event to meet European Companies

Financial Stability of EBOs



Analysis

The distribution of responses highlights the diverse financial circumstances among EBOs, influenced by factors such as revenue sources, funding sources, operational efficiency, economic conditions, and strategic financial management. EBOs with stable or very stable ratings may have a competitive advantage in pursuing growth opportunities, while those facing instability may need to prioritise financial planning, resource allocation, and risk management to mitigate challenges and improve their financial health.

Very Stable Status: EBOs (19%) indicated that they perceive their financial stability as "Very Stable." This subset of EBOs likely enjoys a strong financial position, with ample reserves and consistent revenue streams, providing a sense of security and confidence in their operations.

Stable Financial Status: Majority of EBOs, comprising 50%, rated their organisation's financial stability as "Stable." This indicates that a significant portion of EBOs feel confident about their current financial position, suggesting they have sufficient resources to sustain their operations and initiatives.

These EBOs typically have more employees, multiple offices, and a higher number of company members. This demonstrates that diverse revenue streams and broader operational bases contribute positively to financial stability.

Neutral Position: A smaller portion of 16% EBOs, expressed a "Neutral" stance regarding their financial stability. This suggests that these EBOs may be experiencing some uncertainties or fluctuations in their financial situation, neither strongly positive nor negative. These EBOs might have moderate employee numbers, office presence, and company members, indicating a balanced but cautious financial outlook.

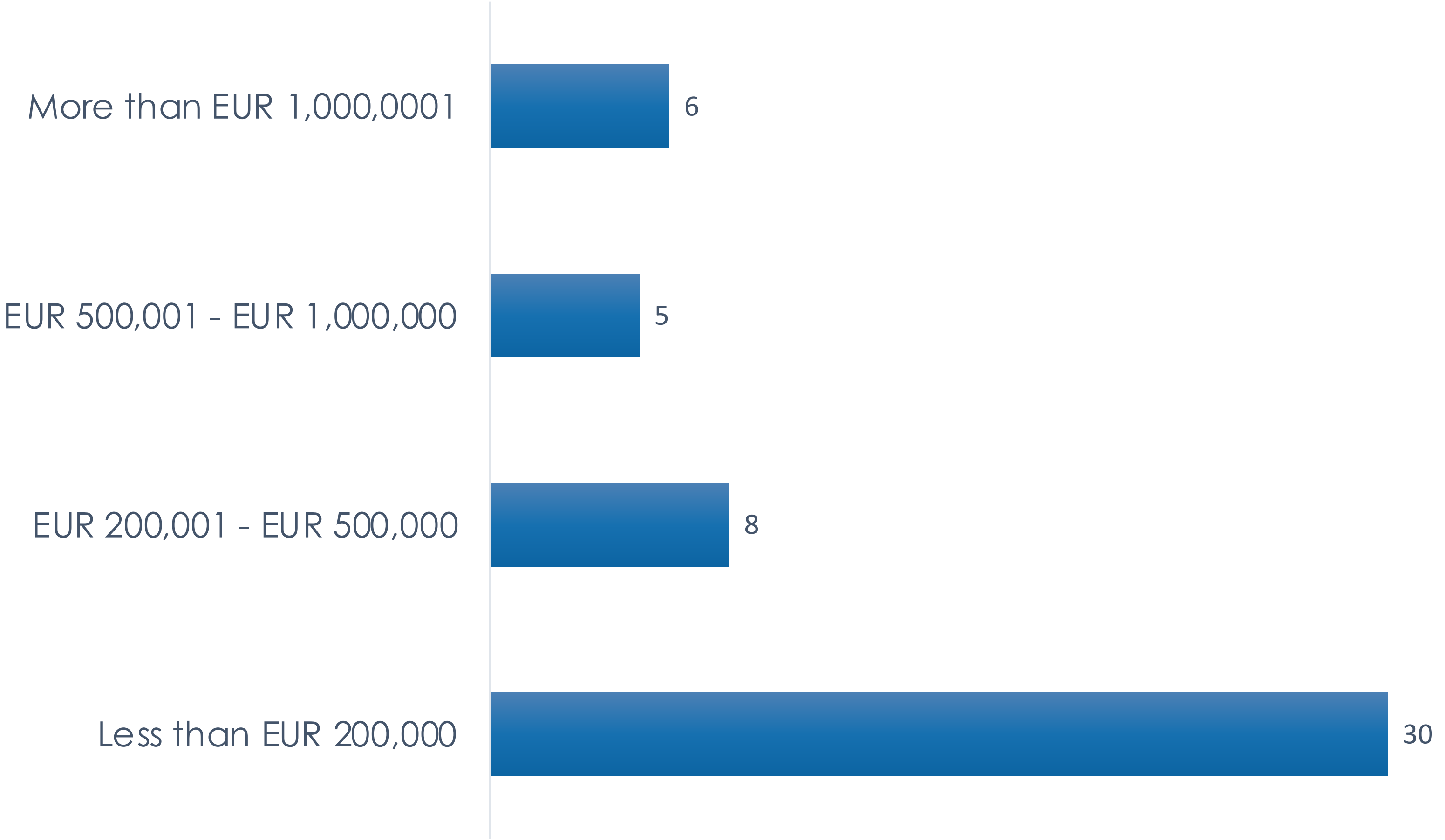
Unstable Financial Situation: Despite the predominance of stable ratings, a notable portion of EBOs, comprising of 12%, reported an "Unstable" financial status. This indicates that some EBOs may be facing challenges such as fluctuating revenue, high expenses, or financial constraints that could impact their ability to meet their objectives.

Very Unstable Position: A minority of EBOs, consisting 4%, characterised their financial stability as "Very Unstable." This suggests a critical financial situation, potentially involving significant debt, cash flow issues, or other financial pressures that pose substantial risks to the organisation's viability.

These EBOs often have fewer employees, limited office networks, and lower company membership, underscoring the challenges in achieving financial stability without a broad and diverse operational base.

This data is not part of the survey last 2023.

Annual Turnover of EBOs



Analysis

Less than EUR 200,000: The majority of EBOs, comprising 61% of EBOs, reported an annual turnover of less than EUR 200,000. This suggests that a significant portion of EBOs operate on a relatively modest scale, with limited financial resources and potentially smaller operations or membership bases.

EUR 200,001 - EUR 500,000: 16% of EBOs indicated an annual turnover ranging from EUR 200,001 to EUR 500,000. This subset of organisations likely experiences slightly higher revenue streams, indicating a moderate level of financial activity and potentially expanded operations or services compared to those with lower turnovers.

EUR 500,001 - EUR 1,000,000: 10% of EBOs reported an annual turnover falling within the range of EUR 500,001 to EUR 1,000,000. These organisations demonstrate further growth and financial stability compared to those with lower turnovers, indicating increased revenue generation and potentially more extensive programs or initiatives.

More than EUR 1,000,000: 12% of EBOs reported an annual turnover exceeding EUR 1,000,000. This subset of organisations represents the highest tier in terms of financial performance, indicating significant revenue streams, larger membership bases, and potentially more diversified sources of income. These EBOs likely have robust financial resources to support ambitious initiatives and strategic objectives.

This data is not part of the survey last 2023.

Analysis

Comparative analysis from the financial stability result

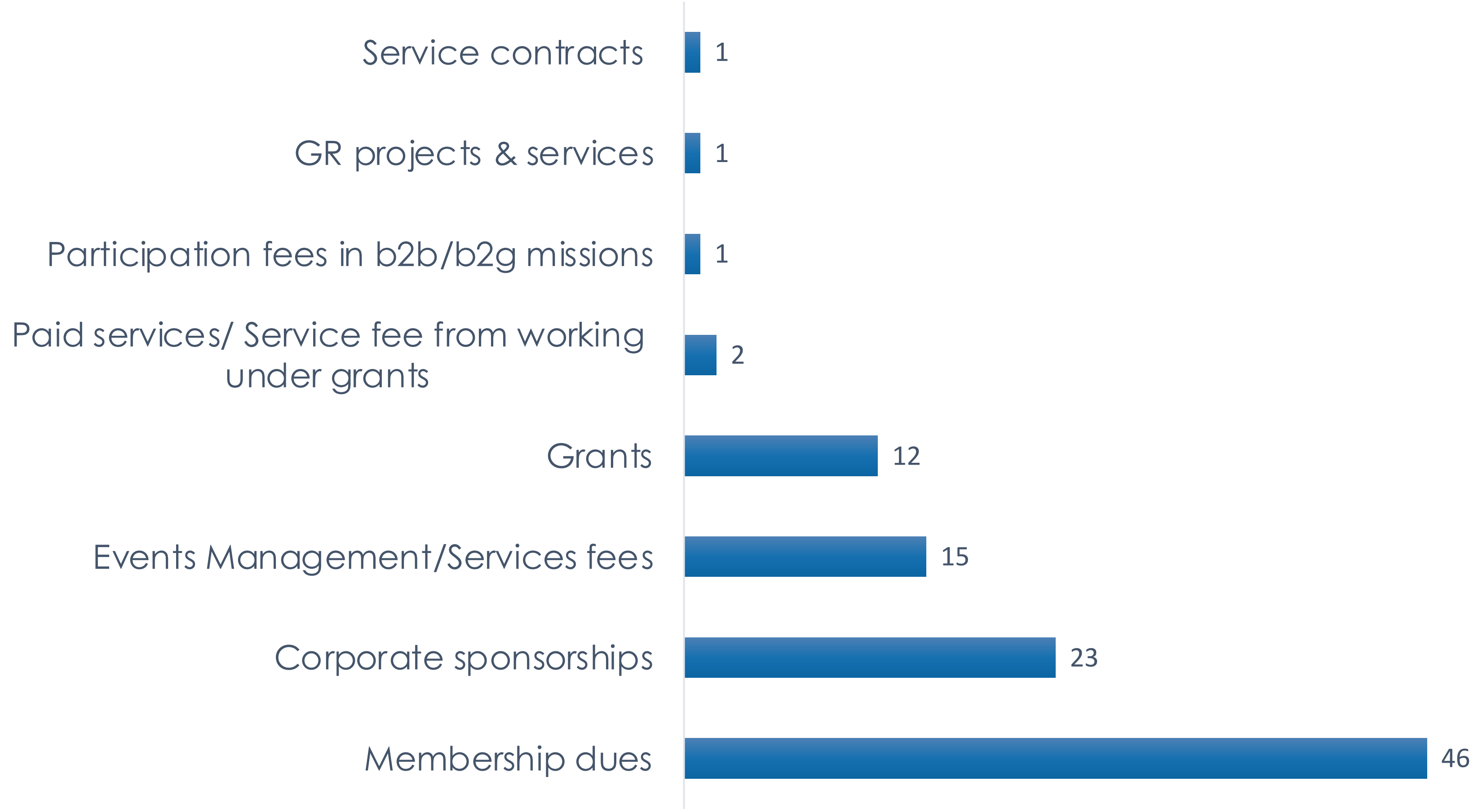
Low Turnover (Less than EUR 200,000):
- **Financial Stability:** This group is more likely to report financial instability. The limited financial resources make it challenging for these EBOs to cover operational costs, invest in growth, or manage unexpected expenses. Consequently, they are more prone to being rated as unstable or very unstable.
- **Stable or Very Stable:** Some EBOs in this group might still rate their financial stability as stable due to careful financial management, low operational costs, or strong membership support.
- **Unstable or Very Unstable:** The majority in this turnover bracket face challenges, with 8 EBOs likely falling into the unstable or very unstable categories.

Medium-Low Turnover (EUR 200,001 - EUR 500,000):
- **Financial Stability:** EBOs in this range typically report better financial stability than those in the lowest bracket. They have more financial flexibility and capacity to handle operational expenses and invest in strategic initiatives.
- **Stable:** Many EBOs in this bracket are likely to be stable due to a better balance of income and expenditure.
- **Neutral:** Some EBOs might rate their stability as neutral, reflecting a cautious but manageable financial outlook.

Medium-High Turnover (EUR 500,001 - EUR 1,000,000):
- **Financial Stability:** EBOs in this turnover bracket generally exhibit high financial stability due to substantial financial resources allowing for growth and risk management.
- **Very Stable:** A significant portion of these EBOs is likely to be very stable, reflecting robust financial health and operational capacity.

High Turnover (More than EUR 1,000,000):
- **Financial Stability:** EBOs with high turnover are the most likely to report being very stable. Their substantial financial resources provide a strong foundation for sustainable operations, strategic investments, and risk management.
- **Very Stable:** The majority in this group are very stable due to the extensive financial cushion and diverse income streams.
- **Stable:** Some might still be rated as stable rather than very stable, reflecting ongoing investments or expansion efforts.

Primary Funding Sources



Analysis

Membership Dues: The overwhelming majority of EBOs, comprising of 94%, indicated that membership dues represent their primary source of funding. This finding underscores the critical role of membership contributions in sustaining the operations and activities of EBOs. Membership dues not only provide financial support but also signify a commitment from members to support the organisation's mission and objectives.

Corporate Sponsorships: Approximately half of the surveyed EBOs, 47% of EBOs, rely on corporate sponsorships as a source of funding. Corporate sponsorships offer EBOs an opportunity to diversify their revenue streams and access additional financial resources beyond membership dues. These sponsorships may involve partnerships with businesses seeking to align their brand with the EBO's mission or gain visibility among its member base.

Events Management/Services Fees: 31% of EBOs indicated that revenue from events management or services fees serves as a significant funding source. EBOs often organise various events, such as conferences, seminars, and networking sessions, which may generate income through registration fees, ticket sales, or service charges. This revenue stream allows EBOs to fund their activities while providing valuable services and opportunities for their members.

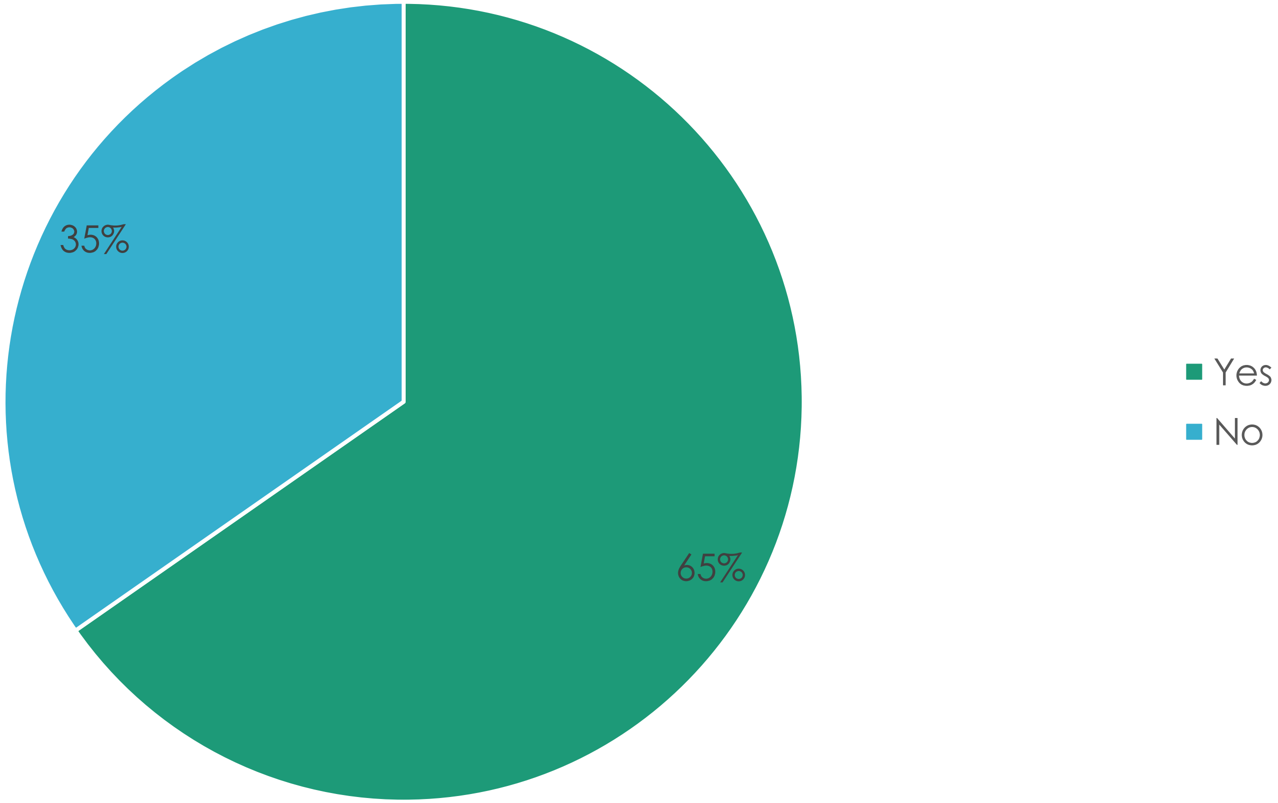
Grants: 24% of EBOs rely on grants as a source of funding. Grants may come from governmental bodies, philanthropic organisations, or other grant-making entities and can support specific projects, initiatives, or operational expenses. While grants offer financial support, they often require rigorous application processes and may be subject to specific conditions or reporting requirements.

Service Contracts: A small minority of EBOs indicated that service contracts represent a primary funding source. Service contracts involve agreements with external parties to provide specific services in exchange for payment. These contracts may range from consultancy services to event management or specialised projects tailored to the EBO's expertise.

Other Sources: participation fees in business-to-business (B2B) or business-to-government (B2G) missions, participation in EU-funded projects and services, and revenue from paid services were identified as their primary funding sources. These alternative revenue streams highlight the diversity of funding models adopted by EBOs to sustain their operations and activities.

This data is not part of the survey last 2023.

Previous Engagement in EU-Funded Projects



Analysis

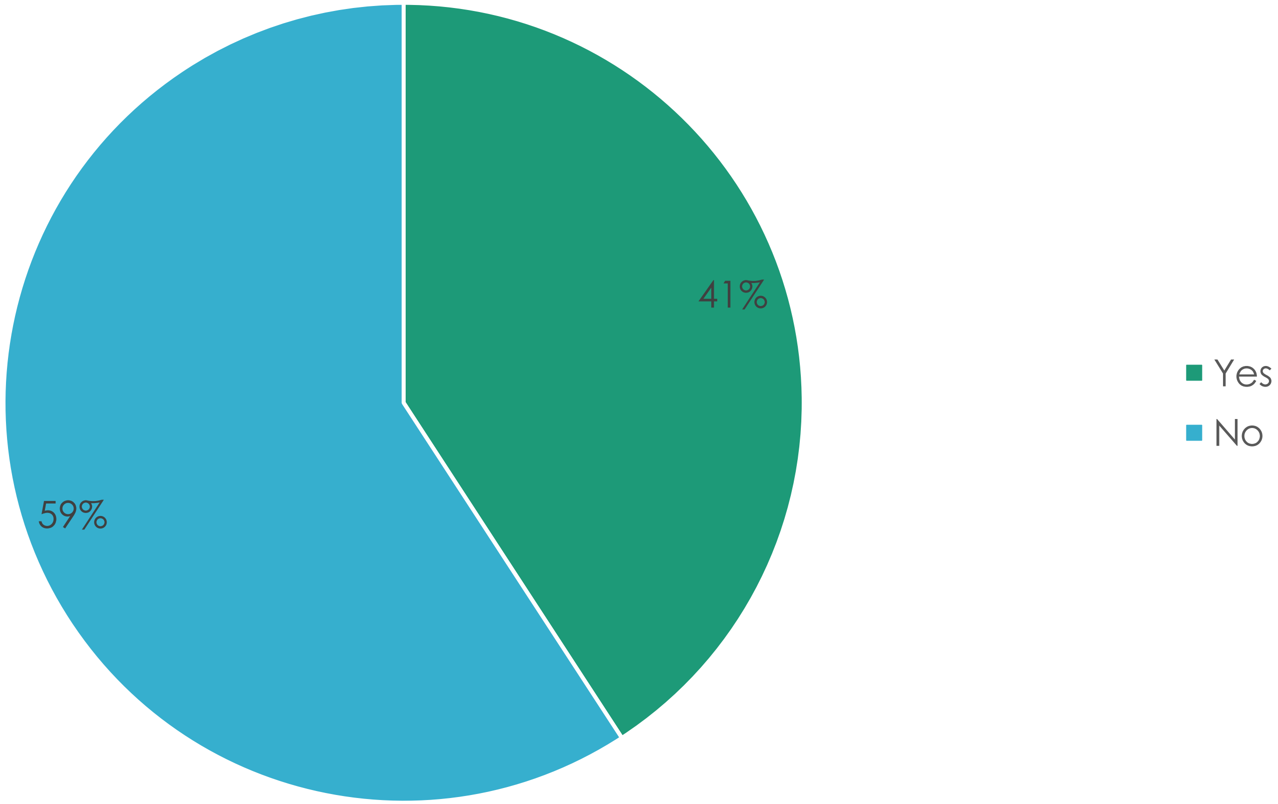
Participation in EU-Funded Projects: The majority of EBOs, comprising 65% of EBOs, indicated that they have previously participated in EU-funded projects or initiatives. This finding suggests a notable level of engagement and collaboration between EBOs and EU-funded programs, reflecting a commitment to leveraging EU resources and opportunities to advance common objectives.

No Participation in EU-Funded Projects: 35% of EBOs reported no prior participation in EU-funded projects or initiatives. While this represents a minority of EBOs, it highlights a potential area for growth and exploration. EBOs that have not yet engaged with EU-funded projects may consider opportunities for future collaboration to access additional resources, expand their networks, and contribute to EU priorities and initiatives.

The complete data of the list of the previous EU-funded projects/Initiatives has been collated by the regional coordinators.

This data is not part of the survey last 2023.

Current Engagement in EU-Funded Projects



Analysis

Current Engagement Status: According to the survey results, 41% of EBOs reported that they are currently engaged in EU-funded projects or initiatives. This indicates a significant level of ongoing involvement among a substantial portion of the surveyed EBOs.

No Current Engagement: On the other hand, a majority of EBOs, comprising of 59%, indicated that they are not currently engaged in any EU-funded projects or initiatives.

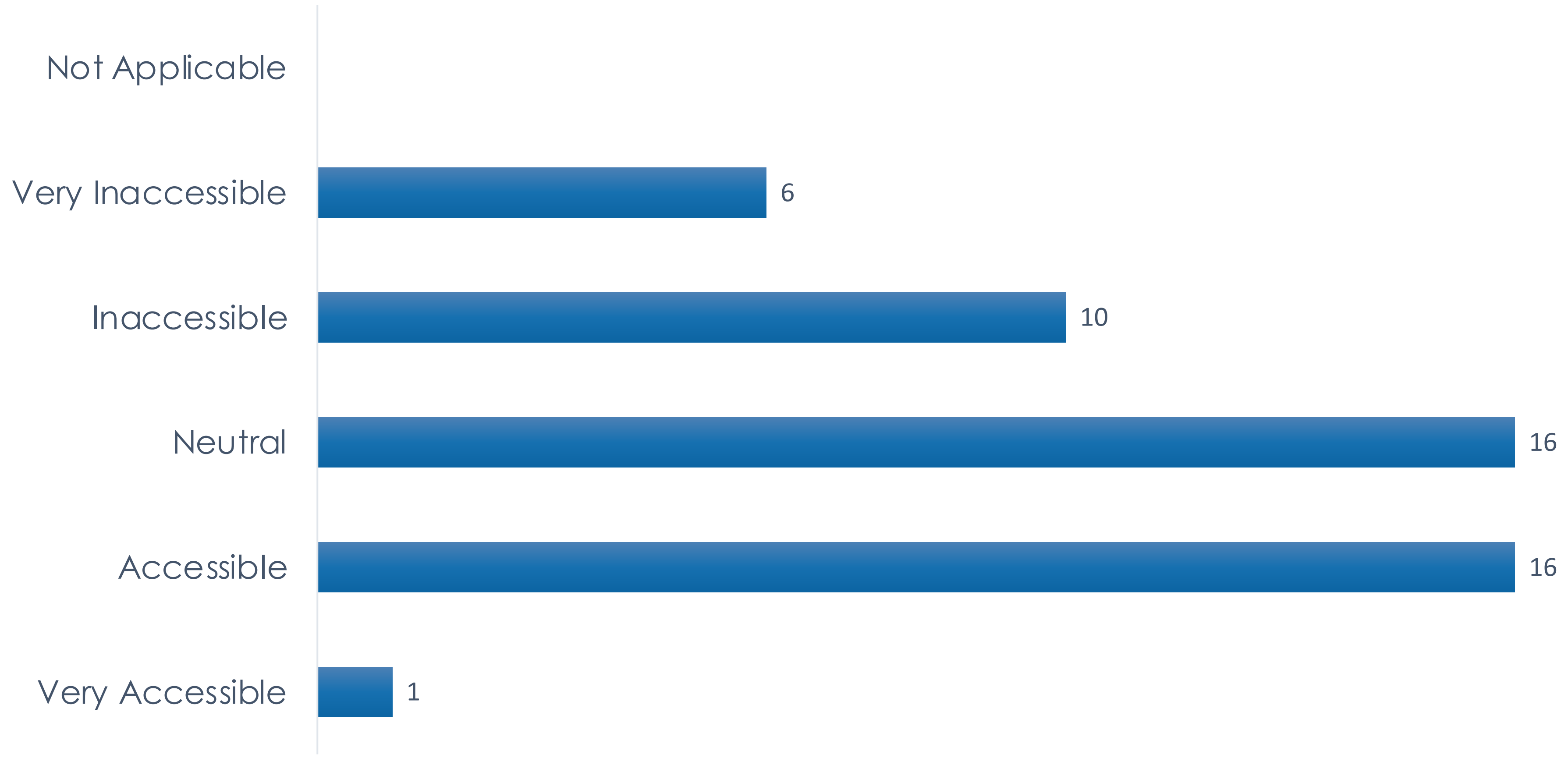
Future Opportunities
Engaging in EU-funded initiatives can enhance the visibility and credibility of EBOs on both national and international levels, positioning them as key stakeholders in shaping EU policies and programs.

To enhance current engagement and facilitate new opportunities for involvement, EBOs can leverage support from EU institutions, national authorities, and intermediary organisations specialising in EU funding and project management. Participating in capacity-building workshops, networking events, and information sessions can help EBOs build their expertise, strengthen their project management capabilities, and establish valuable connections within the EU funding landscape. Additionally, sharing best practices, lessons learned, and success stories among EBOs can foster a culture of collaboration and innovation, driving collective impact and sustainable growth across the network.

As the EU continues to prioritise key policy areas such as sustainability, digitalisation, and economic recovery, EBOs can position themselves as strategic partners in advancing EU objectives and addressing global challenges. By actively participating in EU-funded projects and initiatives, EBOs can contribute to shaping the future of Europe's economy, society, and environment while enhancing their own organisational capacities and impact.

The complete data of the current EU-funded projects/Initiatives has been collated by the regional coordinators.
This data is not part of the survey last 2023.

Accessibility of EU-Funding Information



Analysis

The distribution of ratings underscores the diverse experiences and perspectives of EBOs regarding the accessibility of information on EU funding opportunities. While some EBOs find the information readily available and easy to access, others face challenges or perceive significant barriers in navigating the complexities of EU funding mechanisms. Factors such as language barriers, limited awareness of available resources, complex application procedures, and a lack of dedicated support services may contribute to disparities in accessibility across EBOs.

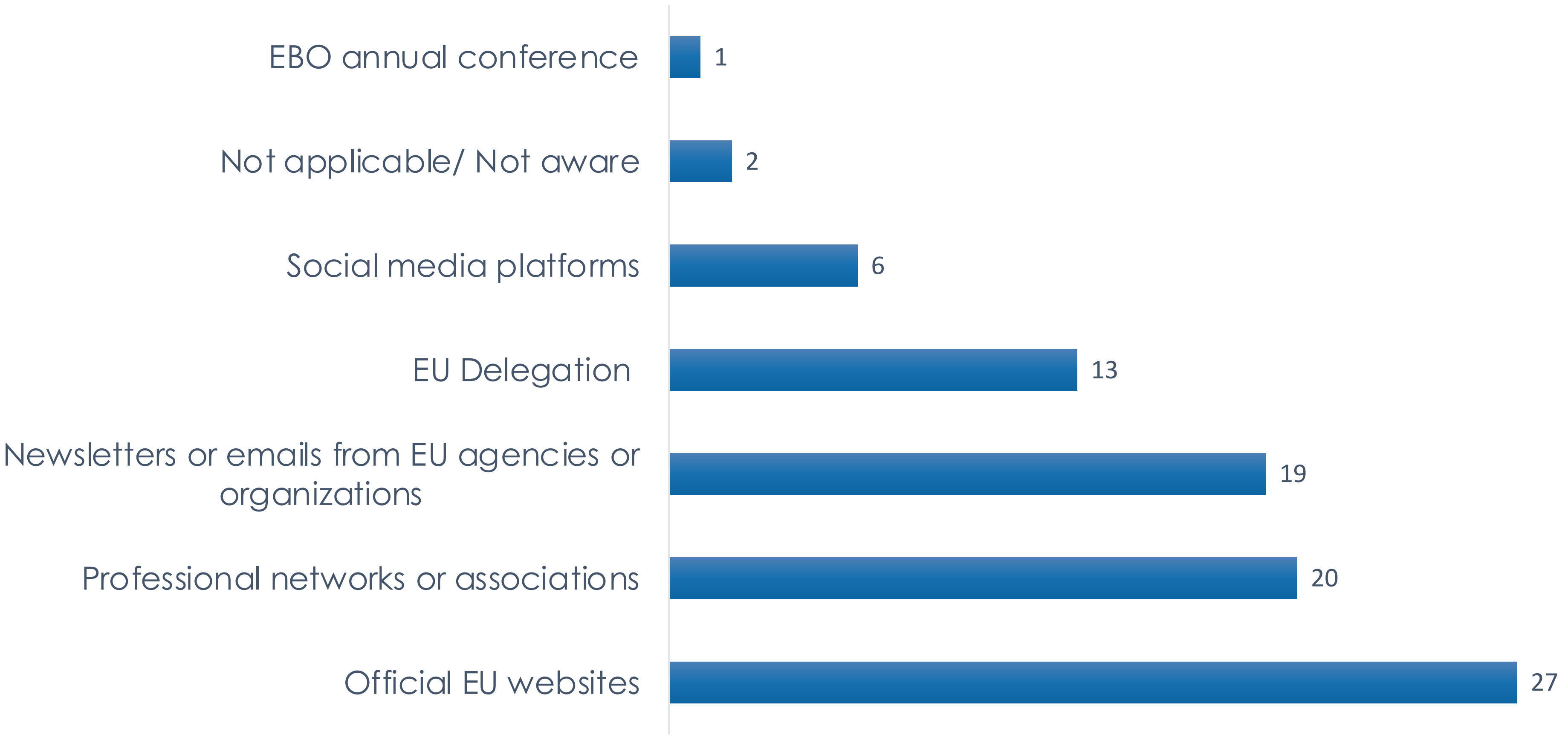
Very Accessible: Only one respondent rated the information as "Very Accessible," suggesting that a minority of EBOs find it extremely easy to access information on EU funding opportunities.
Accessible: The majority of EBOs, comprising of 33% EBOs, rated the information as "Accessible." This indicates that a significant portion of EBOs find it relatively easy to access relevant information on EU funding opportunities, although there may still be room for improvement.
Neutral: 33% of EBOs expressed a "Neutral" stance, indicating a lack of strong opinion regarding the accessibility of EU funding information. This suggests that these organisations may have mixed experiences or may not have extensively explored EU funding opportunities.
Inaccessible: 20% rated the information as "Inaccessible," suggesting that a notable proportion of EBOs encounter challenges or difficulties in accessing relevant information on EU funding opportunities.
Very Inaccessible: 12% rated the information as "Very Inaccessible," indicating that a minority of EBOs perceive significant barriers or obstacles in accessing EU funding information, which may hinder their ability to engage in funding opportunities effectively.

Recommendations
To enhance the accessibility of EU funding information for non-profit organisations, stakeholders can consider the following measures:

- Implementing user-friendly online platforms and databases that consolidate information on EU funding programs, eligibility criteria, application procedures, and deadlines.
- Offering multilingual support and translation services to cater to diverse linguistic needs and facilitate access for non-native English speakers.
- Providing training and guidance on navigating EU funding portals, preparing competitive project proposals, and complying with reporting requirements.
- Strengthening collaboration between EU institutions, national authorities, intermediary organisations, and non-profit networks to ensure coordinated efforts in promoting awareness and facilitating access to funding opportunities.
- Leveraging digital tools, social media channels, and targeted outreach campaigns to raise awareness and engage with non-profit organisations, particularly those operating in remote or underserved areas.

This data is not part of the survey last 2023.

Channels for EU Project Information



Analysis

The diversity of channels utilised by EBOs underscores the importance of adopting a multi-faceted approach to information dissemination and outreach.

Directly from the EU Delegation: 13 EBOs indicated that they receive information about EU-funded project opportunities directly from the EU Delegation. This suggests that a subset of EBOs maintains direct communication channels with EU Delegations, which serve as valuable sources of information on funding opportunities, policy developments, and collaborative initiatives.

EBO Annual Conference: Only one respondent mentioned the EBO annual conference as a channel for staying informed about EU-funded projects. While conferences and networking events offer opportunities for knowledge exchange and partnership building, their effectiveness in disseminating information on funding opportunities may vary depending on the focus and scope of the event.

Newsletters or Emails from EU Agencies or organisations: 19 EBOs reported receiving information about EU-funded projects through newsletters or emails from EU agencies or organisations. This indicates that a significant proportion of EBOs rely on electronic communications distributed by EU entities to stay updated on funding opportunities, policy initiatives, and relevant news.

Official EU Websites: The majority of EBOs, comprising 27 out of 49 EBOs, rely on official EU websites as a primary source of information on EU-funded project opportunities. Official websites maintained by the European Commission, EU agencies, and funding programs offer comprehensive resources, including funding guidelines, calls for proposals, project databases, and regulatory updates.

Professional Networks or Associations: 20 EBOs indicated that they stay informed about EU-funded projects through professional networks or associations. Participation in industry-specific associations, business chambers, or collaborative platforms enables EBOs to access peer insights, best practices, and relevant information on funding opportunities tailored to their sectoral interests.

Social Media Platforms: A minority of EBOs, comprising 6 EBOs, uses social media platforms as a channel for staying informed about EU-funded project opportunities. While social media can serve as a supplementary source of information and facilitate networking, its utilisation for disseminating official EU funding updates may be relatively limited compared to other channels.

None/Not Aware: Two EBOs indicated either not using any specific channels or being unaware of avenues for staying informed about EU-funded projects. This highlights potential gaps in awareness or access to information among certain EBOs, which may necessitate targeted outreach and capacity-building initiatives to enhance participation in EU funding programs.

This data is not part of the survey last 2023.

Recommendations

- Enhancing the visibility and user-friendliness of official EU websites by providing intuitive navigation, interactive tools, and personalised content recommendations.
- Strengthening collaboration between EU Delegations, EBOs, and intermediary organisations to facilitate direct communication channels, knowledge sharing, and capacity-building activities.
- Expanding the distribution of newsletters, emails, and targeted communications from EU agencies and organisations to reach a wider audience of EBOs and stakeholders.
- Leveraging social media platforms and online communities to amplify the reach of EU funding information, engage with diverse audiences, and foster dialogue on funding priorities and opportunities.
- Investing in capacity-building initiatives, training workshops, and awareness campaigns to empower EBOs with the knowledge, skills, and resources needed to navigate EU funding programs effectively and submit competitive project proposals.

Factors Influencing Participation in EU-funded Projects

Analysis

Added Services for Members: Only one respondent indicated that added services for members influence their organisation's decision to participate in EU-funded projects. While enhancing member benefits and value-added services can be a compelling factor for engagement, it appears to be a relatively minor consideration compared to other factors.

Access to Expertise and Knowledge Sharing: 18 EBOs identified access to expertise and knowledge sharing as a factor influencing their decision to participate in EU-funded projects. This underscores the importance of leveraging EU-funded initiatives to access specialised expertise, technical assistance, and best practices, which can enhance organisational capacity and support strategic objectives.

Networking and Collaboration Opportunities: 21 EBOs cited networking and collaboration opportunities as key factors driving their participation in EU-funded projects. Collaborative projects offer platforms for fostering partnerships, building alliances, and exchanging ideas with diverse stakeholders, thereby facilitating collective action and amplifying impact.

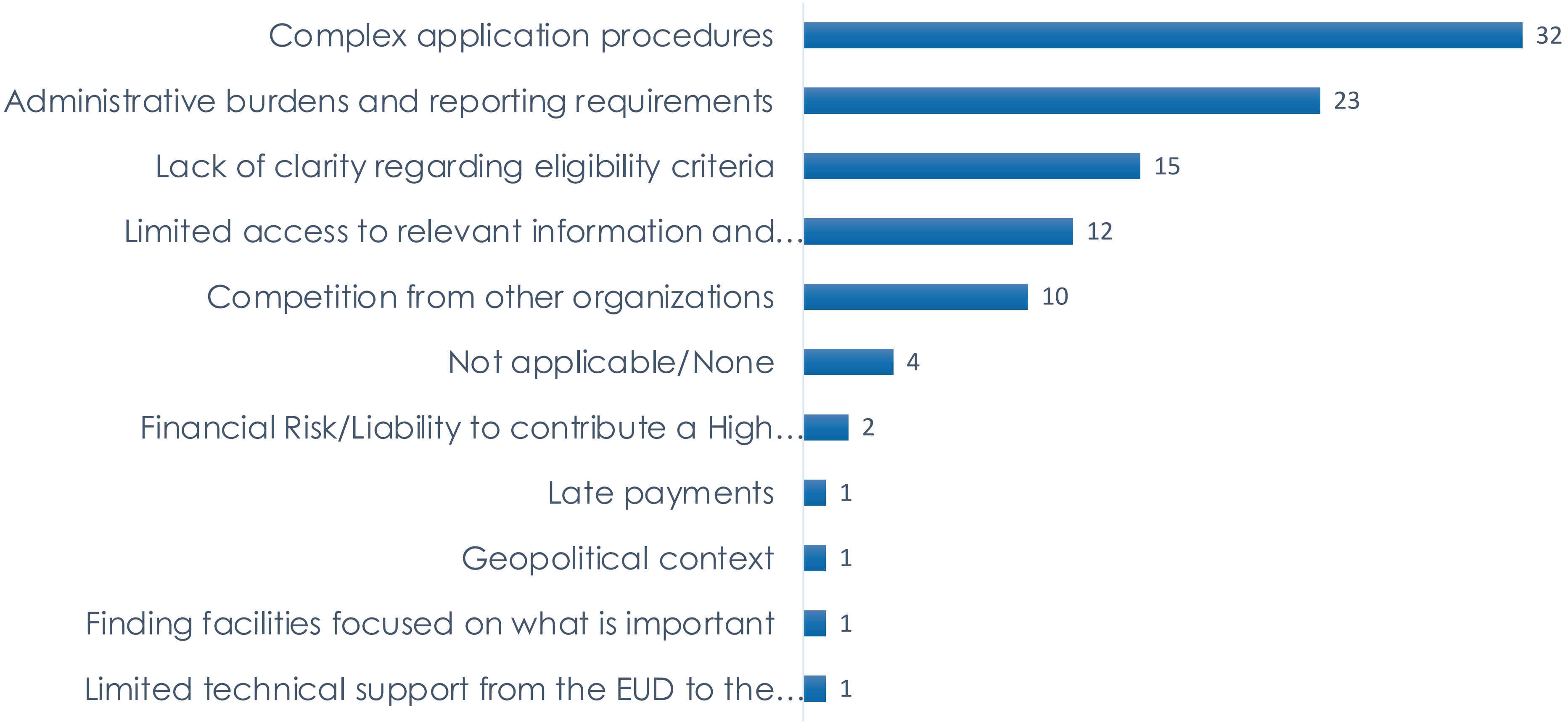
Capacity and Capability of the organisation to Engage: 29 EBOs, emphasised the organisation's capacity and capability to engage as a critical factor in deciding to participate in EU-funded projects. This includes considerations such as organisational resources, staff expertise, project management capacity, and institutional readiness to undertake EU-funded initiatives effectively.

Potential for Funding and Resources: 34 EBOs identified the potential for funding and resources as significant drivers of their participation in EU-funded projects. Access to EU funding programs can provide financial support, grants, and resources to implement projects, scale operations, and address organisational priorities, thereby enhancing sustainability and resilience.

Alignment with Organisational Mission and Goals: The most commonly cited factor, with 36 EBOs highlighting its importance, is alignment with the organisation's mission and goals. EBOs prioritise participation in EU-funded projects that align with their strategic objectives, sectoral priorities, and overarching mission, ensuring coherence, relevance, and impact.

This data is not part of the survey last 2023.

Challenges in EU Project Participation



Analysis

The survey responses provide a clear picture of the various challenges EBOs face when applying for or participating in EU-funded projects. These challenges can be broadly categorised into administrative, informational, financial, and contextual issues.

Complex Application Procedures: This is the most frequently cited challenge, indicating that the application process for EU-funded projects is often seen as cumbersome and overly complicated. The complexity may deter EBOs from applying, especially those with limited administrative capacity.

Administrative Burdens and Reporting Requirements: EBOs find the administrative workload associated with EU-funded projects to be a significant barrier. Navigating complex administrative procedures, complying with documentation and reporting obligations, and managing bureaucratic processes pose significant challenges for organisations, consuming time, resources, and efforts.

Lack of Clarity Regarding Eligibility Criteria: Ambiguity in eligibility criteria is another major challenge. Unclear guidelines, ambiguous requirements, and inconsistent interpretation of eligibility criteria by funding agencies contribute to confusion and uncertainty among organisations, affecting their ability to determine project fit and eligibility.

Limited Access to Relevant Information and Resources: Many expressed challenges related to limited access to relevant information and resources. Insufficient guidance, inadequate support services, and fragmented dissemination of information hinder organisations' ability to access EU funding opportunities, navigate application processes, and address project requirements effectively.

Competition from Other organisations: The competitive nature of securing EU funding is also a significant concern. Intense competition for funding, limited project slots, and overlapping initiatives among stakeholders can create barriers to accessing EU funding opportunities and securing project partnerships.

Financial Risk/Liability to Contribute a High Percentage of the Financing: Financial constraints are a challenge for some EBOs, particularly the requirement to contribute a substantial percentage of the financing.

Other Challenges: **Limited technical support from the EUD to the business association**, **finding facilities focused on what is important**, **Geopolitical context, late payments** - These responses, though less frequently mentioned, highlight additional specific challenges that some EBOs face, including the need for technical support, appropriate facilities, geopolitical issues, and financial management problems such as late payments.

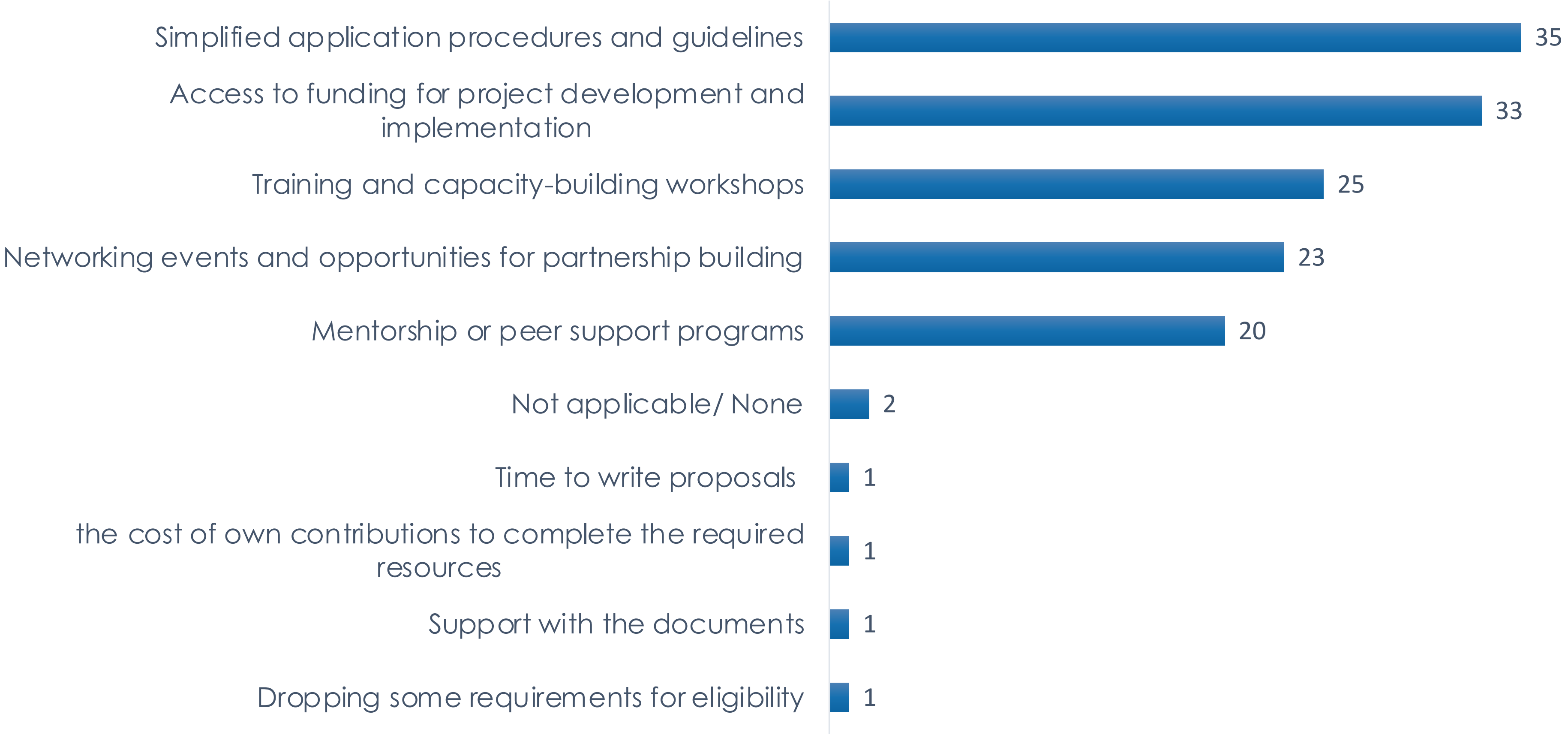
This data is not part of the survey last 2023.

Recommendations

To address these challenges and enhance organisations' readiness and effectiveness in engaging with EU funding opportunities, stakeholders can consider the following recommendations:

- Streamlining administrative procedures and reporting requirements to reduce bureaucratic burdens and enhance transparency, efficiency, and accountability in project management.
- Providing capacity-building support, technical assistance, and training programs to strengthen organisational capabilities, improve grant management skills, and address capacity gaps in project implementation.
- Enhancing communication and dissemination of information regarding EU funding programs, eligibility criteria, and application processes through user-friendly platforms, tailored guidance materials, and outreach initiatives targeting diverse stakeholders.
- Fostering collaboration, partnerships, and knowledge exchange among organisations to leverage collective expertise, share best practices, and overcome common challenges associated with EU-funded projects, promoting peer learning and collaboration across sectors and regions.

Support Needed for EU Project Engagement



Analysis

The survey findings underscore the importance of providing comprehensive support and resources to enhance organisations' engagement with EU-funded projects.

Access to Funding for Project Development and Implementation: The most common type of support identified by 33 EBOs is access to funding for project development and implementation. Adequate financial resources are crucial for initiating, executing, and sustaining EU-funded projects, covering costs such as research and development, personnel, equipment, and overhead expenses.

Mentorship or Peer Support Programs: 20 EBOs highlighted the need for mentorship or peer support programs. Peer learning, mentorship initiatives, and knowledge-sharing platforms facilitate collaboration, skill development, and experience exchange among organisations, enabling them to navigate project challenges, share best practices, and capitalise on lessons learned.

Networking Events and Opportunities for Partnership Building: 23 EBOs emphasised networking events and opportunities for partnership building as essential support mechanisms. Networking forums, matchmaking sessions, and collaboration platforms facilitate stakeholder engagement, foster strategic partnerships, and broaden organisations' networks, enhancing access to potential collaborators, donors, and project partners.

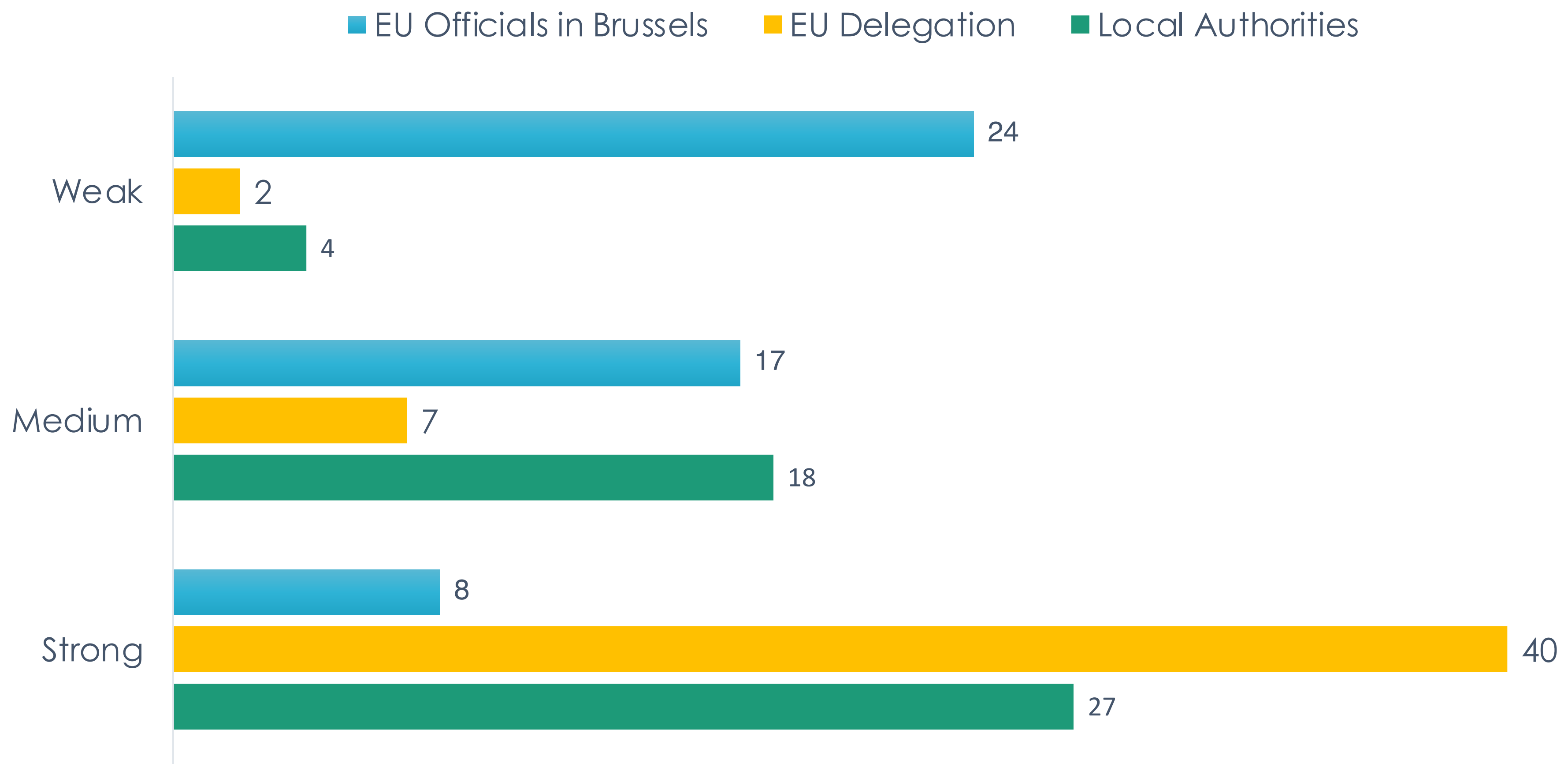
Simplified Application Procedures and Guidelines: 35 EBOs cited the need for simplified application procedures and guidelines. Streamlining application processes, clarifying eligibility criteria, and providing user-friendly guidance materials reduce administrative burdens, enhance accessibility, and improve organisations' ability to navigate the application process effectively.

Training and Capacity-Building Workshops: 25 EBOs expressed the importance of training and capacity-building workshops. Capacity development initiatives, technical assistance programs, and skills training workshops equip organisations with the knowledge, competencies, and tools needed to plan, implement, and manage EU-funded projects successfully.

Other Types of Support: While less frequently mentioned, a few EBOs highlighted specific forms of support, including the support with document preparation, and additional time for proposal writing. These responses underscore the diverse needs and preferences of organisations, emphasising the importance of tailored support solutions to address unique challenges and constraints.

This data is not part of the survey last 2023.

Chamber Engagements with External Stakeholders



Analysis

Local Authorities

- **Strong Engagement:** 27 EBOs reported strong engagement with local authorities. Strong ties with local authorities indicate proactive collaboration, effective communication channels, and mutual support in addressing local business concerns, promoting economic development, and fostering a conducive business environment.
- **Medium Engagement:** 18 EBOs indicated medium engagement with local authorities. Medium-level engagement suggests that chambers maintain regular communication and interaction with local authorities but may encounter occasional challenges or limitations in mobilising support or driving policy advocacy initiatives.
- **Weak Engagement:** 4 EBOs reported weak engagement with local authorities. Weak engagement levels may stem from factors such as limited resources, competing priorities, or strained relationships, hindering effective dialogue, partnership-building, and advocacy efforts at the local level.

EU Delegation

- **Strong Engagement:** 40 EBOs reported strong engagement with the EU Delegation. Strong ties with the EU Delegation signify active involvement, regular consultations, and strategic partnerships in advancing mutual interests, representing chamber members' concerns, and shaping EU policies and initiatives.
- **Medium Engagement:** 7 EBOs indicated medium engagement with the EU Delegation. Medium-level engagement suggests ongoing collaboration and interaction with the EU Delegation, albeit with room for further enhancement in terms of frequency, depth, or impact of engagement activities.
- **Weak Engagement:** Only 2 EBOs reported weak engagement with the EU Delegation. Weak engagement levels may reflect challenges in establishing or maintaining rapport, accessing relevant information or resources, or aligning priorities and agendas, limiting chambers' influence and visibility within the EU policymaking sphere.

EU Officials in Brussels

- **Strong Engagement:** 8 EBOs reported strong engagement with EU officials in Brussels. Strong engagement with EU officials indicates active participation in EU policy discussions, stakeholder consultations, and advocacy campaigns, enabling chambers to contribute to policy development, monitor regulatory developments, and advance chamber members' interests at the EU level.
- **Medium Engagement:** 17 EBOs indicated medium engagement with EU officials in Brussels. Medium-level engagement suggests ongoing interaction and collaboration with EU officials, with opportunities for chambers to further deepen relationships, expand networks, and leverage expertise to address emerging challenges or opportunities.
- **Weak Engagement:** 24 EBOs reported weak engagement with EU officials in Brussels. Weak engagement levels may result from factors such as geographical distance, resource constraints, or limited access to EU policymaking processes, or access EU funding and support mechanisms.

This data is not part of the survey last 2023.

Analysis

2023 vs 2024 data

2023 data	Local Authorities	EU Delegation
Strong	28	38
Medium	19	10
Weak	2	1

Local Authorities
There is a slight decrease in the number of chambers rating their engagement with local authorities as strong (from 28 to 27).
Medium engagement has also slightly decreased (from 19 to 18), while weak engagement has increased marginally (from 2 to 4).
This suggests a small shift towards weaker engagement, indicating potential areas for improvement in maintaining strong relationships with local authorities.

EU Delegation
The engagement with the EU Delegation remains relatively strong.
There is a slight decrease in medium engagement (from 10 to 7) and a small increase in weak engagement (from 1 to 2).
Overall, the relationship with the EU Delegation remains robust, though there is a minor shift that may need attention to ensure it does not decline further.

No comparison date with EU Officials in Brussels last 2023

Recommendations

Enhancing Engagement with Local Authorities:

- **Workshops and Training:** Organise workshops to train EBOs on effective engagement strategies with local authorities.
- **Regular Communication:** Establish regular communication channels and meetings to build and maintain strong relationships.
- **Feedback Mechanisms:** Implement feedback mechanisms to understand and address the concerns of local authorities as well as to assess the effectiveness of engagements and identify areas for improvement.

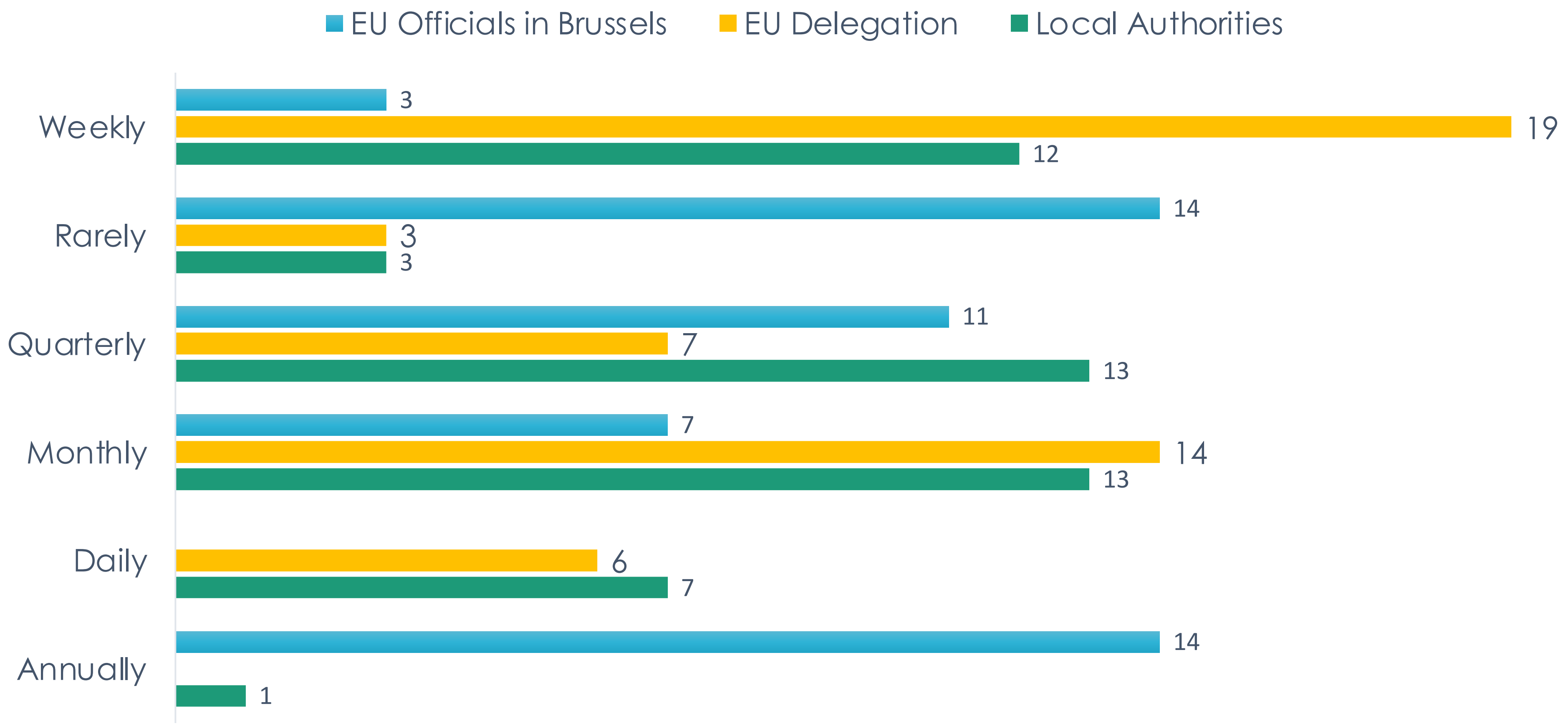
Sustaining Strong Ties with the EU Delegation:

- **Collaborative Projects:** Continue to develop and participate in collaborative projects with the EU Delegation to reinforce the relationship
- **Recognition Programs:** Acknowledge and celebrate successful partnerships and projects to highlight the importance of these engagements.
- **Regular Updates:** Provide regular updates and reports to the EU Delegation to keep them informed about ongoing and future activities.

Improving Engagement with EU Officials in Brussels:

- **Strategic Visits:** Plan strategic visits to Brussels for direct engagement with EU officials, ensuring these visits are well-prepared and targeted.
- **Representation in Brussels:** Consider having a dedicated representative or liaison in Brussels to facilitate continuous engagement.
- **Networking Events:** Organise and participate in networking events and forums in Brussels to build stronger connections with EU officials.

Frequency of Chamber Engagements with External Stakeholders



Analysis

Local Engagement with Local Authorities

- Daily engagements are relatively low at 7 chambers.
- The majority of engagements occur monthly (13) and quarterly (13), indicating a regular and structured interaction.
- Weekly engagements are also significant (12), showing a consistent connection.
- Rare and annual engagements are minimal, suggesting that most chambers maintain frequent communication.

Regular engagements (monthly and quarterly) with local authorities suggest that chambers prioritise consistent interaction to stay updated on local policies and developments. Daily and weekly interactions, while less common, indicate strong relationships and a need for ongoing communication.

Engagement with the EU Delegation:

- Weekly engagements are the highest (19), highlighting a strong and continuous relationship.
- Monthly and quarterly interactions are also significant (14 and 7 respectively).
- Rare engagements and daily interactions are minimal compared to weekly and monthly frequencies.

The high frequency of weekly engagements indicates a robust and active relationship with the EU Delegation. Monthly and quarterly engagements support the continuity and regular updates required for effective collaboration. The limited number of daily interactions suggests that while frequent, engagements are scheduled and deliberate rather than spontaneous.

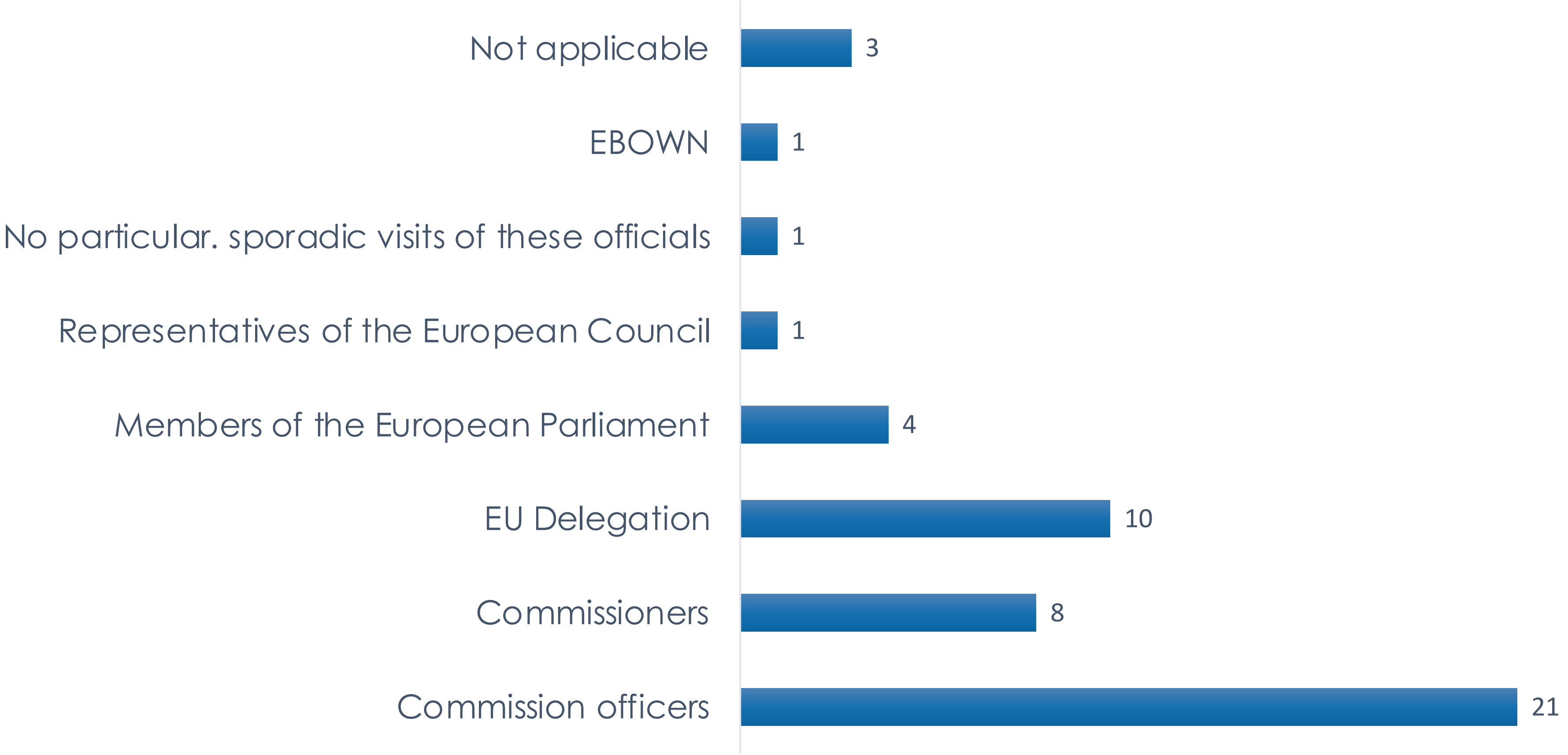
Engagement with EU Officials in Brussels:

- Annually: 14 chambers engage only once a year, indicating a low frequency of interaction.
- Quarterly and monthly engagements are moderate (11 and 7 respectively).
- Rare engagements and quarterly engagements (3 and 11), indicating sporadic interactions.
- Weekly engagements are minimal (3), showing very few chambers maintain regular weekly contact.
- No daily engagements reported, suggesting interactions are planned and less frequent.

The high number of annual engagements indicates that interactions with EU officials in Brussels are less frequent and likely occur around major events or reporting periods. The moderate monthly and quarterly engagements suggest periodic updates and discussions. The minimal weekly and absence of daily engagements highlight the need for more structured and possibly enhanced regular contact.

This data is not part of the survey last 2023.

Engagement with EU officials



Analysis

Commission Officers (21 engagements): Commission officers are primarily involved in the day-to-day implementation of EU policies and regulations. They play a critical role in the operational aspects of EU governance and often serve as key contacts for industry stakeholders seeking to understand and influence regulatory processes. The high level of engagement with Commission officers indicates that chambers prioritise direct interaction with those responsible for the technical and procedural implementation of policies. This allows chambers to influence detailed regulatory measures and ensure that the practical needs of their members are communicated effectively.

Commissioners (8 engagements): Commissioners are the political heads of the various departments within the European Commission, responsible for proposing new laws and policies. They have significant influence over the strategic direction of the EU's policy agenda. The engagement with Commissioners, though less frequent, is crucial for strategic advocacy. Chambers interact with Commissioners to influence high-level policy decisions and long-term strategic initiatives that align with their members' interests.

EU Delegation (10 engagements): EU Delegations act as the face of the EU in non-EU countries, handling diplomatic relations and representing EU interests abroad. They are instrumental in trade negotiations, bilateral agreements, and international cooperation. Engagement with EU Delegations suggests a focus on external trade relations and international policy alignment. Chambers seek to leverage these interactions to enhance trade opportunities and navigate international regulatory environments.

Members of the European Parliament (MEPs) (4 engagements): MEPs are elected officials who represent EU citizens and are involved in the legislative process, including the approval and amendment of EU laws. They have a direct role in shaping legislation that affects businesses. The relatively low engagement with MEPs may indicate underutilisation of a critical advocacy avenue. Engaging more frequently with MEPs could provide chambers with opportunities to influence legislative developments more directly.

Representatives of the European Council (1 engagement): The European Council consists of heads of state or government of the member states, setting the EU's overall political direction and priorities. They are key decision-makers in EU policy but are less involved in the day-to-day legislative processes. Minimal engagement with the European Council suggests limited interaction with high-level political decision-makers. While these interactions may be infrequent, they are essential for influencing overarching EU policy directions and major strategic decisions.

This data is not part of the survey last 2023.

Recommendations

Utilise Professional Networks: Chambers can leverage professional networks and associations to facilitate introductions and meetings with a broader range of EU officials, including those they currently engage less with, such as the European Council representatives.

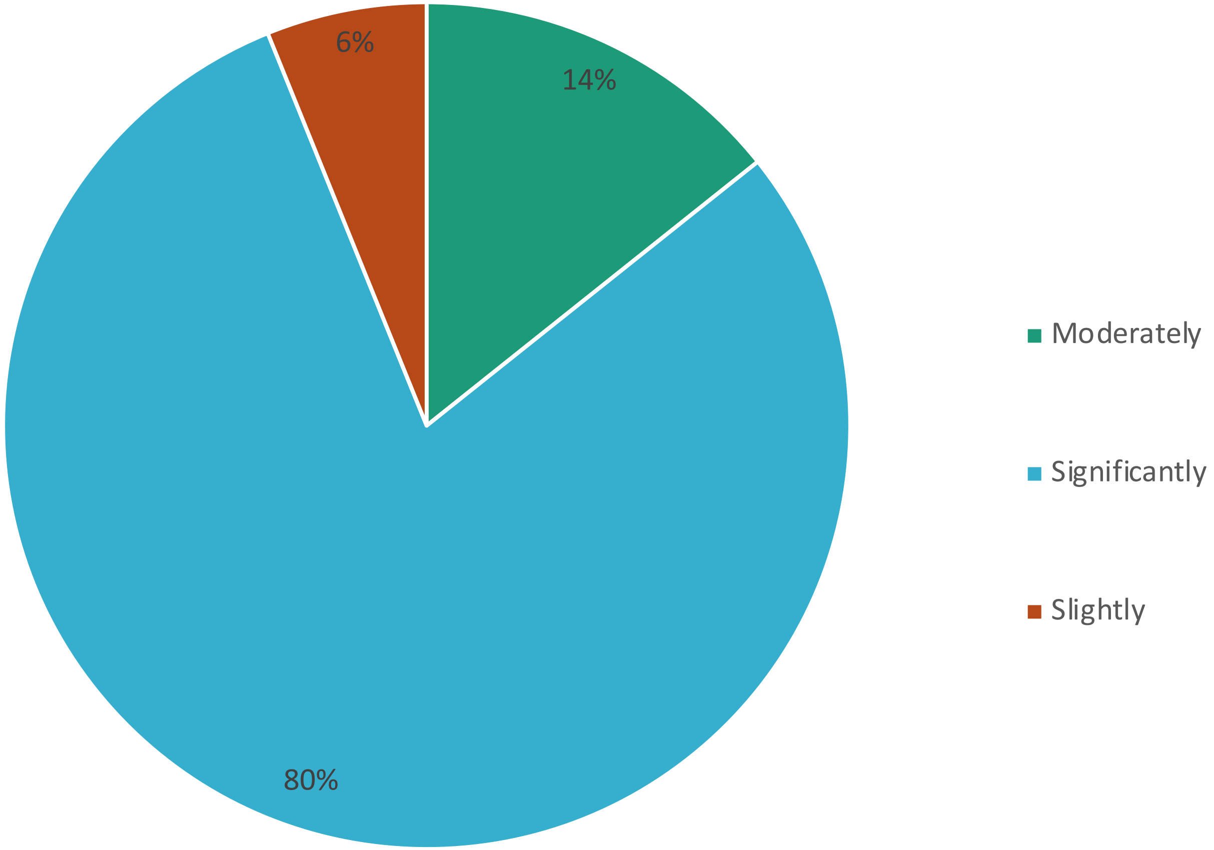
Regular Policy Updates and Training: Chambers can benefit from regular updates and training sessions on navigating the EU's complex institutional framework. This would help identify the right officials to engage with for specific advocacy goals and enhance the effectiveness of their interactions.

Diversify Engagement: Chambers can diversify their engagement by reaching out to other EU officials beyond Commission officers. Building relationships with Commissioners, MEPs, and representatives of the European Council can provide additional avenues for advocacy and facilitate a more comprehensive understanding of EU policies and initiatives. By diversifying their engagement with EU officials and adopting targeted advocacy strategies, chambers can strengthen their influence and effectively advocate for policies that promote the interests of their members at the EU level.

Targeted Engagement Strategies: Chambers can develop targeted engagement strategies tailored to different EU officials based on their roles and responsibilities. For example, engaging with Commissioners may involve advocating for specific policy changes, while engaging with MEPs may involve influencing legislative processes within the European Parliament.

Collaborative Advocacy: Chambers can collaborate with other organisations, such as industry associations and business federations, to amplify their advocacy efforts and engage with a wider range of EU officials collectively. Collaborative advocacy initiatives can enhance chambers' influence and effectiveness in advocating for common interests.

Impact of Engagement on Organisational Goals



Analysis

High Impact of Engagements:

- A substantial majority (80%) of EBOs believe that their chamber's engagements with local authorities, EU delegations, and EU officials significantly contribute to achieving their organisational goals and objectives.
- This strong positive response underscores the importance and effectiveness of these interactions in advancing the chambers' missions.
- It suggests that these engagements are not only beneficial but critical for the chambers' success, indicating well-established and fruitful relationships with key stakeholders.

Moderate Impact:

- A smaller portion (14%) of EBOs indicated that the engagements moderately contribute to their goals.
- This suggests that while the interactions are beneficial, there might be room for improvement in making these engagements more impactful.
- Chambers in this category might benefit from more strategic planning and focused initiatives to enhance the effectiveness of their interactions.

Minimal Impact:

- A minimal number of EBOs (6%) feel that these engagements only slightly contribute to their objectives.
- This indicates potential challenges or gaps in the engagement process, which may require addressing specific issues to improve the relevance and outcomes of these interactions.
- Chambers experiencing this level of impact may need to reassess their engagement strategies and seek additional support or guidance.

This data is not part of the survey last 2023.

Recommendations

Enhance Engagement Strategies

- **Best Practices Sharing:** Facilitate the sharing of best practices among chambers to elevate the overall quality and impact of engagements.
- **Targeted Training:** Offer targeted training programs to help chambers develop more effective engagement strategies with local authorities, EU delegations, and EU officials.

Strategic Planning

- **Goal Alignment:** Ensure that engagement activities are closely aligned with the chambers' strategic goals and objectives to maximise their impact.
- **Regular Assessments:** Conduct regular assessments of engagement activities to identify strengths and areas for improvement.

Leverage Successful Models

- **Case Studies:** Highlight successful case studies where significant contributions have been achieved through effective engagements.
- **Mentorship Programs:** Establish mentorship programs where chambers with high-impact engagements can guide those seeking to improve their interactions.

Increase Support

- **Feedback Mechanisms:** Implement feedback mechanisms to continuously gather insights and refine engagement strategies.

The survey reveals a vibrant and engaged network of EBOs that are actively contributing to policy advocacy and member support. While there are challenges in resources and capacity, the collective strength of the network and targeted support from EBOWN can significantly enhance the effectiveness of these organisations. By focusing on strategic engagements, streamlined processes, and capacity building, EBOs can better navigate the complexities of EU policies and funding opportunities, ultimately achieving their organisational goals and driving positive outcomes for their members.

Limitations of the Survey

Response Rate and Sample Size: The survey had 49 EBOs out of 54 members in 2024 and 49 EBOs out of 51 members in 2023, which might not represent the full spectrum of EBOs. A higher response rate would provide more comprehensive insights.

Self-Reported Data: The survey relies on self-reported data, which can be subject to bias. EBOs may overstate or understate their engagement levels, financial stability, and other metrics.

Comparative Year Data Inconsistencies: Differences in the number of EBOs each year can affect the comparability of the data. For example, fewer EBOs in 2024 could lead to different outcomes compared to 2023.

Ambiguity in Responses: Some questions might be interpreted differently by EBOs, leading to inconsistencies. Clearer definitions and examples could help standardise responses.

Limited Context: The survey does not always capture the context behind responses. For example, reasons for financial instability or weak engagement with EU officials are not explored in depth.

Possible Discrepancies in Data Gathering

Inconsistent Question Interpretation: Variability in how EBOs interpret survey questions can lead to discrepancies. standardising language and providing examples can help reduce this issue.

Timing of the Survey: External factors, such as political or economic changes, could affect responses if they occur around the survey period. Conducting surveys at the same time each year could mitigate this.

Differences in Respondent Roles: EBOs' roles within their organisations could influence their perspectives, leading to variations in responses.

Improvements and Additional Data Needed

Increase Response Rate: Implement strategies to encourage more EBOs to participate.

Detailed Follow-Up Questions: Include follow-up questions to understand the context behind certain responses. For example, if an EBO rates its financial stability as unstable, ask for reasons and potential solutions.

Qualitative Data: Incorporate qualitative data through interviews or open-ended questions to gain deeper insights into the challenges and successes of EBOs.

Longitudinal Tracking: Track responses from the same EBOs over multiple years to identify trends and changes over time.

Standardise Data Collection: Establish clear definitions and guidelines for counting members in advocacy platforms to ensure consistency across surveys.

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