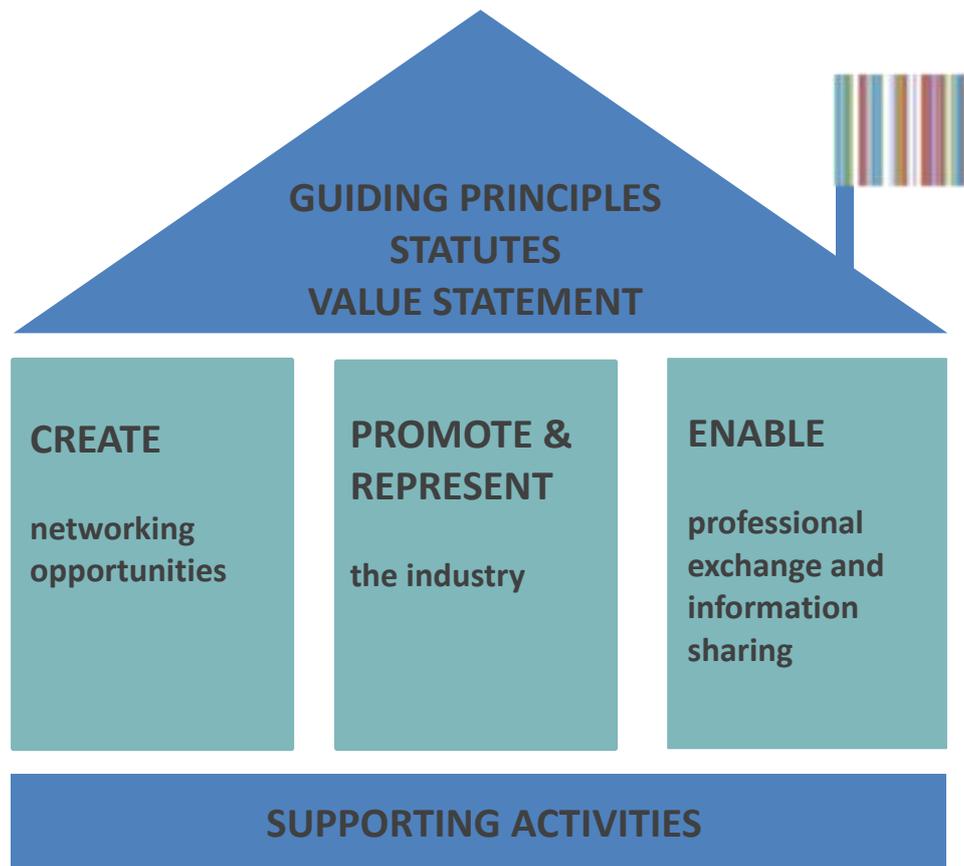


## Action plan for Delivering the Berne Union Strategy

- for adoption

The Management Committee Reform as approved by members in June 2016 will assist in delivering the Berne Union Strategy more effectively. The Strategy has been approved by members in October 2013 and codified in 2014, defining the 3 core objectives of the Berne Union:



Medium to long-term goals emanating from Presidential Platforms and as approved by the Berne Union Plenary may result in further future strategy refinements.

The purpose of this paper is not to create a new strategy but to identify the steps and actions needed to implement the existing Berne Union goals with the supporting activities as defined for the strategy, and to highlight the responsibilities to deliver resulting from the Management Committee Reform.

All supporting activities serve the exclusive purpose of accomplishing the Berne Union's vision and mission:

### Vision

To be the leading association of the international credit and investment insurers for the purpose of:

- creating networking opportunities
- promoting and representing the industry
- enabling professional exchange and information sharing

## Mission

To enhance trade and investment flows globally through export credit, trade finance and investment facilities

### Supporting activities:

- **Enriching the member experience** by
  - diligent meeting planning and coordination
  - organising members' feedback to increase the value of meetings
  - further improving the interaction and engagement during the meetings
  - continuously improving content and relevance for members
  - engaging relevant external speakers
  - conducting 2-3 Specialist Meetings each year, testing new formats
  - continuously improving meeting and committee structures

The responsibilities and accountabilities to plan and execute these activities are allocated to Committee Chairs, Vice Chairs and Secretariat committee support managers for INV, MLT, ST and PC Committees. For the delivery of Specialist Meetings the responsibilities are shared by the respective Steering Committee, the meeting host as well as the Secretariat.

- **Improving the access to data** by
  - completing the Data Project, which aims at modernising both the relevant data parameters and the ability for members to access and customise data reports
  - implementing online data visualisation and data collection
  - conducting regular specialised data workshops for collecting feedback from Members
  - fully integrating Prague Club reporting into Berne Union Intranet, harmonising data collection and data reporting as with the other Committees
  - ongoing data and data parameter validation
  - evaluating means of reporting by product line
  - updating the guidelines

The Data Task Force monitors the progress of data utility and integrity, identifies areas of improvement and endorses concrete measures to achieve such advances. Whereas the Secretariat is responsible for the ongoing data collection, validation and reporting, every single Berne Union member is also accountable for the integrity of the data reported, its timely delivery as well as engagement into the recurrent optimisation of reporting parameters. As the reliability and verifiability of BU Data constitutes our authority to the interested public, Data quality is the responsibility of all members.

- **Improving internal communication, efficiency & transparency** by
  - timely publishing of all meeting minutes to the Membership
  - modernising the Berne Union & Prague Club Intranets and the Berne Union website into one single, modern communication platform with a secure members-only section.
  - developing a regular Berne Union Newsletter (e.g. monthly), increasing frequency and quality of press releases and broadening media contacts (see MC paper 08 / 2015) starting after the publishing of the Berne Union 2016 Yearbook

The responsibilities and accountabilities for the ongoing implementation of communication rests with the Secretary General and the Secretariat's Media & Communications Manager as supervised by the President and Vice President.

- **Increasing Member engagement** by
  - motivating Members to participate in dedicated task forces
  - encouraging Members to host Berne Union meetings
  - pro-actively contribute to committee relevance

The responsibilities to engage and motivate all Members lies with all members of the Management Committee, but in particular with the respective Committee Chairs. The Secretariat is also accountable to pro-actively broadening member engagement, e.g. by encouraging smaller members to host specialist meetings and engage in Steering Committees for such meetings.

- **Augmenting the international standing and role of the Berne Union representing the industry globally** by
  - developing a distinct Membership Origination Strategy promoting worldwide inclusiveness
  - pro-actively identifying and engaging future members
  - continuously reviewing and adopting partnership options with other trade and investment risk-taking institutions the footprint

The Outreach Task Force is responsible for developing and regularly reviewing the framework of the Membership Origination Strategy which will be approved by the Management Committee. The responsibility to implement action plans for origination and engagement of future Members and / or Partners lies with the Secretariat, whereas the sole authority for voting in new Members and / or Partners rests exclusively with the Plenary.

- **Promoting and representing the industry, as well as amplifying external relations** by
  - seeking engagement and influence with other relevant trade promotion bodies, policy making authorities and relevant stakeholder groups such as trade and trade finance associations, regulatory bodies, academia, etc.
  - improving the knowledge about members' business for such institutions and associations in order to improve greater inclusiveness of export credit and investment insurance in the policy making of such bodies, supported by authoritative industry data
  - broadening outreach to specialist trade finance and general business media to promote the Berne Union as collective industry voice
  - improving the quality and increasing frequency of all external communication

The Outreach Task Force is responsible for defining the framework and guidelines relevant to the Berne Union external cooperation strategy with individual action plans and targets. Once approved, the implementation of such plans will be transferred to the Secretary General supported by the Secretariat's Media & Communication Manager, and the ongoing relevance will be monitored regularly.

In addition, the Finance & HR Task Force has the responsibility of monitoring the performance of BU's human capital and developing medium to long-term recommendations (e.g. recruitment) in coordination with the Secretary General and the Executive Committee. The Finance & HR Task Force will consider all core activity achievements as well as deficiencies in order to enable the efficient and effective delivery towards our strategy.