



International Trade Centre UNCTAD/GATT



International Bureau of Chambers of Commerce of the

International Chamber of Commerce



ZDH Technonet Asia Partnership Project



# **INCOME-GENERATING ACTIVITIES OF CHAMBERS OF COMMERCE**

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## Abstract for trade information services

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Study on services of **chambers of commerce** with particular reference to those that can be financed by specific fees - discusses aims and role of a chamber of commerce; variety of services that can be provided, including trade promotion activities, publications, training events and office services, their pricing and self-financing when feasible as well as legal and administrative considerations; appendices include samples of tools used for improvement of services.

English

(Free to chambers and other business organizations in developing countries)

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## Note

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The following abbreviations are used:

ATA	Admission temporaire/Temporary admission
BC-NET	Business Cooperation Network
ECIP	European Community Investment Partners
EEC	European Economic Community
GATT	General Agreement on Tariffs and Trade
HRD	Human resource development
IBCC	International Bureau of Chambers of Commerce
ICC	International Chamber of Commerce
ITC	International Trade Centre UNCTAD/GATT
JBC	Joint business council
MOU	Memorandum of understanding
PC	Personal computer
SME	Small and medium-sized enterprises
TA	Technonet Asia, Singapore
USAID	United States Agency for International Development
ZDH	Zentralverband des Deutschen Handwerks

## Introduction

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During the past two decades, trade promotion has become an increasingly complex and difficult task for developing countries. When governments started in the 1960s and 1970s to establish export promotion agencies, only a limited number of non-traditional exportable products were available. In the meantime, many export-oriented industries have been established, markets have become more demanding and competition has increased. In parallel to these developments, governments of many developing countries have adopted policies to involve the private sector actively in the development of national economies. Chambers of commerce and other business organizations representing the private sector therefore find themselves challenged to reply to a growing demand for an increasingly complex range of services required by manufacturers, exporters and importers, a demand which national trade promotion agencies alone can no longer meet.

In recognition of this, governments of developing countries are encouraging the participation of organizations representing the business sector as partners in trade promotion. Already in 1987, the Group of 77 in New York invited chambers of commerce of member developing countries to assume a more active role in the promotion of trade and other forms of economic cooperation between developing countries. In fact, chambers find themselves in a unique position to promote cooperation at the international level: being sister organizations serving at the same time both exporters and importers, chambers form a worldwide network which facilitates cooperation. Within the International Chamber of Commerce (ICC), which represents the world business community at national and international levels, chambers of commerce of developing and developed countries cooperate in the International Bureau of Chambers of Commerce (IBCC). In addition, chamber federations have been set up at subregional and regional levels to promote inter-chamber cooperation and to facilitate dialogue with intergovernmental organizations, including United Nations bodies operating at these levels.

If chambers of commerce are to fulfill their dual role of, on the one hand, acting as organizations representing the interests and views of the business community vis-a-vis the government and, on the other hand, offering direct services to the business community, in particular services related to trade promotion, they have to have an infrastructure enabling them to provide such services. This means that their secretariats must be adequately staffed with trained personnel and have at their disposal the equipment which today is considered necessary to ensure speedy communication.

The International Trade Centre UNCTAD/GATT (ITC) and the International Bureau of Chambers of Commerce (IBCC) of the International Chamber of Commerce (ICC), working closely together, have been cooperating technically since 1979 with chambers of commerce and other business organizations in developing countries, mainly in the form of consultancies and training activities. In addition, a series of

monographs on the organization, structure and services of chambers has been prepared, including the first edition of this monograph.

Among the services chambers should offer to the business community, those to small and medium-sized enterprises (SMEs) are particularly important. The development and promotion of small business has been an important aspect of economic development for more than 20 years. Chambers will therefore have to develop a capacity to offer advice to SMEs in the areas of product development, technology, investment and marketing. SMEs need this advice if they are to have a chance to compete with their products in national and international markets.

In addition to technical cooperation at the level of international agencies, assistance to the small business sector is also available from bilateral sources. Thus, the German Federation of Small Business (ZDH) and Technonet Asia, Singapore, cooperate with the aim of assisting existing Asian federations, chambers and associations to become stronger advocates of the small business sector, as well as to improve the range and quality of their services to small business units.

The ZDH/Technonet Asia Partnership Project is currently working directly with more than 20 chambers, federations and associations in five Asian countries (Bangladesh, Indonesia, Nepal, the Philippines and Viet Nam). An important aspect of the institutional development of chambers - and thus of the ZDH/Technonet project - is the improvement of the ability of chambers to market the services that they render to the business community. Chambers will grow only if they are able to increase their income from such services. The ZDH/Technonet project has addressed this issue in many chamber management workshops throughout the Asian region. In this context, the need for an updated comprehensive study on income-generating services, with practical examples from many countries, was strongly felt.

While a number of chambers have, over the past decade, been able to improve their organizational structure and services and, indeed, often on the basis of training and research material offered by ITC, IBCC and by bilateral projects such as the ZDH/Technonet Asia Partnership Project, other chambers, most frequently those in least developed countries (LDCs), continue to face problems. These problems are particularly difficult to deal with if the chamber is organized under private law and therefore has a voluntary membership. Chambers subject to private law are often not fully recognized as representatives of the business community, because only a very small proportion of this community is ready to support the chamber by joining as members. Thus a vicious circle is created: as long as the majority or at least a strong minority of the business community does not join, the chamber has difficulties establishing itself as a representative of this community. Furthermore, if the income derived from membership subscriptions is low because of limited membership, the chamber, insufficiently funded, cannot develop its services adequately. A chamber that cannot provide sufficient support services to the business community offers no attraction to those who stand apart. This vicious circle can only be broken if the chamber finds ways and means to improve its financial situation, which will in turn enable it to recruit additional qualified staff and to expand the range and quality of its services.

In order to secure a sound financial basis for their operations, chambers - in particular those organized under private law with voluntary membership - should supplement incomes derived from membership subscriptions by charging fees for specific services. These fees should enable them to pay the salaries of additional staff and thus to improve their existing services and possibly to introduce new ones. Even chambers organized under public law (which with a few exceptions prescribes obligatory membership and therefore ensures a more stable income from membership fees) find that the income derived from fees for specific services enables them to improve the quality and broaden the range of their services.

This study of income-generating activities of chambers of commerce aims at:

- Describing the role that a chamber of commerce and industry can play in the overall economic development of a country.
- Giving a catalogue of services that a chamber of commerce can provide.
- Suggesting, wherever feasible, how these can be self-financing, and even possibly yield surplus revenue.
- Showing how a variety of services can be established and organized in a way that will enhance the overall interest of business and industry in a chamber's membership.

The first edition of this publication, issued in 1982, served a useful purpose. However, the experience of a decade has shown that services should be offered against a fee, effectively guaranteeing that only those with real needs will request the chamber for services while enabling the chamber to earn additional income and thus to improve these services. It was suggested that the monograph of 1982 should be revised to incorporate changes appropriate to current and future needs. ITC, IBCC and ZDH/Technonet Asia agreed to cooperate in jointly producing this revised version. This edition retains a substantial part of the earlier monograph, but discusses new ideas for income-generating activities.

With the growing trend towards globalization, chambers in the developed as well as the developing world are called upon to improve the quality of their performance in an increasingly competitive environment. In this environment, only the fittest will survive. An attempt is made in this paper to spell out possible areas of conflict and to suggest what can be done to cope with these conflicts.

The study cannot, and does not, claim to be exhaustive, because the process of economic growth is a dynamic phenomenon and, in response to emerging needs, new ideas are constantly being generated. It is therefore for chambers and other similar organizations to consider the study as a broad description of the possibilities that exist and have been seen to be in operation.

Any chamber wishing to undertake a new service would be well advised to ensure that the new activity is in conformity with its aims and objectives, as enunciated in its articles of association or rules. Also, any attempt to offer a new service should be preceded by a careful feasibility exercise. This study will hopefully give useful information to those interested in experiences with new ideas; it will also provide

arguments in favour of introducing fee-based services for the benefit of the managers of those chambers whose members remain opposed to the idea that a chamber's services should be paid for.

In summary, this study aims at providing chambers and other business organizations with tools enabling them to offer improved services to their business communities.

# Chapter 1

## Role and aims of chambers of commerce

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Generally speaking, a chamber of commerce is viewed as a non-profit institution brought into existence to serve certain prescribed ends. Those who need such an institution agree to pay a fixed subscription at periodic intervals to meet the cost of maintaining it. As needs grow, the institution must put itself into a position to satisfy them. As a result, a search for additional resources is set in motion.

A chamber starts with a set of functions which include:

- Dialogue with the government on the likely impact on the business sector of existing and envisaged government policies;
- Representation to the government and the authorities on problems faced by business with a view to seeking redress for grievances;
- Provision of information related to the promotion of trade, investment and technology transfer;
- Provision of information concerning rules and regulations emanating from the government and other competent authorities and having a bearing on business;
- Publicizing the capabilities of members and their areas of business;
- Promoting interaction amongst members;
- Organizing trade fairs and exhibitions;
- Receiving or mounting business missions; and
- Creating the machinery to deal with trade disputes.

Unless otherwise mentioned, this study covers all chambers of commerce, which may be national, provincial or local in their geographical coverage. It also covers chambers carrying supplementary designations such as "chambers of commerce and industry, mines, shipping and agriculture". These designations may reflect the constitution of the membership, but do not as a rule indicate any essential difference from other chambers of commerce.

### **Representation of the business community**

In most societies with indirect democratic representation, national and local governments must rely on an institutional system to ascertain the views of those they govern. A chamber of commerce in a market economy should represent the full

spectrum of business and industry and be able to speak authoritatively and independently for the whole business community, and not just one sector of it.

### **Services to members**

Members of chambers of commerce have specific demands for services. Probably the most sought after is information on a wide variety of business matters, including such subjects as tax legislation, trade marks, lists of suppliers, and how to start exporting.

The quality of services rendered is vital for the chamber's reputation. Poor quality will give it a bad name in business as well as in government circles.

Chambers of commerce often have a library containing works of reference, directories, trade journals and government publications, which are at the disposal of members. In addition, each chamber is a link in a worldwide network of chambers of commerce, which can be used by any chamber for rapid access to up-to-date information. Chambers of commerce are unique in this respect compared with other associations and with governmental trade promotion organizations.

A chamber of commerce is also a link between its members and foreign companies. It thus provides services to foreign companies and visitors in order to promote trade with its own members.

### **Other duties**

Chambers of commerce are often entrusted with official duties on behalf of both members and non-members. In the performance of these duties, the chamber has an official status that must not be confused with its function as a membership organization. Apart from possibly refunding members for fees charged, the chamber must be impartial to both members and non-members in carrying out official duties.

### **The chamber and the government**

A chamber of commerce works - both directly and indirectly - for the entire community, whose prosperity depends ultimately on the ability of local manufacturers to produce goods, of traders to sell these goods and of importers to provide the community with goods manufactured abroad. In this respect, the chamber of commerce and the government have coinciding interests.

Almost universally, governments increasingly engage in trade promotion. Many countries have established national trade promotion organizations, mainly to assist and develop local manufacturing by promoting exports.

The experience of many countries proves that cooperation between governmental trade promotion organizations and local chambers of commerce results in better utilization of both their resources. The combination of the chamber's knowledge of the local business scene and the government's financial and manpower resources results in common projects with greater impact on, and that obtain stronger support from, the business community. This can be achieved without loss of autonomy.

When entering into cooperative ventures with national trade promotion organizations, chambers of commerce established under private law should discuss preferential treatment of its members within a long-term perspective. The business community supports chambers of commerce not only because this benefits each member, but also because it benefits the community as a whole.

### **The institutional environment**

The institutional environment in which chambers of commerce work differs in each country. In some countries, business is organized in many different ways.

There may be special associations for importers, wholesalers, manufacturers, exporters, retailers, etc. These may in turn be subdivided into other associations. As the chamber of commerce works for the entire business community in its territory, it is very important that it does not exclude any business sector because of competition from other associations. The chamber should encompass business firms of all sizes, from the largest corporation to the one-man enterprise.

In countries with highly developed institutional structures, which present firms with a choice of membership in a number of associations, it is best for the chamber of commerce and these associations to cooperate rather than to compete. In order to avoid duplication of work and overlapping spheres of competence, a chamber of commerce may conclude agreements on cooperation and coordination with other associations and official bodies. The chamber should concentrate on matters and services that concern the business community in general irrespective of sector, whereas other organizations should concentrate on matters that pertain to their specific sector.

In addition to agreements on the apportionment of spheres of competence, joint efforts have been successful in many instances, e.g. in arranging trade delegations, exhibitions and business courses.

In the organization of a chamber, the legal aspect assumes importance. In some countries, the chamber is established by statute; in others it may not be so established, even though for purposes of compliance with the laws of the country, it may be registered under an existing law, say the company or society act. There is an historical background to this difference. Countries in northern Europe, but also Belgium, Switzerland and countries influenced by British law follow the voluntary or Anglo-Saxon model. In other countries in Europe (France, Germany and the Netherlands, for example), the practice is establishment by statute or under public law. The distinction between these two broad categories is elaborated in appendix I.

### **Trade facilitation**

Today, many countries cooperate to simplify the formalities and procedures for International trade. A condition for this simplification is that all the private and public parties concerned should use uniform standards and procedures for the compilation, handling, presentation and exchange of the information required for international trade transactions.

Chambers of commerce can inform the business community about trade facilitation activities planned in their countries and solicit support for, and actively participate in, the various stages of a trade facilitation programme. They can invite businessmen to identify the documentary and procedural obstacles they encounter so that further information on the required changes can be gathered.

This can be done in conferences, seminars or workshops, the purpose of which would be to:

- Explain trade facilitation and create the appropriate environment for it;
- Initiate discussion on problems and possible solutions;
- Initiate information gathering.

Following this, chambers of commerce can enter into a dialogue with the government with a view to making necessary changes. For a further introduction to this subject, reference is made to the ITC/ICC publication *The Role of Chambers of Commerce in Trade Facilitation*, prepared by John Raven, former Vice-Chairman and Chief Executive of the Simplification of International Trade Procedures Board (SITPRO), London, published in 1984.

## Chapter 2

### Financing

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Chambers of commerce vary considerably in structure, number of members, size of staff and range of activities. Its principal functions may be enumerated as follows:

- Representation of the business community;
- Services to members;
- Trade promotion;
- Official duties;
- Other duties;
- Internal administration.

In order to carry out these functions, the chamber of commerce must have adequate resources. Staff costs usually take the largest share in total expenditure; office costs and printing are two other major expenses. In addition, most chambers realize that to continue to play a truly active role in the community they must grow. This study discusses income-generating activities as a means of providing the supplementary income necessary for growth.

#### **Membership fees**

Membership fees or subscriptions constitute a major component of a chamber's revenue, regardless of its status, i.e whether established under public law or through voluntary action. While in a chamber set up under public law, these fees may make up a substantial proportion of its revenue, a chamber in the Anglo-Saxon category may or may not be dependent on this source. Nonetheless, the size of this element is an important consideration. Appendix I attempts to bring out the distinction between the two types of chambers.

Membership subscriptions are normally calculated on an annual basis, payable in one lump sum or in instalments.

A chamber under the public law may receive the fees direct, in response to bills raised; in some cases, the fees are collected as a levy, tax or cess by the government and passed on to the chamber. For a voluntary organization, however, the fees are almost always payable direct.

The method of computing the fees or subscription varies. The practices followed are:

- A flat rate, say, per organization per annum.
- A graduated tariff with different rates for large, medium-sized and small industries, and or trades, services, and professions.
- A rates' structure related to annual turnover (in some cases value of imports).
- A rates' structure related to equity (equity + reserves).
- A rates' structure related to the number of employees.
- A rates' structure related to taxable income.
- Different rates for different classes of membership.
- A combination of two or more of the above.
- Where subscriptions are found to be inadequate and temporary financial support is needed, a cess or surcharge can also be levied.

The basic principle is to fix what members will bear. Normally, for the fees paid or payable, the members expect to receive some palpable services. Circulars, bulletins and the like providing information of general interest as well as information on government notifications or regulations, trade inquiries and opportunities, timetables of trade fairs and exhibitions within the country and abroad, and access to a library are some useful elements.

On the other hand, those who are not members also seek similar information. This leads to the question: should non-members be allowed to obtain all such information? In that case, why should anyone pay a subscription? Is the chamber not serving its broad objectives by disseminating information in the overall business interest?

Clearly, a line of demarcation may have to be drawn between routine information and other services that are special to the members paying for them. For example, a letter of recommendation for a visa or specific assistance should be available to a subscribing member only. The issue of certificates of origin could be a service open to all categories of members, but subscribing members could pay the fee for the certificate at a concessional rate. Thus, each chamber will have to devise its own method of treatment, depending upon the circumstances in each case.

As new functions are added, new sources of revenue are found. The range and diversity of services rendered by a chamber provide a clue to the manner in which sources of revenue can be classified. Resources could thus be categorized as traditional and non-traditional. The second group could be further broken down into subcategories for the sake of convenience. In the chapters that follow, an attempt has been made to list various activities resulting in addition to a chamber's revenue.

## **Investment of funds**

A chamber's inward remittances are often subject to a cyclical flow. Since membership subscriptions are, by and large, accruable on fixed dates, there is a sudden jump in inflow, while a substantial proportion of expenditure related to salaries, rentals, etc., is incurred at regular intervals. As a consequence, there are occasions when a chamber becomes cash rich for a while.

A prudent investment of these funds can result in sizeable incomes. Depending upon the national regulations governing such investments, a chamber can and should develop its own expertise to derive the maximum possible advantage

## **Fees for authorized services**

In many countries, the performance of certain services has been assigned to chambers of commerce, sometimes exclusively. An almost universal service thus assigned is the issue of certificates of origin for exports. The issue of ATA carnets is another.

A chamber of commerce may be charged with the duty of authorizing individuals or companies to perform specific functions. It may collect a fee for testing the applicant's skill and for issuing the appropriate authorization.

In most countries where membership of chambers of commerce is voluntary, fees for authorized services are regarded as a source of supplementary income. These fees often not only cover the chamber's costs for the service but also create surplus income. When they offer specialized services, chambers may distinguish between members and non-members and charge them different fees. The former may be given a discount, thus providing non-members with an incentive to become members.

Detailed information on various authorized services is provided in chapter 6 and in appendices II-XII.

## Chapter 3

### Income-generating activities

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#### **Definition**

An acceptable definition of an "income-generating activity" would be an activity performed by, or under the auspices of, a chamber of commerce, of which the chamber's costs are not entirely borne by its general budget. This study limits the discussion on membership to the effects that these activities may have on attracting new members.

No positive or negative connotations should be given to the term "income-generating activity" in comparison with the term "services performed free of charge". All the activities and services undertaken by a chamber for the benefit of its members and the business community have positive effects on the chamber's strength and reputation.

#### **The need for income-generating activities**

A chamber's primary source of income is membership fees, whether membership is voluntary or obligatory. However, there are normally a number of arguments in favour of activities that generate supplementary income. These are discussed below.

#### **Larger and more qualified staff**

To carry out its role of representing and promoting the interests of its members vis-a-vis the authorities, a chamber of commerce requires staff experienced in the diverse applications of business law and regulations. A chamber of commerce with income-generating activities would normally employ several specialists of this kind, who then could also be assigned a representational function.

#### **Broader range of both general and specialized services**

The business environment is becoming more complex. As a result, trade and industry have to observe more rules and regulations on both the national and the international level than ever before. The demand for services from chambers of commerce is growing at the same rate. Members demand more services of the type generally provided to members, but they are to a large extent also willing to pay for more specialized services. Thus income-generating activities may not only provide the specialized services needed but may also generate some of the funds and the expertise required to offer a broader range of services to the general membership.

### **Tougher competition in the recruitment of members**

In countries where membership is voluntary, chambers of commerce compete with other business organizations in the recruitment of members. Companies prefer organizations offering the best cost-benefit ratio. Membership in two or more organizations is indeed common, but this may be reconsidered during recessions or when the company experiences a downturn.

A chamber usually needs to spread its general budget resources to provide services to all sectors of business; competing associations may be able to concentrate on a specific range of activities. Income-generating activities can therefore reduce the drain on the general budget for specialized services, while offering competitive services to more business sectors.

### **An active and larger chamber of commerce attracts new members**

Income-generating activities allow the chamber of commerce to carry out more activities. Companies will be more attracted to join a highly active (and therefore better known) chamber of commerce, than one that is less known. They will also be more inclined to join one that enrolls increasing numbers of local companies as members. In short, they will be carried by the momentum created by a chamber's income-generating activities. A growing chamber will, of course, need to ensure that, as a consequence of its expansion, it does not become overstaffed or bureaucratic.

### **Spreading risks, continuity and planning**

A chamber of commerce relying solely on membership fees and fees for official services may have too narrow a financial base. Changes in official regulations and lean years may put the chamber into financial difficulties. In times of recession, governments may reduce the financial support given to a chamber of commerce established under public law. Income-generating activities broaden a chamber's financial base and enable it to manage difficult periods and adjust to new conditions.

### **Greater recognition**

To fulfil its representational role, a chamber requires as much publicity and recognition as possible. Income-generating activities may stimulate such publicity. The more active the chamber of commerce, the more recognition it will receive from the government and from other official bodies. Many income-generating activities also give the chamber the practical experience that other business associations lack.

### **Staffing and expertise**

In order to be flexible and to avoid creating too large a staff for its income, a chamber of commerce can obtain personnel for its income-generating activities from several other sources.

## **Regular staff**

The staff of a chamber of commerce can range in size from a few persons to several a hundreds. When an income-generating activity is to be introduced, it is natural to search among the existing personnel for a suitable person to undertake the activity. If the staff is fully occupied, an additional employee may be sought. The chamber's risk is reduced if the new employee is also able to undertake some of the chamber's current activities.

The coexistence of staff entrusted with work of a routine type alongside staff with specialized skills often leads to internal problems of management. In a large chamber with a number of departments it is perhaps possible to shift staff from one department to the other, up to a certain level. However, personnel with highly specialized skills drawing emoluments commensurate to the market value of their skills, may not be of the type that can be so interchanged. This quite often gives rise to distortions in the sense that staff doing routine work may find over a period that those who were recruited along with them to work in specialized departments are far better off.

The situation becomes more complex when other organizations, which are not necessarily chambers, are in competition. Thus, one finds experts from one organization switching over to another because the existing employer cannot offer what the new employer can. Economists, legal experts having extensive knowledge of corporate operations, etc. belong to this category.

Clearly, therefore, the chamber engaged in services has to maintain a cell at the management level to keep a close watch on, and monitor the performance of, personnel in each department and introduce innovative schemes which will keep the staff satisfied. Incentives may take the form of tokens of recognition of merit, monetary benefits, non-monetary perks, overseas trips, and other similar packages which will help to generate job satisfaction.

More particularly, a well-conceived recruitment policy becomes inevitable. Careful selection followed by a training scheme should aim at motivating the staff to stay on. Lack of motivation, absence of job satisfaction and poor opportunities for promotion result in a tendency to use the job in the chamber as a jumping board.

## **Chamber of commerce council**

The chamber of commerce council, or its equivalent, represents the business community in the region and is usually made up of company executives or chairmen. Together, they have a thorough knowledge of all business sectors, e.g. commerce, trade, industry, banking and insurance. They may be considered to be highly motivated to strengthen their chamber of commerce. As membership in the council is honorary, they usually work for the chamber without compensation. They may put themselves at the disposal of other members for services and advice, or consent to the appointment of experts employed by their companies as advisers to the chamber. It would be desirable for the council's composition to represent all important sectors; large, medium-sized and small enterprises; banks; and other services and professions.

## **Chamber of commerce committees**

Many chambers of commerce elect or appoint committees to deal with special matters. These committees usually consist of experienced persons from member companies. Like the members of the council, they are at the disposal of the members of the chamber for assistance and advice either in committee or as individuals.

## **Working parties**

A chamber of commerce may form special working parties. The members of a working party should be specialists in their fields.

## **Advisers**

Only the very large chambers of commerce can employ experts and specialists to cover all services. Some services may also require heavy investment in equipment.

However, member companies employ specialists in many fields. If the owners or the chief executives of these companies have a strong interest in improving the chamber's finances, they may allow the chamber to use these specialists as advisers, within a certain limit, during their normal office hours. They may also allow the chamber's members to utilize their resources, such as warehouse space, transport facilities and offices abroad, for a moderate fee.

## **Consultants**

Many services require experts whom a chamber cannot afford to hire full time. If these services are available on the market, the chamber may set itself up as an unfair competitor by offering similar services.

To get around the above problem, the chamber may hire consultants on marketing, exporting, the environment, etc. for specific projects. On this basis, the chamber would channel an inquiry from a company to the consultant, who might be an individual or a consultancy company. In agreement with the latter, the chamber would not have to deal with invoicing, report typing, etc. The consultant would pay the chamber the usual commission for such referrals.

Under this arrangement, the client would pay not much more than would be necessary for approaching the consultant direct. In addition, it would enable the client to obtain the service at his or her first point of inquiry, i.e. the chamber of commerce, and to rely on a bona fide expert; it would also enable the chamber to obtain compensation for the referral.

## **Cooperation agreements**

In order to widen its range of services, a chamber of commerce may conclude cooperation agreements with other institutions or organizations rendering similar services, and particularly with those that do not compete with the chamber in recruiting members. Under the agreement, the parties may agree to provide to the members of the other the preferential treatment it reserves for its own members.

By way of an example, a binational chamber set up to promote investments would be expected to have expertise in joint ventures, matchmaking etc., but it may lack detailed expertise on domestic legislation, such as sales tax, octroi, excise and municipal regulations. An arrangement with a local chamber with strong expertise in these areas would be mutually beneficial. Furthermore, there would be no clash of interests. Similarly, a chamber from one geographic location may have an understanding with another chamber in a different location, so that when members require assistance and guidance on local or regional issues, the two chambers, under an agreement, can provide assistance to each other.

### **Inter-chamber cooperation**

One can visualize reciprocal arrangements to benefit members. For instance, the London Chamber in the United Kingdom may agree to provide services to visiting members of the Bombay Chamber in India and vice versa, enabling visiting chamber a members to enjoy the advantages that are available to local members of the respective chambers. Further, with increasing use of electronic networks, it is possible for a chamber in one region to cooperate with a chamber in another on the basis of an agreement providing for a two-way flow of assistance to members of their respective chambers, for their mutual benefit and in exchange for a fee for services rendered.

Chambers of commerce often cooperate on a provincial or national level, forming federations, associations or councils, thus enabling them to avail themselves of the services of each other's specialists. In this way a member of a small local chamber of commerce may have access to a much wider range of services than would normally be possible.

Chambers of commerce in different countries may conclude agreements to help each other and each other's members. This may give members ready access to market information abroad.

### **Pricing of services**

It is important to consider the pricing of income-generating activities before they are introduced. In some countries, notably where chambers of commerce are governed by public law, prices may be laid down by an official body.

The pricing of an income-generating activity may aim at any of the objectives given below.

### **Generating profit**

If its income includes a surplus, the activity will help improve the chamber's financial position.

### **Covering costs fully**

When its income merely covers costs, the service could strengthen the chamber of commerce in non-financial ways. Services that are in great demand would create for the chamber a large amount of publicity. Such services include the offering of courses and the distribution of handbooks.

### **Generating income to cover fixed costs**

Additional income for fixed activities that do not earn enough to cover costs would be desirable. These fixed activities should be of a general nature and should be of benefit to the business community at large. They include the publication of journals and annual meetings.

### **Marketing of services**

Chambers of commerce must make their services known to the public by circular letters, through their journals, etc. Non-members in the district can be informed by advertisements or through other organizations. Services to foreign businessmen visiting the country can be made known through leaflets distributed at hotels, airports and embassies. Services to foreign companies can be publicized through embassies and chambers of commerce abroad. A chamber may also advertise its services in its directory of members.

### **Introduction of new services**

A chamber should not offer to its members an income-generating activity that it had previously provided free of charge. Therefore, a chamber of commerce that seeks new means of obtaining revenue should look for "new" activities, while upholding the standard of services offered free. However, where non-members are concerned, some easily defined membership services may be "packaged" and offered as a fee-based service.

Each income-generating activity must be financially viable in the long term. If the activity adversely affects membership enrolment, it must be re-evaluated and withdrawn if necessary.

Services offered for a fee must be of an indisputable quality, as the chamber's reputation will stand or fall by it. It is therefore of prime importance to choose competent staff, advisers or consultants. As a rule, it is better not to offer fee-based services than to offer services of poor quality.

The range and choice of services offered should be determined by demand. A chamber must have special reasons to offer services already provided by other organizations or individuals. These reasons may include demand from members or the ability of the chamber of commerce to offer services of a higher quality.

Indian chambers discuss the possibility of introducing new services in brainstorming sessions of management committees. Ideas proposed during such

meetings are further discussed at the level of technical committees. If a proposal is considered viable, steps are taken to introduce the new service. If resources are not available, the chambers approach some of their larger members with a request for sponsorship of the introduction of the service. This sponsorship takes the form of a donation to the chamber of the funds required to pay the salary of the staff member to be recruited to develop the service over a period of, say, one or two years. After this period, the service is offered for a fee if it has proven to be in demand.

If donations are not available, the chamber could nevertheless approach its members with a request to advance the funds necessary for introducing a new service. Thus, when the Mauritius Chamber of Commerce and Industry found that there would be enough demand for a group fax service, it borrowed the money needed to buy the fax machine from several of its members. The service was so successful that the Chamber was able to repay the loan within six months.

## Chapter 4

### Principal considerations

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#### Legal restrictions

The legal structure and institutional set-up of chambers of commerce differ from country to country. In some countries, the law makes their establishment compulsory; in others, they are associations voluntarily set up by businessmen; in yet others, they are companies incorporated under company acts.

The legal structure of a chamber of commerce may pose difficulties when it wishes to undertake income-generating activities. The establishment of a subsidiary registered company may be one way out of these difficulties.

#### Free services to members versus fee-based services

Chambers of commerce established under public law can offer income-generating services on a prescribed basis to members, whereas chambers established under private law can offer them to both members and non-members. The Japanese chambers constitute an exception to this general rule. Although established under public law, they recruit members on a voluntary basis and can therefore offer services to both members and non-members. Private law chambers charge non-members at a different rate in order to give them a membership incentive. Charges to non-members should at least cover costs as, in principle, they should not be a drain on the budget for members. A rough costing would be cost plus 15%.

Where fee-based services are extensions of services to members, an important question arises: where should the dividing line be set between free and fee-based services? The two examples that follow illustrate how this question can be resolved.

In the London Chamber of Commerce and Industry, members are entitled to general information on trade promotion. A member requiring more specialized services may subscribe to optional service packages, such as newsletters on certain markets.

In the Stockholm Chamber of Commerce, advisory and consultancy services are offered free to members up to a certain time limit, normally an hour each time. Thereafter, they are charged the fee applied to non-members.

The availability of optional service packages enables the chamber of commerce to control its output of services according to demand. Furthermore, members who do not require such services are spared the bother of receiving materials that are worthless to them.

## **Services to members and non-members**

The question of whether services should be offered to members exclusively or to non-members as well always arises in a chamber of commerce whose membership is voluntary.

In some chambers of commerce, this question has been resolved by analysing the effects of providing services to non-members on membership recruitment. In these chambers' experience, fee-based services to non-members are incentives to recruitment. A satisfied client is usually interested in obtaining more services and in taking advantage of free services to members.

As discussed in chapter 3 in the section on "Pricing of services", members and non-members should be charged different fees in order to encourage the latter to become members.

## **Competition with business**

Normally a chamber of commerce should not introduce fee-based services that are already offered by professional firms. However, if the members request it and if the chamber is able to offer high-quality services, it should do so. The imposition of fees may be regarded as a means of ensuring that the competition is fair. It would, in many instances, be unfair for a chamber of commerce to respond to a request by offering services free of charge when these services are available from business firms, particularly in its own membership, for a fee.

## Chapter 5

### Trade promotion activities

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Trade promotion has always been of crucial importance for chambers of commerce in industrialized countries and they have often made pioneering efforts in this area. Chambers of commerce in some developing countries have been equally active. However, chambers in most developing countries have only recently endeavoured to play a more meaningful role in trade promotion, often complementing the services provided by national trade promotion organizations. In many countries, these organizations are of recent origin, and chambers of commerce could assist them effectively in their efforts to promote exports. The latter have two distinct advantages to offer:

- **The global network of chambers of commerce**, which makes foreign markets accessible through cooperation within the network.
- **Their advocacy of the promotion of two-way trade**, which is an important tool for international cooperation in trade promotion. In the long term, it is difficult to encourage exports while discouraging imports.

In addition, the great strides achieved in the sphere of information technology have made it eminently practical for inter-chamber linkages to take place electronically, thereby adding to the prompt, efficient and timely supply of the required information.

National trade promotion organizations offer other advantages: trade promotion is their sole preoccupation; they often have adequate financial support from the government; they sometimes benefit from a worldwide network of trade representatives, etc. However, the new trend is for governments to reduce subventions and financial allocations, owing to budgetary constraints. As a result, the chambers now have the opportunity to enter the field in a significant way.

#### **Business missions**

Chambers have been in the business of organizing missions to visit a country or a group of countries. A mission may be horizontal, covering business representatives belonging to a variety of interests, or vertical, covering a specific interest, say a mission of bankers or garment manufacturers.

The entire act, from the stage of crystallizing the idea and destinations to the final stage of completing and disseminating the report on the venture, has to be implemented according to a time-frame. Horizontal missions have increasingly been found to be restricted in impact and therefore in outcome. They have a tendency to dilute the significance of their objectives and in the end they amount to a mere public relations

activity. There is, therefore, an increasing trend in favour of vertical or focused missions. Those engaged in the manufacture or export of machine tools, for example, may find the act of putting together a mission more satisfying and rewarding because the advance action of identifying who should be met, what should be discussed, what opportunities to zero in on, and hence what itinerary to take, is entirely directed to a clear set of objectives. Equally, vertical missions are more beneficial to the buyer who will often find it easier to deal with the potential partner identified in that mission.

With so many industries competing in so many markets, the business of organizing missions can no longer be considered as yet another activity for its own sake. Lively competition demands advance planning in the host country or countries, and planning therefore becomes a highly professional job. This involves:

- Identifying counterpart agencies.
- Making plans for individual discussions and factory visits.
- Drawing up a timetable for meetings, one-to-one discussions, social events and calls on authorities; and ensuring support from the commercial sections of embassies.
- Taking advantage of the economies of booking tickets for group travel, hotel, food, transport, movement of baggage, samples, etc.
- Organizing adequate support: staff to look after physical requirements while on tour, printed materials, company/product profiles, profiles of mission members, etc.
- Structured publicity, in cooperation with the counterpart organization or embassy in the host country.
- Funding: participating members should be asked to pay a fee to cover all costs. The possibility of funding assistance from the government or an aid agency could be explored. The budgeting for the entire mission should be so planned as to leave a net surplus for the chamber.

International business has today become an important activity, especially for a government interested in supporting its industry and thereby helping to resolve its balance-of-payments problems. It is therefore not unusual for a prime minister or cabinet minister either to lead such a mission or to be present, at least in the initial stages, in order to give the message that the mission is as serious as the government about doing business.

This happens particularly when the mission is focused on investment or technology transfer. The very presence of a senior minister, accompanied by other officials, facilitates business deals and when government policies or procedures are a hindrance, on-the-spot solutions can be found.

In organizing such missions, the chamber can, through a travel agency, negotiate favourable group rates for international flights as well as reduced hotel rates. While part of the savings has to be passed on to participants in the mission, a part should be retained by the chamber as compensation for the expenses it has incurred in organizing

the mission, including the travel cost of the chamber representative accompanying the mission.

The Zimbabwe National Chamber of Commerce once chartered, on the occasion of a trade fair in the neighbouring country of Zambia, a plane from the national airline. Thus, a delegation of businessmen could leave the capital city of Harare in the morning, visit the fair in Lusaka and return home the same day, which would not have been possible according to the airline's regular flight schedule. The businessmen highly appreciated this chamber initiative. They saved on the cost of transport, which was lower than the regular fare, and in addition, saved the time and the money for at least one night's hotel accommodation.

### **Hosting business missions**

Hosting an incoming mission is an equally rewarding experience. By inviting a focused mission, a chamber can achieve several objectives. Its members - numbering several times more than the number of participants possible in an outgoing mission – can have the benefit of interacting with visiting members. Where good potential is evident, deals can be encouraged by showing the visiting members local capabilities. Hospitality coupled with intensive discussions can achieve results for individual members which they would otherwise find difficult to attain. It is easier to involve the government officials concerned at the appropriate stage. A well-publicized visit also induces non-members to perceive the advantage of joining in the chamber's membership.

Chambers have now to reckon with a new development. Specialist associations have been deriving greater strength from, and are getting increasingly involved in, this activity. To the extent these associations cash in on the advantage of homogeneity of interests amongst their members, they are, indeed, better equipped to handle such missions. In that situation the chamber would be well advised to take the initiative of creating a link with the association concerned, and to try to consolidate the benefits for the country's industry. A useful side benefit would be the encouragement these specialist associations would get to establish closer contacts with the chamber. These could lead to lower costs, shared responsibilities and improved performance.

### **Trade fairs and exhibitions**

A chamber may organize a trade fair or exhibition by itself or with a group of companies. This involves:

- Booking space;
- Booking group travel, hotel accommodation and transport to secure concessions;
- Setting up an information/coordination desk at the fair or exhibition site;
- Providing support services: staff, translation, interpretation and display coordination.

The chamber can help in channelling any available funding support by the government or an aid agency. It can also provide an umbrella stand for a group of companies which can then benefit from rebates on rent and shared expenses.

Some chambers manage fairs and exhibitions. This activity is possible for chambers with their own premises. An example of a chamber involved in making arrangements for international exhibitions is the Birmingham Chamber. Earnings come from rentals for space, entrance fees and display advertisements.

For further information on possible chamber activities in respect of trade fairs, the reader is referred to the ITC publication *Making the Most of Trade Fairs - How Chambers of Commerce Can Assist Members in Participating in International Trade Fairs* (1982).

### **Joint export marketing efforts**

Nearly always chambers engage in export promotion, although the real export effort is carried out at the level of the individual exporter.

As part of a national export promotion strategy, some chambers have recognized the advisability of encouraging the formation of consortia of like-minded export companies. In this context, the role of the chamber is to identify companies and export organizations focusing on similar product lines, regions, markets, target locations and other group interests. By virtue of the institutional relationship that a chamber is likely to enjoy with a counterpart in the target region, it is in an appropriate position to handle administrative matters, develop a marketing strategy and provide useful assistance to exporters.

Often such activities are eligible for financial and other support from governments. In addition, aid agencies, such as the EEC's European Community Investment Partners (ECIP), are inclined to extend funding support to such initiatives.

### **Information networking**

Business cooperation in the global context aims at bringing together businessmen from different countries. The collection, collation and scientific classification of companies, businesses and professional organizations on a country basis is a daunting task because such data, to be of any use, must be continually updated. Since collecting and disseminating such information are costly, a fee should be charged for the information handed out.

Thanks to modern improvements in information technology, it is possible to collect and store company data in computers and to access it whenever required at short notice, by agreement with agencies elsewhere. Business Cooperation Network (BC-NET) offers such a database in Europe. In fact, almost all countries in the developed world have similar databases to which access is available at a price and many chambers are in a position to derive benefits for their members through networking with compatible systems elsewhere.

Special mention should be made of the Partnership Programme sponsored by the German authorities through the Foundation for Economic Development and Vocational Training, Bonn, which is being implemented in cooperation with Technonet Asia. ZDH in Singapore is engaged in providing an effective network for quick access to information of importance to trade and industry.

### **Business contacts**

The receipt and dissemination of information on business opportunities is an essential part of a chamber's core activities. As preliminary inquiries lead to more serious business propositions, the services of a chamber continue to be required. The support given by a chamber to a response to an overseas inquiry adds to the credibility of the responder as a prospective business partner. Essentially, this is a logical extension of routine information dissemination. A repeat inquiry suggests a genuine interest and the chamber can help a member by leading it towards an actual deal. Follow-up of this kind should be subject to a fee to ensure that the business firms involved are genuinely interested in pursuing the transaction.

### **Binational committees**

Chambers which include in their membership firms engaged in foreign trade sometimes enter into agreements with counterpart organizations in partner countries. These may take various forms, of which examples are given below.

A national chamber in one country may sign an agreement with one in another country to form a **joint business council (JBC)**, with the overt blessings of both governments. These agreements at the national level tend to be formal in that business groups on both sides hold meetings at periodic intervals and identify areas of policy that need to be addressed. Governments on both sides are formally kept advised of the progress made in promoting trade and business and of hurdles to be overcome. The formation and administration of JBCs are carried out on the basis of special membership and participation fees.

At a somewhat less formal level, a chamber may sign a **memorandum of understanding (MOU)** with a counterpart in another country. Such an act does not require the formality of government approval. It is an agreement adopted by both parties to work for mutually beneficial results. Activities in furtherance of MOU objectives would require the support of subscription and other fees payable by participants.

### **Expert staff on hire**

In northern Europe a scheme has been developed under which specialized company staff wishing to change their field of work or wishing to continue offering their advice after retirement make themselves available to organizations which, in turn, make them available against payment (equivalent to the experts' salary plus costs) to companies in need of expert advice for a given period. These experts normally work for several

companies at the same time, spending in each a certain number of hours daily or weekly.

The PHD Chamber of Commerce and Industry in New Delhi has recruited an expert on energy conservation, who visits companies and advises them on this subject against a fee.

### **Investment activities**

With the progressive dismantling of controls and regulations, many developing countries have found it necessary to develop at the private level cells with adequate expertise to help in the process of investment promotion. Governments have recognized the beneficial impact of such initiatives in chambers and may be favourably disposed to provide the funding required for related activities.

Under such initiatives, chambers may bring together overseas parties with the required expertise and information and local firms willing to pay a fee for work done. While the chamber may not earn significant amounts from these activities, the nature of the task itself and its effects on the chamber's image and on national prosperity are rewarding. Binational chambers are well placed to engage in this type of work.

Over time, the positive impact of such services on the chamber will be reflected in entry into membership of newcomers and a considerable increase in the chamber's prestige.

### **Tax-free systems**

Governments in many countries allow tourists to buy goods without paying local taxes. Sometimes this privilege is granted only at airports and similar areas, but in other instances goods are tax exempt if they are delivered to the buyer at the point of departure, e.g. port or airport. Tax may also be refunded after the goods are actually exported.

When the regulations stipulate that the goods must be delivered to a special area, a chamber of commerce can manage the tax-free system. It can set up a service at the airport, for instance, where tourists can pick up their goods. It should be able to finance the service with fees paid by the stores utilizing it. The Barbados Chamber of Commerce runs a tax-free service at the international airport and at the harbour.

## Chapter 6

### Authorized services

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One of the most common services offered by chambers of commerce is the issue of certificates of origin and the certification of other export documents. For many chambers of commerce, this activity is the most important source of income after membership dues. However, it entails great responsibility, and the discretion and the ability of the chamber must always be irreproachable.

#### Certificates of origin and analysis

In most countries, certain functions are delegated to chambers. For example, the issue of certificates of origin, normally a function of border customs authorities, has been delegated to chambers. However, certificates for the purposes of the Generalized System of Preferences (GSP) are in many cases still delivered by the customs authorities.

Detailed procedures are laid down for the issue of certificates of origin. A chamber authorized to issue them is required to satisfy itself about the veracity of the statements and documents presented to it for certification. Certificates are issued on payment of the prescribed fee.

Chambers keep copies of documents issued and maintain a serially numbered register of such documents.

For the above services, many chambers charge members a lower fee, thus inducing other exporters to join the chamber as members.

In some countries, other agencies, such as export promotion agencies, are also allowed to issue certificates of origin. The existence of these agencies spurs the chamber to maintain its competitive edge by giving quick and efficient service.

Certificates of analysis are required for certain goods. Samples of these goods are usually drawn; tests are conducted by a recognized laboratory; and certificates, indicating the requisite specifications, are issued against payment of a fee. Many chambers located in port areas provide these services and thereby earn handsome revenues.

An example of a circular to be issued by a chamber authorized to issue certificates of origin, etc., is reproduced in appendix VII to give an idea of the details to be furnished.

A chamber new to the provision of these services will have to take into account all the basic costs involved. In deciding on fees to be charged, it must add a certain amount to these costs to ensure that the service is commercially viable. The distinction between members and non-members in the level of fees should be such as to persuade exporters to join as members in order to save on the costs of obtaining certificates.

### **Monitoring export quotas**

The export of some goods may be restricted by bilateral government agreements, mostly on the basis of export quotas. Certain export documents are required and the duty of monitoring the quotas and issuing the documents may be entrusted to the chamber of commerce. The fees collected from exporters applying for export documents can finance the activity. Agencies like the Indian Cotton Mills Federation in the past and Texprocil recently are examples of trade associations carrying out this activity.

### **Other export documents**

Chambers of commerce often certify the authenticity of documents used in international trade, such as invoices, insurance policies, etc. This activity can also be financed from fees paid by exporters.

### **ATA carnets**

The issue of ATA carnets is an income-generating activity for many chambers of commerce and is a service very much in line with their aim of facilitating trade. Three major groups of goods - samples of value, goods for presentation or use at exhibitions or fairs, and professional equipment - can be temporarily admitted duty free if covered by an ATA carnet. It offers the following advantages to businessmen wishing to investigate outlets for their products on foreign markets:

- The carnet does away with the need for a customs declaration at the border, and for the deposit of a personal or real guarantee by the exporter in the country of temporary importation
- It can be issued to both manufacturers and traders or to their representatives.
- It can be used for a business trip covering more than one country and for an unlimited number of exits and entries during its period of validity (one year).

The ATA system is currently used in 47 countries, in all of which the carnet is issued by chambers of commerce that are members of an international chain set up for the purpose by IBCC. Members of the chain guarantee payment of the import duties or taxes due on goods that are not re-exported. When that happens, these charges are first paid by the member of the chain in the country of temporary importation, which then recovers the sum from the chain's affiliate in the goods' country of origin. The latter in turn claims payment from the firm or person to whom the carnet was delivered.

Further information on ATA carnets is given in appendix II. Practical details concerning the issue of ATA carnets can be obtained from IBCC.

### **Certificates of inspection**

In some countries, certain technical or quality standards are required for the import or export of goods. In most cases, inspection to ascertain conformity with standards is carried out by governmental authorities or authorized inspection companies. However, it may be possible for a chamber of commerce to manage an inspection system and to hire experts to carry out the inspection.

### **Authorization**

Chambers of commerce also aim at developing and maintaining good business practices, for instance, by granting authorizations to professionals or companies that meet certain standards. A chamber's right to grant authorizations may arise from governmental decree, tradition or demand from the business community.

For example, the Stockholm Chamber of Commerce authorizes real estate agents. The chamber verifies the applicant's experience and knowledge, examines his or her business conduct and grants an authorization for a period of five years. The chamber also monitors the activities of authorized agents and can in cases of grave misconduct withdraw the authorization or issue a warning or an admonition. The chamber has a special board - the Board of Authorization - to supervise authorizations, but most of the preparatory work is done by the chamber's secretariat.

The activity is financed by a fee paid upon application for, or renewal of, authorization. As the system is authorized by governmental decree, the fee is fixed by the Government; it covers all costs, including that of compensation to the secretariat of the chamber.

Other professionals may be authorized in very much the same way. In Finland, for instance, the Central Chamber of Commerce authorizes auditors, translators and forwarding agencies. The regional chambers of commerce authorize auditors and goods inspectors. Much emphasis is placed on practical business experience in addition to formal competence. Auditors and translators pay a fee for authorization and for renewal once a year; other authorized experts pay no renewal fee.

The Central Chamber of Commerce also recommends fairs and exhibitions on the basis of their quality. It seeks to avoid duplication in its selection. The fair organizers pay a fee each time they are included on the recommended lists. All fees are determined by the Central Chamber of Commerce.

## Chapter 7

### Publications

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Essentially, circulars and bulletins issued at periodic intervals are supplied free of charge. However, by using new designing techniques, a bulletin can be given the status of a newspaper (not necessarily a daily) so as to secure official registration and the postal concessions available to a registered newspaper. The registration introduces a discipline which ensures its printing and publication in compliance with a time schedule. Providing details of government/semi-government notifications, impact of legislation, judicial decisions in respect of business matters of general interest or significance, trade inquiries, trade/business opportunities, new technologies and opportunities for technology transfer, areas of collaboration, investment trends, economic indicators, comparative data and analysis of such data, important events within the country and overseas, trade fairs and exhibitions of special importance, visiting missions/dignitaries, important activities involving members or a class of members and other similar information, can greatly enhance the usefulness of the publication. A crisp presentation should add to its readability.

While a member is entitled to one copy free, additional copies can be charged for, and there have been instances in which the chamber, by adding value to such a publication, has made it worthwhile for members to pay for additional copies. In that manner such publications have resulted in significant income generation. The quality and the targeted circulation of such publications attract advertising, bringing in additional income.

Interests of members vary, depending upon their composition. Large industries have perceptions which differ from those of medium-sized and small industries, service industries and the professions. Up to a point, their general interests can be served by a single publication. With increasing diversity and a changing environment, members look for something that is more directly relevant to their needs. Hence, there is merit in evolving publications and other means of communication to cater to these needs.

These could take the form of:

- **Executive information sheets.** A crisp, short presentation, possibly of two pages, giving a summary suited to an executive need. Strip advertisements may bring in some revenue.
- **Monthly.** A magazine which gives details of economic events; representations made by the chamber and responses, if any, received; information about meetings with government, dignitaries, missions, etc.; short articles covering topics of current value; personalia, diary of forthcoming events, etc. Depending upon the quality and manner of presentation, such a publication can be the chamber's mouthpiece, circulated widely to government departments, embassies, think tanks,

journalists and all those who matter within the country and overseas. Members would be favourably disposed to support it through advertisements and the purchase of copies for distribution in their own circuits. A publication of this kind has been found to be a net revenue earner, in addition to being effective in flying the chamber's flag.

- **Digest of court decisions, legislative deliberations, etc.** Answers to parliamentary questions are often sources of valuable information. Important court decisions are also of value to members engaged in particular businesses. These publications, by virtue of their focus, would be of practical value to those willing to pay the cost of obtaining them.
- **Monographs.** To deal with topics of current import, to inform members as well as others, including the public, so as to provoke a debate which could influence decision-making by those concerned with policy formulation. With advertising support, these can be self-supporting.
- There are topics in which chambers are as much interested as aid agencies and, with proper coordination and prior consultation, adequate funding could be made available to finance monographs linked to specific projects.
- **Fact sheets.** A somewhat specialized service to a specific category of members. For instance, a group of companies engaged in a foundry would find a fact sheet containing national and international information relevant to its area of activity of considerable value and would be willing to pay for the service, provided it is relevant, timely and of high quality.
- **Handbooks.** To deal with well-defined subjects, e.g. law and procedures related to investment, accounting practices, export documentation and procedures, etc.
- **Proceedings of deliberations at seminars and workshops.** Sometimes, it happens that a monograph or handbook which is provided as background material for a workshop or seminar is subjected to critical assessment, and as a result, the product of the deliberations is rendered more up-to-date and, therefore, more valuable. With advertising support, these proceedings can provide a supplementary source of revenue. By way of illustration, the deliberations on environmental issues at Rio de Janeiro resulted in an international declaration of which copies were printed and made available at a price. This act thus served the twin ends of income generation and information dissemination.
- **Directory of members/directory of services.** Printing and publication of a directory of members or of services is a major activity which involves collection of the requisite information, classification of such information according to convenient groupings, updating the information, canvassing for advertising support, printing, distribution, mailing, publicity and follow-up of inquiries. Taken together, these constitute a massive effort and involve considerable manpower. Returns on such efforts are equally impressive.

The directory is also important for the image of the country's business. A shoddy publication can be counter productive. Chambers that do not have adequate experience in this area would be well advised to consult a specialist agency.

Once issued, the directory should be updated and revised editions should be published at regular intervals. A wider distribution of copies should also be sought.

Some chambers publish calendars and diaries which also provide information specific to their regions, such as geographic contours, seasonal temperatures, customs and festivals, local and national holidays, regional products, etc. These, as well as daily planners, have a sales value because many companies like to buy them for the use of their staff.

For further information, the reader is referred to the ITC publication *The Preparation of Publications and Publicity Material - A Guide for Chambers of Commerce* (1983).

## Chapter 8

### Courses and seminars

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A chamber may develop a series of training programmes of practical value to those who participate. A list of possible topics is given below.

- Computers - from basic to advanced courses;
- Taxation - practices and procedures;
- Human resource development - various facets;
- Corporate legislation - practices and procedures;
- Insurance;
- Banking and financial management;
- Excise and customs' procedures;
- Export marketing;
- Materials management;
- Energy conservation;
- Environment;
- International standards and the International Organization for Standardization (ISO);
- Communications and communications media;
- Marketing and distribution;
- Transportation - rail, road, air and sea;
- Contracts - law and practice.

The duration of these programmes may vary from half a day to a week. The duration will determine the level of participation and fees.

#### **Workshops, seminars and conferences**

Chambers have, in their membership, the clientele for such programmes. The topicality of the themes, the use of speakers with known expertise and the presentation of informed background papers combine to give an impression that participation would be meaningful. The participation fee should take into account all costs involved, including the costs of participants who attend by invitation, such as officials, and academic and diplomatic personnel. Panel discussions may also sometimes require the collection of fees for participation. For further details see appendix III.

## **Commercial courses and examinations**

Several chambers offer commercial courses and conduct examinations of value to business. The system enables employees to upgrade their skills and to obtain certificates or diplomas officially attesting to their having such skills. The examinations carried out and the certificates and diplomas granted by a chamber are deemed by the business community to be of practical value. Since the potential employers of the holders of such certificates are, more often than not, chamber members, the chambers offering commercial courses or holding commercial examinations normally do not lack applicants for participation in these activities.

The London Chamber, which now has a separate organization for these activities, was known for its examinations. The Indian Merchants' Chamber, Bombay, conducts examinations in which several thousand students appear for their examinations each year

## **Vocational training**

Some chambers are more specifically concerned with their industry's current and future needs for skills and professions. They have, in consultation with industry, developed a scheme of vocational training which enables entrants to undergo practical, on the shop-floor training, aimed at imparting specific skills. Participants often expect, and benefit from, enhanced employment opportunities at the conclusion of their training.

Chambers, such as the German chambers, have developed over the years a scheme in which apprenticeship training is undertaken in consultation with industrial units in the surrounding regions. In this way, it has been possible to avoid waste of energy and obtain the fullest possible advantage for the community.

The structure of the fees chargeable may vary from place to place, but would certainly take into account the ability of the industrial units that derive advantage from the training to provide the necessary financial support in relation to the numbers of trainees and the skills imparted.

## Chapter 9

### Office services

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#### Office space

Chambers of commerce often have centrally located offices and can temporarily rent out spare space for board and other business meetings. Companies with cramped offices outside the city can find a room at the chamber of commerce a prestigious and convenient place to meet foreign businessmen. Similarly, foreign businessmen wishing to meet local entrepreneurs can use the chamber of commerce as a base.

The chamber may also rent out space for conferences and for small temporary exhibitions by foreign companies or trade missions. For the latter, it may provide related services, such as issuing invitations to interested companies.

Office rental activities do not entail a large investment and are simple to administer.

#### Group fax and telex services

The communications system is undergoing a revolution. Telex and fax are modes of instantaneous communication and it is possible to calculate the time and cost of usage. By extending the use of these facilities to its members, a chamber can be seen to support members who need the services but who cannot afford the equipment. In addition, this will ensure fuller utilization of the chamber's own equipment and earn for it a sizeable additional income.

As the cost of installing fax and telex equipment is comparatively small, the initial funding support required can be provided by one or two members. A bank loan would also be feasible. The extent of usage can be measured by the time needed to amortize all capital costs.

Specimen circulars issued by the London Chamber and by the Maharashtra Chamber, Pune, India, on telex and services are appended (see appendices IV and V). They show how these services are publicized.

In developing countries, small and medium-scale members find such services useful and economical because they do not have to invest in equipment that can only be partly utilized. The chamber offering the service has the guarantee of demand from its membership.

A chamber wishing to offer such a service should first ascertain, by circular or other means, the size and frequency of demand. On the basis of this information, it can decide whether to instal the service and then fix the rates for usage. It should thereafter

periodically review costs and revenues to ensure that the service does earn for it a reasonable additional income.

### **Business queries**

The text of a leaflet on "Business Query Service" issued by the European Chamber of Commerce of the Philippines, gives an idea of the manner in which business inquiry services can be marketed. It will be seen that the fees chargeable are not indicated (see appendix XII).

A chamber wishing to undertake the marketing of such services should make a rough estimate of the cost of the time and manpower involved, the stationery and postage, etc. required and, of course, the value that potential interested parties would attach to the information marketed. Generally, there will be no lack of interest among paying clients for a speedy, reliable and accurate service of the type described.

### **Temporary office personnel**

One of the major income-generating activities of the Swedish chambers of commerce is arranging the temporary employment of secretaries. It aims at providing companies with temporary secretarial help in case of sick leave, maternity leave and peaks in workload.

In brief, the chamber has a register of persons who have declared themselves willing to take on temporary office employment and it acts as an intermediary when a company requests temporary secretarial assistance. The chamber of commerce pays the temporary secretaries and invoices the companies for an amount including the secretary's compensation and a commission to cover administrative costs. The Stockholm Chamber of Commerce arranges about 3,000 periods of temporary employment annually, and has a list of about 1,000 persons on its register.

As the organizing bureau is regarded as an employment exchange, which in Sweden is a government monopoly, government authority is required. Chambers should not offer this service if it is already being offered by private companies.

### **Employment exchange**

Not infrequently, companies are obliged to reduce staff. Such companies refer the details of the staff concerned to their chamber which, in turn, circulates the information amongst members. Qualified and experienced staff are made available to other firms for a fee. In this way both their staffing needs and the employment needs of skilled personnel are met.

This scheme can have yet another permutation. Out of a pool of such staff threatened with the prospect of unemployment, the chamber can hire out specified skills for a fee on a temporary basis.

## **Administration of associations**

Smaller trade associations, foundations, or economic organizations may lack the resources to set up their own secretarial and accounting services. Such associations may find it suitable to use the resources of a chamber of commerce, under an agreement specifying services and fees.

Among the services the chamber can provide such associations are the preparation and distribution of memoranda, collection of membership dues and bookkeeping. The chamber's premises and facilities may be used for meetings, telex services and as a mailbox. As the chamber normally does not take on additional personnel or office space for these services, they result in a more efficient use of its existing facilities.

## **Translation services**

The chamber's international character puts it in an excellent position to offer commercial translation services to organizations and individuals, both national and foreign. Documents and materials concerning foreign trade can be translated from a foreign language into the native language and vice versa. Such translation services are usually more profitably undertaken with the help of independent translators.

Translations of correspondence should be offered on a 24-hour basis, i.e. the translated text should be available within 24 hours.

## **Video recording centre**

A regional chamber in Pune, India, the Maharashtra Chamber of Commerce and Industry, has successfully experimented with the setting up of a fully equipped video recording centre, catering to such needs as recording of music on cassettes, recording of commercial advertisements to be transmitted on the radio network, and of educational and training programmes sponsored by companies and institutions. This activity has become a commercial success. In addition, it has helped the chamber in the following ways:

- Enhancement of its image as a modern, forward-looking service organization.
- Creation of a centre outside the metropolitan area of Bombay, where a professionally managed facility is available for use by those who require it, thus eliminating the need to go elsewhere.
- Creation of ancillary facilities such as an up-to-date library of cassettes of topical importance to companies and institutions engaged in conducting in-house training programmes for their employees. As a result, the chamber is regarded as an organization relevant to the needs of its members, as well as of the community in the region. The centre has also created new employment opportunities for the local population.
- The chamber has earned a handsome return on its investment in establishing the centre, purchasing equipment and providing support facilities, including

maintenance and staff. The library of cassettes provides a regular source of revenue, obtained by way of hire charges.

### **Consultancy and advisory services**

As part of their normal services to members, chambers of commerce provide information and advice on a wide range of business matters. However, sometimes they receive demands for time-consuming and highly specialized counselling requiring extensive research and/or considerable expertise. Such services would, in many cases, exceed a member's ordinary claim to services and, if offered free of charge, would impair the chamber's ability to serve its members in general. Some chambers of commerce therefore provide these services for a fee.

Possible services of this type include the following:

- Compilation of special statistics or other data;
- Assistance in drawing up special contracts;
- Assistance in wording appeals against administrative decisions;
- Consultation regarding the internal administration of a company; and
- Research on special lines of business.

The Stockholm Chamber of Commerce offers a wide range of legal services. Its legal department has a number of experienced lawyers specializing in different aspects of business law. It assists companies in drawing up contracts and gives legal advice and counsel, in and out of courts. These services are carried out in the name of the Law Office of the Chamber of Commerce, a subsidiary of the chamber.

Although in principle this law office may be said to compete with private law firms, in practice it is an extension of the services the chamber provides free of charge to members. It would be impractical to turn down a member who requires more assistance than is provided free. The law office also provides its lawyers with challenging assignments, which can be regarded as valuable job enrichment.

In most countries, law firms and patent agencies assist in the application for a patent. A chamber of commerce may assist foreign citizens and firms in patenting their inventions and registering their trade marks in the chamber's country.

Many chambers in developing countries find that it is possible to explore potential areas of consultancy activities which serve multiple purposes, such as, for example:

- Making available a specialized service which has the image of being objective, independent and professional.
- Making the chamber more attractive to new members, thus providing additional revenue.
- Development of in-house expertise which is strengthened and supported by continuous feedback from members.

- Meeting a potential or felt need.

The examples discussed below give an idea of how such consultancy services can be developed.

### **Advisory services on industrial relations**

In an age of considerable industrial transformation and accelerated growth, industrial action is sometimes inescapable. The steady flow of legislation and of rules and regulations stemming from that legislation result in conflicts and litigation at various levels.

Industrial and commercial units faced with a medley of laws, regulations, court judgements and the like, as well as with the prospect of labour unrest, strikes, lock-outs and go-slows, feel the need for an adequate and timely mechanism to deal with such matters. There are chambers in India and elsewhere that have developed advisory/consultancy services on industrial relations legislation and administration.

They start with the recruitment of a qualified and experienced person on either a part-time or a full-time basis. Such an official, sitting in the chamber, provides advice on various facets of the subject matter concerned. While some routine advice may be given free or charged at a concessional rate, expertise on matters involving considerable time, appearance before courts, negotiations with trade unions, drafting of legal documents, agreements and settlements, adjudication proceedings and other similar responsibilities, are made available to members on payment of a fee. For this purpose, a graduated schedule of fees is calculated on the basis of the functions involved in, and the time required for, dispensing the service. The schedule then serves as a structure for the provision of charged services to members.

An extension of this is possible when the services of a department consisting of more than one legal expert are available to meet the needs of membership on a retainer basis. A member desirous of benefiting from routine services can have them for a monthly fee paid on a contractual basis. Such services would cover matters like in-house disciplinary proceedings, charge-sheets, inquiries on individual employees, drawing up of standing orders, and formulating service rules in consultation with unions or staff associations. Any service requiring specialized attention and exclusive time would be subject to an additional charge based on a tariff.

The experts so employed in the department are also available to participate in seminars, workshops, training programmes and other such activities conducted by the chamber.

The provision of counselling services would benefit employers faced with the problem of human resource development.

By virtue of the knowledge and experience which these experts have at their command, they become widely known in the region in which the chamber operates, and the net outcome is that the chamber's image grows in stature. Considerable revenue

flows in as a result of the activities of the department and the membership potential goes up considerably. Since a chamber is regarded as an independent professional organization, many people in business like to avail of its services.

In some cases, the law of the land precludes professionally qualified lawyers from appearing before courts on behalf of employers when the trade unions decide not to use the services of professional lawyers. In these cases, the experts in the employ of the chamber are treated as officers working for the employers and therefore qualified to appear before the courts.

When the services developed by such a department are focused and the merits of such services are seen, they become an integral part of the chamber's service functions. There are chambers with departments dealing with industrial relations that bring in sizeable revenues, net of expenses.

### **Industrial safety advisory services**

Here again, a chamber sets up a service responding to a need. In India, in the aftermath of the Bhopal tragedy, in which a deadly gas leakage caused many deaths, an urgent need was felt to have a group of qualified experts whose advice and services would be of benefit not only to the industry producing hazardous chemicals and other products, but also to the community at large. Thus, chambers that set up such services with the support of experts, employed either part time or full time, were able to attain the twin objectives of discharging their social responsibilities and providing guidance to industrial units and, in the process, earned significant revenues.

Once such a department is set up, it becomes possible for its experts to experiment with complementary activities. For instance, they can, in their spare time, work on manuals for different types of industries and prepare guides and handbooks for the use of factory employees, technical personnel in allied professions, government departments, institutions, and others who may need such information. Necessarily, proper costing has to be undertaken and the price of services should be fixed in such a way as to result in a net accretion to the chamber's revenue. It must be understood that these are specialized services and those who need them are always willing to pay their costs.

### **Taxation advisory services**

The entire field of taxation - direct, indirect and local - is complex. The laws and regulations governing the administration of various types of taxation are elaborate and inaccurate interpretation may entail financial losses.

On such matters, large companies with substantial stakes may consider it necessary to have recourse to the specialized expertise available in firms of chartered accountants, cost accountants, solicitors and lawyers. However, there may be a large group of businesses that may find it more advantageous to use the services made available by chambers on payment of specified fees. Since the experts in the chamber are almost always in constant contact with industry and also with the government and tax-

collecting authorities, they can be expected to be up-to-date in their knowledge of, and expertise in, taxation matters. Again, these experts are available within the organization and would be able to assist when the chamber is required to conduct programmes, seminars, workshops and discussions on taxation, all of which are potential sources of additional income.

### **Research, investigations and opinions**

For a fee and on a client's demand, a chamber of commerce may investigate certain business matters requiring its integrity and discretion. It would normally conduct its research either over the telephone or with the aid of a questionnaire sent by mail. When many interviews are required, it could subcontract these interviews to a market research company. It might choose not to disclose sources or specific data in order to protect its informants.

The Stockholm Chamber of Commerce carries out investigations on a number of subjects. Its findings are normally used in a client's affidavits concerning a dispute or in dealings with the authorities. It conducts regular investigations on trade marks. The results are used in opinions drawn up by the Chamber's Board on Trade Marks. It also investigates commercial practices. Its findings, for example, on domestic market prices in certain lines of business were reported to foreign customs authorities as a basis for customs valuation.

The Board on Business Practices associated with the Central Chamber of Commerce of Finland issues statements on questions of unfair competition. The Board can also advise on whether any measure violates the International Code of Advertising Practice adopted by the International Chamber of Commerce. Its clients pay a registration fee as well as a fee when the service is rendered.

### **Research on behalf of authorities**

Authorities concerned with community planning and development are often in great need of accurate information on the business structure of the community. Chambers of commerce, with their close connections with the business sector, can assist by undertaking research into the matter.

The Stockholm Chamber of Commerce has carried out several research projects for the local authorities. It has supplied them with forecasts about which type of retail outlets in a planned shopping centre could be supported by the population and with data about the infrastructure services needed on a new industrial estate.

Such consultancy to local government authorities should be entirely financed by fees agreed upon in advance. Sometimes the chamber of commerce will subcontract part of the assignment to a consultancy firm.

### **Medals of merit**

Chambers of commerce may create special medals of merit to be awarded to company employees as tokens of gratitude for long and faithful service. The companies

obtain the medals from the chambers. Such a service may be highly appreciated. In Finland, for example, a total of 22,000 medals were ordered in 1981.

### **Commercial arbitration**

When a dispute arises, the parties to the dispute have the option of approaching the chamber for arbitration proceedings. Many agreements, in fact, embody a clause to that effect and many chambers have evolved their own rules and practices, which are usually within the broad framework of the International Chamber of Commerce Arbitration. Regulations and the laws of their own countries.

## **Chapter 10**

### **Other miscellaneous services**

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Depending upon the circumstances in each case, a chamber may find a specific service to be of general interest to its members. The pressure or frequency of demand on the chamber for the service could determine the price at which it would be made available. There can be no prescribed criteria for establishing the tariff of charges because the intensity of demand and the presence of other competing agencies may finally determine what the clientele will bear.

#### **Club of executives**

There is an increasing tendency among executives in business to get together at periodic intervals for an exchange of experiences. This trend has found expression in the formation of clubs of executives. Such clubs could be related to functions and there could be, for example, a club of export executives, a club of project executives, a club of company secretaries, a club of purchasing officers, a club of professionals engaged in social services having a bearing on industry and business, and so on.

A chamber can set up such a club if it has suitable premises within its own building or in a place accessible to the executives of its members. The members of the club would pay an entrance fee and a monthly subscription, as well as contribute to functions such as luncheon meetings, tea meetings, lectures, and so on. Executives who are not members of the chamber could also be considered for inclusion in the club on payment of higher subscription and contributory charges. Since the sharing of experiences amongst executives is, on the whole, a welcome and rewarding activity, executives of many companies that are not members of the chamber may be tempted to join.

Although the establishment of such facilities may not, in the beginning, bring any significant returns in terms of money, there is no doubt that it will be regarded as a useful activity, meeting the needs and aspirations of different categories of people belonging to the chamber. Once a facility of this kind is available, an extension of club services can be considered, depending upon the unutilized capacity of the chamber.

#### **Women entrepreneurs**

There has recently been a significant increase in the number of women entering the world of business. In developing countries, more and more young educated women are taking up the challenge of entrepreneurship in the manufacturing and service sectors. These entrepreneurs have a common set of problems and require guidance and assistance. A chamber interested in encouraging women entrepreneurs can devise ways and means by which their needs can be taken care of, for example by providing

technical and legal expertise on payment of a fee. In addition, the following facilities can be created:

- A forum for sharing experiences;
- A platform where women entrepreneurs can interact with the authorities under the chamber's auspices; and
- Interaction with international counterparts and agencies.

Some chambers have organized training courses focusing on a specialized curriculum, taking into account the specific needs of this category of entrepreneurs.

Since such services are not always available elsewhere at a reasonable cost, the chambers that do provide them find that they are profitable and satisfying and that they create a potential for additional membership.

### **Port-related services**

There are several areas in the operation of a port in which there is a role for the private sector and for institutions like a chamber. These include organizing the availability of port gear: derricks, floating cranes, straddlers, fork lifts, weigh bridges, trucks, carts, etc.

There are also a number of other services which a chamber can undertake. For example, on the Indian subcontinent, a practice was established in the last century of measuring export cargoes in order to determine the cubic weight for calculation of freight. Both shippers and cargo lines found it acceptable to have chambers play the role of cargo measurers, conducting the weighing of import as well as export cargoes, drawing samples, inspecting marks on packages, etc. More recently, inspection of containers in connection with certification of their usability has been added to the list of a chamber's possible services.

To meet demand, several chambers in the subcontinent started their own measurement departments so that, with the help of a qualified measurer, they could issue certificates to the shippers for a charge. Elaborate graduated tariffs were introduced and the charges were known as measurement or weightment fees. For some chambers it was a substantial source of revenue. In fact, chambers like the Bombay Chamber and the Indian Merchants' Chamber in Bombay decided some 20 years ago to merge their measurement departments to form a subsidiary company, so that their incomes from these activities could be maximized. This arrangement enabled the chambers to earn dividends on equity from their subsidiary as well as to collect fees for the services they rendered to their subsidiary. These services included the maintenance of accounts, management and administration, the management of trust funds for a provident fund, gratuities, etc.

### **Managing industrial estates and public installations**

## **Industrial estates**

This is a phenomenon seen in developing countries where, with the backing of the government or local authorities, a chamber undertakes to develop an industrial estate to enable growing industries to have access to the infrastructure they require. The industrial estates could be constructed in order to serve specific objectives. For a nascent electronic centre, one of the chambers in India developed an industrial estate for small entrepreneurs. This was done with the involvement of the local banking sector, which provided financial support for the construction of sheds, buildings, roads, etc., in the industrial estate.

Entrepreneurs in the estate were then asked to form their own cooperative to take on the responsibility for maintaining the infrastructure. The chamber continues to provide support services by lending its weight to the entrepreneurs when dealing with banks, municipal authorities, the State Government and others.

Industrial estates could also be set up in a hitherto undeveloped area and entrepreneurial units currently operating in non-conforming zones (see definition below) could be relocated to the new estate when ready. As is widely known, the development of industries and the establishment of new industrial units took place in many developing countries in a haphazard manner, so that in certain localities there was a jumble of polluting and non-polluting enterprises, labour- and capital-intensive industries, and food production units alongside chemical processors. This led the authorities to evolve norms forbidding the expansion of existing units and the establishment of new ones in such localities, which became known as non-conforming zones. Chambers that have understood the implications of these norms have profited by developing the required industrial estates.

The scheme involves the acquisition of land, development of plots, construction of sheds, roads, provision of power, water and other similar requirements, and the sale of facilities at less than the prevailing market rates. In the process, sizeable earnings can be realized.

Long-term benefits can be achieved by setting up within the estate a business centre offering a pool of common services against payment of prescribed charges.

## **Public installations**

There are chambers which manage public installations related to trade and traffic. In France, some chambers that have been established under public law run ports and airports. Several chambers in developing countries administer cargo warehouses. The management of amusement parks, exhibitions, zoos, traffic islands, public gardens, playgrounds and the like may fall into this category of activities open to chambers. Earnings result from fees, as also from lease rentals, advertisement hoardings, etc.

## **Projects supported by aid or subsidy**

Chambers may be interested in carrying out activities for which they have no funds. These include extensive research projects and activities over a period aimed at influencing governments to establish a certain policy framework.

It may be possible for chambers to obtain funds for such activities from trusts, foundations and other aid agencies. Agencies such as the United States Agency for International Development (USAID) are well known for their project-support work. Grants from governmental and similar bodies are also available for specific objectives such as market development. A reference has already been made to the ZDH/TA project in operation in Singapore. The project European Community Investment Partner (ECIP), set up by EEC, provides facilities for chambers interested in promoting joint ventures with European partners in the private SME sector. In addition, many governments subsidize business promotion missions travelling abroad. Some development agencies encourage linkages between industry and educational or research institutions by providing financial incentives.

In short, funds are available for those who can develop specific projects falling within the purview of the objectives of the agencies and other bodies concerned. However, it is not always easy to obtain assistance from these agencies. They are almost always concerned about the genuineness of any proposals for funding and elaborate procedures are therefore prescribed for those who seek assistance.

Since it is recognized as a suitable agent, it is possible and, indeed, relatively easy for a chamber to establish in-house expertise for the purpose of obtaining funds from aid agencies. Although such funding is result-specific, it is within the competence of a chamber to include in its work-plan projects that can be aligned to the objectives of the funding agencies.

Activities that generally receive generous funding from aid agencies fall within the special areas discussed below.

## **Rural reconstruction**

In several developing countries there exists a yawning gap between urban agglomerations and rural communities, which have vastly different standards of living. Rural communities that fail to meet minimum requirements for education, health care, sanitation and infrastructure need help to improve their living standards, and a chamber can perform the role of catalyst to bring about change. By virtue of its corporate support, a chamber can mobilize manpower and financial resources to motivate people in villages to change their attitudes to education and health care. For this task, funding is available from governments, private foundations and trusts, and international agencies.

Since this is a relatively new area, it may perhaps be useful to illustrate how a chamber can work. In consultation with government and member companies, a cluster of villages, preferably in close geographical proximity, is selected for adoption. Individuals who are identified as active and willing to undertake responsibility on

behalf of their villages are brought in for group activities. Specific areas of action include providing education through primary schools or adult education classes, planting of saplings, maintenance of sanitation and cleanliness, creation of common facilities, such as bore wells and drinking-water taps, and medical aid with the assistance of trained personnel, to mention a few.

As the chamber secures the goodwill and confidence of the villagers, local employment generation can be attempted. Examples are small poultry farms, fish culture in local ponds, grafting of fruit trees, growing vegetables with the application of modern techniques, stitching classes for women leading to skills creation, and field demonstrations to help achieve higher yields on small farms. One has only to see these activities in operation in order to believe what can be done to convert sleepy villages steeped in poverty into vibrant localities!

These are challenging tasks and require a band of committed professionals at different levels. Almost always a guarantee for marketing the products of such efforts becomes necessary. Sometimes members of the chamber in hotel and restaurant business can be persuaded to buy pillow cases, bed sheets, towels and napkins and other items produced in villages, subject to compliance with quality standards. Similarly, eggs, poultry, fresh vegetables and fruit could have market support, through the good offices of the chamber and its members.

In each of these income-generating activities the chamber expects to obtain its share of the reward for the good work done, and often member companies appreciative of the work come forward to finance equipment, personnel and other costs. Even governments tend to extend tax concessions.

### **Family planning and social welfare**

Family planning and social welfare are increasingly becoming areas of major concern and a few chambers that have set up their own divisions, staffed with qualified doctors, nurses and social counsellors, have received generous financial support from aid agencies. How does a chamber get involved? First, it can gain access to existing facilities in order to ensure their fuller utilization. Municipal hospitals and nursing homes maintained by member companies are willing to undertake vasectomy, tubectomy and other operations. Skilled and qualified professionals in the employ of the chamber hold meetings in offices and work places, and hold discussions with those who can be persuaded to practise family planning. They use video films and other means of communication and for each operation receive a fee from the municipal authorities or government.

Second, many companies face the prospect of lower production, owing to such problems as drug addiction, alcoholism, indebtedness, habitual absenteeism, listlessness resulting from domestic worries, poor health, etc. Mere disciplinary action does not help. Since these companies would like to retain their skilled workforce, they would be inclined to support a chamber activity which tries to find solutions. In such cases companies provide funds and other facilities to enable the qualified personnel of the chamber to make regular visits to the workers who require attention, not only when they are working, but also at their homes. Companies also give financial support to the

production and distribution of helpful material: pamphlets, stickers, wall displays, badges and the like.

Thirdly, under the aegis of a chamber, all professionally qualified staff working on such projects get opportunities to come together at special seminars and workshops to exchange their experience and ideas. In this way, it is possible for a chamber to convert this activity into a major movement. The very impact of such work generates goodwill amongst corporate bodies and also evokes generous responses from aid agencies.

Activities like rural reconstruction and family and social welfare are highly appropriate in developing countries. The main reason is that government authorities in these countries are preoccupied with a number of responsibilities, according to their own perception of priorities. Empirical evidence shows that between the procedure-ridden attempts of government departments and spontaneous action by voluntary agencies, voluntary action evokes the more favourable response from the target clientele.

The governments of some of these countries therefore encourage the initiatives of chambers of commerce and other voluntary agencies. Several companies in the corporate sector also prefer to channel their resources through their chambers. The net result is that fairly substantial funds and other material resources are allocated by the government, as well as members, to the chamber that is seen to be actively engaged in such activities.

It must be understood, however, that these activities are not to be treated as purely resource generating: they serve a much larger purpose and in the process they bring considerable prestige to the chamber. Nonetheless, a part of the resources granted to the chambers for such activities does cover overheads and some of its administrative costs.

# Chapter 11

## Other activities

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### **Special services to groups of companies**

In most countries, some sectors of business have no organization to take care of their interests on a policy level. Service companies in Sweden, for example, do not belong to any organization. A group of large service companies have therefore given the Stockholm Chamber of Commerce the task of protecting their interests. The task includes conducting a general survey of the service sector, its total turnover and number of employees; surveillance of legislation; and the holding of courses and conferences. In an effort to increase trade, the assignment also includes the preparation of an inventory of barriers to the export trade in services.

As this task goes beyond the services ordinarily accorded to members, companies in the group pay the chamber of commerce an additional fee. They also pay for special projects by the hour and for all external costs incurred during the assignment.

### **Social events**

In many countries, the chamber of commerce is a natural place for businessmen to meet and exchange views. In order to provide members with the opportunity of meeting each other, a chamber may organize luncheons and dinners. As an additional attraction, a speaker may be invited, who could be a prominent politician or government official or a person well respected in the business community. Besides serving to disseminate valuable information to the participants, these events can function as a business club. They can be financed by registration fees covering all expenses.

### **Cultural programmes**

These occur particularly in developing countries where chambers desirous of having their own premises and, therefore, in need of substantial funds, resort to various methods to earn money. The organization of cultural programmes such as theatrical and dance performances, and concerts, provides a route through which, in addition to the membership, the public at large can also be involved. Depending upon the quality of the programmes and the place where they are organized, it is possible to attract audiences willing to pay substantially higher admission fees. In addition, the chamber can obtain a significant income by encouraging business and industrial units to advertise in programmes or souvenir booklets, display arrangements, floats and balloons. The Bihar Chamber in Patna has been able to construct two buildings of its own by carrying out cultural programmes and the related revenue-earning activities. The Chamber has gone a step further and has organized its own lottery scheme.

It should be noted that chambers interested in the type of activities described in this section should examine regulations governing such entertainment programmes in their region.

### **Administration of services for groups of companies**

A chamber of commerce may sometimes carry out administrative services for groups of companies within the limits posed by legislation and the business environment. Such services offer the advantages of scale particularly to small and medium-sized enterprises. Examples of possible areas of administration of collective services are pension schemes, insurance schemes, and the collective purchase of services for neighbouring companies, e.g. industrial security, cleaning, catering, transport and maintenance. These services reduce costs for participating companies while generating income for the chamber of commerce.

### **Credit and credit guarantee schemes**

Some Swiss chambers of commerce have formed special bodies to act as guarantors for loans given by banks to small and medium-sized companies. They charge a fee for the service. It should be noted that services such as this should be performed by a separate juridical entity, so that the chamber of commerce itself is protected financially.

## Chapter 12

### Conclusions

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In the foregoing chapters various income-generating activities of interest to chambers have been described. The income thus derived can be used to strengthen the chamber and to improve the quality of its performance.

It will be necessary, however, for the chamber to conduct a review of all its activities at periodic intervals and to identify those services that have outlived their utility. These can be dispensed with or suitably modified to take on a more modern character. In conducting such a review, the following points should be kept in mind:

- The existing as well as potential demand for services should be monitored.
- A close watch should be kept on the departments providing these services. Otherwise, there will be a natural tendency in the departments concerned to ignore the basic objectives for which the services were founded. The caution is: never allow the tail to wag the dog.
- In order to ensure the quality of performance, it is necessary for the chamber to develop its own methods for recruiting skilled personnel and for guaranteeing their career development. Failure to understand this could result in frequent, and costly, turnover of personnel. The career development scheme for personnel with specialized skills should provide for training at intervals and should create opportunities for this staff to interact with people with similar skills in other disciplines. Such measures should help ensure that qualified staff are motivated to remain with the chamber.
- It is also necessary to align the expertise available in the membership, and particularly in various expert committees, with the skills available in the chamber's departments. In other words, the experts in the specialized departments of the chamber should not be made to feel that they are working in isolation.
- Specialized services should establish a reputation for quality.
- The impact of each service on the chamber's growth, revenue-earning capacity and diversification of activities should be kept under constant observation.
- A chamber's membership goes through a continuous process of transformation and, over time, a chamber may realize that the number of members engaged in primary trading or manufacturing activities has fallen, while that of members in the fast-expanding services sector has increased.
- It would therefore be highly desirable for a chamber to obtain a feedback on the interests of its members at least once a year, and more frequently if this is possible. Circulating a questionnaire is one way of doing this. For it to be effective, the questionnaire should be simple and should encourage the recipients to respond

immediately. Answers to the questionnaire should facilitate efforts to restructure the chamber's repertoire of services .

Chambers providing specialized services should initiate contacts with sister organizations in other countries so that the totality of knowledge grows for the overall benefit of chambers of commerce worldwide. In this context, international organizations such as IBCC and ITC can take the lead in providing a common platform for a periodic exchange of ideas and knowledge.

## Appendix I

### Chambers of commerce under public and private law

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Quite often, references are made to chambers established under public law (sometimes referred to as the continental model) and to chambers established under private law. The latter category is also known as the voluntary or the Anglo-Saxon model. These models have their advocates who highlight the advantages of the model they support. Whatever these advocates say, the needs of business have brought about these two broad types of organization which have certain common features.

Chambers of commerce, despite their wide diversities, contribute to the national economic well-being through service to commerce and industry, including services and professions. They thrive on private enterprise, a professional and objective approach to issues having a bearing on the promotion of trade and investment, and a collaborative and constructive relationship with the public authorities. A detailed study of chambers of commerce under public and private law is contained in the ITC/ICC/IBCC publication of 1982, prepared by Helmut Rehker, former director general of the Cologne Chamber of Commerce and Industry, entitled *Chambers of Commerce under Public and Private Law*.

In this note, an attempt is made to give a brief outline of the difference in the organization and objectives of chambers under the two broad categories.

It must be understood that the tabulation given below presents a generalized picture of the situation. For example, in Austria, France and Germany, a firm has to be a chamber member and payment of subscription is guaranteed. Although following the continental model, some francophone chambers in Africa find that a guaranteed membership and payment of subscription is not always possible. Firms go out of existence at one place and may reappear at another place. There is no specific authority to ensure that subscriptions are paid regularly. Even dues from governments may not be forthcoming for years.

Finally, notwithstanding any specific provisions in its rules or articles, no chamber is known to have been able to exercise effectively its powers of policing delinquent members.

<b>Attributes</b>	<b>Chambers established under private law (voluntary/Anglo-Saxon)</b>	<b>Chambers established under public law (continental/obligatory)</b>
Legal status	Non-profit organization; may be registered under any one of the relevant laws of the country, e.g. company, society, registration, trust law.	Established by law stipulating function, power, etc. Hence recognized by government as the authorized institution representing business, industry, services, etc. as may be laid down.
Membership	Voluntary, generally covering all categories, e.g. trade, industry (small, medium-sized and large), agriculture, services, banking, insurance, etc. Also professionals like lawyers, accountants and consultants.	Obligatory, covering all categories, subscription collected or secured through tax authorities. Normally the chambers' budgets are presented to and approved by government. Exceptions: in Germany subscriptions are paid direct to the chamber; in Japan membership is voluntary in spite of the public law status of the chambers.
Income	Membership subscription fees from authorized services; income from various activities listed in this publication. Greater stress on marketing effort for expansion of services and income. Size of resources can be subject to resignation of members, etc. Therefore, chambers have to work in a competitive environment.	The subscriptions are determined by the chamber and then approved by government. No fear of drop in membership. Resources are guaranteed.
Management	Managing committee supervises the offices of the chamber, its staff, services, etc. Elected officers drawn from membership. Final control by the general body of membership	Managing committee controls the affairs of the chamber subject to supervision of government, although such supervision may not restrict or interfere with the chamber's independence. However, the chamber has to follow government directives.
Consultation with government	Entitled to be consulted. The level and frequency of such consultation depends on the status, credibility, expertise and representative character of the chamber, there being a possibility of the existence of more than one chamber.	The law provides for consultation. Also, as the chamber is the only organization representing business and industry, constant consultation is automatic.
Coverage	It is possible to have more chambers in any one location. For example, at the national level, there may be more than one chamber. Also at a local level there may be several chambers each competing for a share in membership. Hence, there may be overlapping membership.	Only one chamber or chamber organization at the national level. Also at the regional level only one chamber may represent the local membership.

## Appendix II

### ATA carnet system

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#### I. Introduction

In line with the expansion of international trade, there has been a considerable growth in recent years of temporary exports of all kinds. For one reason or another, traders regularly need to temporarily take abroad samples of value, goods for trade fairs and exhibitions or professional equipment in order to seek orders for their products and, generally speaking, to broaden their outlets. Such temporary exports play an important role in promoting industrial development, the dissemination of technical progress and can be of special value to the expansion of sales.

As a result of action taken by the International Bureau of Chambers of Commerce (IBCC), functioning within the International Chamber of Commerce (ICC), the customs procedures applicable to such temporary exports have been streamlined. This has been achieved through a set of customs conventions drawn up by the Customs Cooperation Council (CCC) with the help of IBCC. In essence, this streamlining provides that temporary exports for the main classes of goods traded internationally can circulate duty free for a maximum period of one year when covered by an international unified customs document known as the ATA CARNET.

#### II. Advantages of the ATA carnet system for the business community

To date, three major classes of goods (i.e. **samples of value, goods for presentation or use at exhibitions, fairs, etc. and professional equipment**), can be temporarily admitted duty free under cover of an ATA carnet, in accordance with three conventions, namely the GATT Convention on "Samples" (1952), the CCC Convention on "Fairs and Exhibitions " (1961) and the CCC Convention on "Professional Equipment" (1961).

A new international customs convention adopted by the CCC in June 1990 will replace the current conventions on temporary admission of goods, by incorporating their provisions in a single convention known as "**the Istanbul Convention**". This new convention is not in force as yet.

The ATA system offers the following advantages for business people wishing to prospect outlets for their products in foreign markets:

1. The ATA carnet eliminates the need for a customs declaration at border points and the deposit of a personal or real guarantee by the exporter in the country of temporary importation.

2. The ATA carnet can be used for a business trip covering more than one country and including numerous exits and re-entries into the country of origin during the period of validity of the document (i.e., one year).

### **III. Countries where the ATA system is in force**

The great advantage of the ATA system is illustrated by the fact that it is applied by **47 countries/territories** including:

ALGERIA, AUSTRALIA, AUSTRIA, BELGIUM/LUXEMBOURG, BULGARIA, CANADA, CYPRUS, COTE D'IVOIRE, CZECH REPUBLIC, DENMARK, FINLAND, FRANCE, GERMANY, GIBRALTAR, GREECE, HONG KONG, HUNGARY, ICELAND, INDIA, IRELAND, ISRAEL, ITALY, JAPAN, REPUBLIC OF KOREA, MALAYSIA, MALTA, MAURITIUS, NETHERLANDS, NEW ZEALAND, NORWAY, POLAND, PORTUGAL, ROMANIA, SENEGAL, SINGAPORE, SLOVENIA, SLOVAK REPUBLIC, SOUTH AFRICA, SPAIN, SRI LANKA, SWEDEN, SWITZERLAND, TURKEY, UNITED KINGDOM, UNITED STATES OF AMERICA, YUGOSLAV REPUBLIC.

The importance attached to the ATA carnet system by exporters in all these countries is reflected in the number of ATA carnets issued and the value of goods covered.

For instance, in 1992 some 263,593 ATA carnets were issued worldwide, covering goods valued at almost US\$ 15 billion.

### **IV. How the system works in practice**

In each of the above-mentioned countries/territories, the issuing and guaranteeing of the ATA carnets is ensured by the chambers of commerce which are affiliated to the international customs sureties chain set up for that purpose by IBCC.

The member organizations of the ATA chain guarantee that in the case of non re-exportation within a year of the goods covered by an ATA carnet, they will pay the sums due in the form of import duties and taxes. In fact, these charges are paid by the member organization of the guarantee chain established in the last country of temporary importation of the goods. The said member then recovers the sums from the corresponding affiliate of the IBCC chain in the country of origin of the goods, which, in turn, claims a refund from the firm or person to whom the ATA carnet was originally delivered.

### **V. Measures to be taken for the introduction of the ATA system in a given country**

1. The government must adhere to the ATA Convention of the CCC and to one or more of the other conventions mentioned under II above. Notification of such adhesion must be made to CCC
2. The government must appoint the National Association of Chambers of Commerce or the main chamber as the guaranteeing and issuing body for the carnets. Local chambers may also be entitled to issue the carnets under the guarantee of the

guarantor chamber. Notification of these arrangements must be given to the IBCC Secretariat.

3. The government must lay down the rules applicable to the ATA regime on those points which the ATA Convention leaves to the sovereign decision of each contracting party (e.g., use or not of carnets in postal traffic, for unaccompanied shipments, in transit operations).
4. The national authorities must also empower, in writing, the guaranteeing associations to receive/remit all funds connected with the operation of the ATA system.

#### **VI. Conditions to be fulfilled by a chamber of commerce before becoming a member of the IBCC international guarantee chain**

A chamber of commerce wishing to become a member of the IBCC international guarantee chain must:

1. Forward to the IBCC Secretariat a copy of the letter from its customs authorities approving it as the national guaranteeing/issuing association for ATA carnets and, if relevant, a translation of this letter in one of the two official languages of IBCC (i.e., English and French).
2. Submit to the IBCC Secretariat a certified true translation (or copy), in English or French, of the letter from its appropriate national authorities empowering it to receive or remit all funds connected with the operation of the ATA system.
3. Confirm to the IBCC Secretariat acceptance of the obligations involved in operating the ATA system by signing, dating and returning to the IBCC Secretariat the following documents:
  - (1) A copy of Interchambers Protocol adopted by the IBCC for the organization of an international guarantee system of ATA carnets and laying down the obligations of all guaranteeing bodies in the chain (IBCC document 550/212 Rev.I).
  - (2) A copy of the IBCC Statement on the ATA system (IBCC document 550/521 Rev.).
4. Supply all necessary information on the rules laid down by the national administration on those points which the ATA Convention leaves to the sovereign decision of each Contracting Party (e.g. acceptance of ATA carnets for transit operations, postal traffic and unaccompanied samples).
5. Forward a copy of the insurance policy taken out by the guaranteeing organization in order to cover the financial risk linked to the functioning of the ATA system.
6. Forward a copy of the guarantee act as required by IBCC in document 550-1/763 Rev.2.
7. Print, at its expense, a stock of ATA carnets according to the standard model established in accordance with the model form appended in Annex (Part II) of the ATA Convention.

The selling price of an ATA carnet can be fixed freely in each country by the guaranteeing body but must include the equivalent of 12 French francs per carnet for IBCC. The total sum thus collected on carnets in each country during a 12-month period must be remitted to the IBCC international headquarters on 15 February of the following year.

8. Provide the following details regarding the guaranteeing association:

- Postal address;
- Telephone number;
- Fax number;
- Telex number;
- Cable address;
- Bank address and account number to be credited in the event of payments connected with the operation of the ATA system;
- Name of the ATA carnet manager.

Inquiries concerning the ATA carnet system should be addressed to the:

Administrative Director  
International Bureau of Chambers of Commerce  
38, Cours Albert ler  
F-75008 Paris, France  
Tel: ++331 4953 2868  
Fax: ++331 4953 2942  
Tlx: 650770 ICC HQ F

## Appendix III

### How do income-generating activities get started?

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Several ideas have been given about the manner in which a chamber can generate resources through membership, authorized services, workshops/seminars/training programmes etc. For chambers that have had no occasion to undertake these activities, a legitimate question arises how to organize them. The helpful suggestions given below are based on actual case studies.

#### **A. Membership**

For voluntary organizations, it is vital to have a respectable size of membership which provides resources and which is representative in character. Where several organizations exist in a given location, it becomes necessary to secure the support of an increasing membership.

To ensure the entry of establishments of the right quality, chambers find it useful to set up a separate committee on membership whose function is to make a personal approach to those considered being valuable potential members, followed by supportive action by the secretariat.

The secretariat should may draw up a detailed list of potential members and, depending upon personal knowledge, contacts, business relationship, etc., ask members of the membership committee to approach the senior managers (e.g., proprietor or managing director) of these companies. An application form, together with a small brochure highlighting the chamber's objectives, functions, services, benefits to members, etc., should be available for examination by those interested. Producing a handsome brochure is a good investment. The application form should be drawn up carefully to elicit only relevant information. There could be provision for a proposer and seconder.

Quite often non-members seek guidance and assistance in the promotion of their business activities. Ready and willing assistance makes them potential members. The organization of prestigious programmes evokes general interest in the business community. When such programmes have the benefit of the presence and participation of eminent personalities, respected experts, senior government officials and also ministers with decision-making powers, many in business would like to be seen to be associated with such events; frequent association induce at least some to join.

#### **B. Workshops/seminars**

A workshop or seminar is developed around a theme. Common themes are corporate legislation; tax laws; laws on distribution, packaging, health and safety measures, etc. The introduction of a new law or modification of an existing law could give rise to new problems. These can be given expression as follows:

- i) Discussion takes place at a meeting of the relevant committee when a member refers to it and seeks advice or remedial action.
- ii) A member, affected by the change, requests the chamber to organize an information programme for the staff concerned.
- iii) There could be an initiative from the government department itself, suggesting that the chamber should organize a workshop or seminar at which officials can come and give explanations.
- iv) The chamber can take the initiative, issue a circular or check with a few members about the possibility of organizing a workshop or seminar on payment of a contributory fee.

Once the need for a workshop on a particular topic is ascertained, the chamber could set up a small working group, which will be entrusted with the task of structuring the programme, working out the timetable, identifying the faculty, developing the course material and background information and seeking the support of members, through nomination of their staff, payment of the participation fee, etc. The group would also cover identification of the venue, other supporting equipment (visual aids, slides), workshop materials (folders, writing pads, pens or pencils) and preparation of a paper, which may be called the backgrounder, in which the theme of the workshop or seminar is spelt out.

The next stage for the chamber would be to issue circulars seeking participation. For chambers starting this activity it would be advisable for the secretariat to motivate the committee members to ensure participation either from their own establishments or from their acquaintances and associates. The rule of thumb is that the number of invitees (i.e., those who do not pay any participation fees) should be restricted to around 20% of the total or less. This is because the chamber has to bear the costs of such items as materials, tea, coffee, lunches, etc. on the basis of the total number of participants. Once the cost of the background materials (folders, pencils, pads, booklets, etc.) is known and the rates for conference facilities, tea, lunch, etc., are negotiated, it is possible for the chamber to work out the approximate fee for participation per head. Assuming that such a figure comes to say, \$60, it may be useful to put the figure for participation at around \$80, which will take care of the cost attributable to invitees. Anything beyond that will leave a surplus.

The costing should take into account other expenses such as the cost of circulars, banners, publicity, travel and other incidental expenses incurred for the faculty.

### **C. Training programmes**

These are related to specific areas of knowledge and specialization. For example, with the increasing use of personal computers (PCs), there is a need for institutionalized training of those who may have acquired skills in typing but not in the use of computers or programming. Since PCs are extensively used amongst trading and business establishments, such establishments in the chamber's membership would naturally be interested in having an assured centre at which training can be imparted.

The procedure for developing a training programme is more or less the same as described above for workshops. The only distinction is that the working group will need to have someone with expertise and the faculty will have to be selected from out of a larger panel. This is because training programmes tend to be repeated at periodic intervals and the same faculty may not always be available.

The other distinctive feature of training programmes is that they can be structured for different levels of skills and different kinds of disciplines. For example, someone on a beginner's computer user's course need not necessarily be expected to go through the elaborate training required for a programmer.

The faculty, specifically selected for the purpose, will be expected to consist of professionals fully conversant with the field who will not only train but also produce the necessary course material. Since training programmes are designed to impart organized information and knowledge, there will be no hesitation from companies and establishments to pay an appropriate fee. Similarly, the faculty will also be expected to receive payment for the services rendered.

In order to strengthen the interest of the faculty in such courses, it will be necessary to provide in the course itself a mechanism through which specialized inquiries or requests for additional knowledge that go beyond the scope of the training course can be directed to faculty members for separate handling on the basis of a fee.

The first two or three courses will give a fairly good idea about actual costs and margins. Quite often, the same course material can be used for a variety of training courses on the same subject matter and therefore savings can be made by printing this material in larger quantities.

It will be useful to devise some kind of a response form for the participants to fill in. This will enable the chamber to obtain a feedback from the participants on the usefulness of elements of the course and thus help it to improve the course.

#### **D. Consultancy services**

Persons interested in doing new business often require guidance and advice. When such people come to the chamber, they generally find the services to be useful for the price that they pay. Such services need to be publicized, either through newspapers or through circulars. This publicity could be strengthened by the verbal testimony of those who have benefited from these services.

To offer consultancy services, the chamber should normally have in-house expertise. If in-house expertise is not possible, because of the costs involved, the chamber could devise a system under which the expertise available among its members,

including professional firms, is made available to its clients against payment of a fee calculated on the basis of time spent and the level of expertise required. It will be necessary for such fees to be determined in consultation with the experts involved.

It is expected that experts from professional firms will be available because, by virtue of the contacts established in the chamber, they can expect to generate additional income for their own companies.

**E. Authorized services**

The issue of certificates of origin is normally the responsibility of the customs authorities. However, the government may delegate these powers to a chamber on application.

Any chamber interested in availing itself of such an authority should, after obtaining the approval of its managing committee through an appropriate resolution, apply to the government department concerned for the necessary authority to be delegated.

A specimen of a circular advising members and non-members regarding the fees payable for such an activity and other relevant matters is included in appendix VII.

## Appendix IV

### An introduction to telex<sup>1</sup>

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Telex is the fastest and surest means of modern communication.

The system is international and is available 24 hours a day.

There is no capital outlay involved on your part.

To operate a one man Telex system, together with all the ancillary expenses would cost approximately £5,000 - £6,000 per annum.

Added to which there is a delay of approximately six months for the supply of equipment at present. With proper use Telex call charges are generally cheaper than either telephone or cable.

#### **Aim**

The aim of our Telex Department is to offer a service to our members who, by themselves, could not economically operate a service of their own.

#### **How the system works**

Basically, the system works in the same way as the telephone network. Any subscriber may contact another, either in U. K. or overseas by dialling their Telex number. A printed record also available for future reference by both parties.

To send a Telex you phone and dictate your message to us on 2486117/8/9. This is then transcribed on to tape for speedy transmission. The Group Telex Supervisor can be contacted on 2484444, extension 19 in the event of queries. Telex messages cannot be accepted on this line.

Monthly accounts are dispatched and settlement is due in seven days from date of invoice.

Queries in telex content or charging must be raised within seven days of date of telex or invoice or shall be deemed to be irrevocably and unconditionally waived by the subscriber.

You will be able to choose a personal code name for identification of messages enabling us to provide an efficient and reliable service. A typical layout of your Telex number for your stationery could be:

TELEX: 888941 LCCI G

Attention "your code"

---

<sup>1</sup> Leaflet issued by the London Chamber of Commerce, United Kingdom. This and the following appendices are reproduced with kind permission of the chambers/organizations concerned.

**Please inform your correspondents of your individual code name - this MUST be quoted in all communications.**

Incoming messages bearing your code name are telephoned to you as soon as it is practically possible after receipt.

**CONFIRMATION OF ALL MESSAGES ARE POSTED TO YOU.**

Letterhead stickers and postcards informing your correspondents of your new telex number are available on request. Please see the enclosed price list for current cost. Allow two weeks for printing and delivery.

**Subscription to the service**

The current annual subscription listed on the enclosed price list includes mailing, telephone calls, etc., and is renewable on the anniversary of the member's LCCI annual subscription renewal. Subscribers joining during the year are invoiced on a pro rata basis.

Each Telex charge is based on the P.O. rate plus a handling charge. As with the telephone, the caller is charged for the amount of time used on each connection. Each call is timed automatically. By utilizing perforated coded tape and an automatic transmitter, considerably more data may be conveyed in print at a maximum speed of approximately 50/60 words per minute, than would be possible in a telephone call of the same duration.

A handling charge is added to each incoming call accordingly. These are listed on the enclosed price list.

**GROUP TELEX SERVICE**  
Application for Membership

Name .....

Address .....

.....

.....

Membership No.(if known) .....

I/We require .....Letterhead Stickers (units of 1,000)

.....Postcards (unit of 100)

Telephone No.

for messages .....

Code Name .....

Signature .....

Position..... Date .....

A pro rata invoice will be despatched on receipt of this card. The service will be made available on payment.

Please note that although every effort is made to ensure speedy and accurate handling of all telex messages and cables the Post Office and the London Chamber of Commerce and Industry cannot accept any liability for any loss or damage which may be incurred or sustained by reason or on account of any mistake or default in the transmission of a message.

The Telex Department operates between 9.30 hrs - 18.00 hrs

Telexes can be dictated between 9.30 hrs and 17.00 hrs

The office is closed for one hour for lunch (12.30 hrs - 13.30 hrs).

Traffic received after 17.00 hrs will be transmitted as soon as possible the following morning.

## TELEX SERVICE

The telex installation in the offices of the Chamber of Commerce and Industries is available for the use of those members who have subscribed to its cost. This service is provided under special licence from the Post and Telegraph Board.

### 1. Method of operation

- (A) Messages will be sent and received on behalf of subscribing members to and from any organization served by the Telex System in India or overseas.
- (B) The Telex number of installation is \_\_\_\_\_ and \_\_\_\_\_ and the answer back code is ' \_\_\_\_\_ '.
- (C) Messages sent by Telex will be timed as per call units, and the cost of each call will be debited to the member on whose behalf the message is sent.
- (D) The Chamber shall not itself undertake the delivery or collection of message by hand.

### 2. Outgoing Messages

- (A) Message may be sent to the Chamber by hand or by post.
- (B) A confirmatory copy of the Telex Message will be posted back to the sender, or may be collected by hand.

### 3. Incoming messages

- (A) On receipt the Message will be telephoned to the Addressee.
- (B) A confirmatory copy will normally be posted to the Addressee on the same day or may be collected by hand.

### 4. Cost/Deposit

After registration the member shall pay Rs 1,500\* as a deposit money. This amount is refundable. The present Basic Annual Subscription is Rs 750 only. This amount is to be paid by the member in advance every year.

Accounts for settlement in one month will be rendered to each member in respect of operating costs, covering Telex Transmission plus service charges as follows:

Service Charges for Message: Rs 5.

### 5. Hours of Operation

The hours of operation will be 11 a.m. to 6 p.m. Monday to Friday, and on Saturday 11 a.m. to 3 p.m., excluding public holidays.

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\* Several specimens quote figures in Indian rupees, for the sake of convenience. For comparison, US\$1 = RS 30 approximately

6. Membership

Membership of the Group will be renewable on an annual basis.

The Group Service is not available to existing Telex subscriptions.

7. Location

Ground floor on the new building of the Chamber.

8. Non liability of the post office and the Chamber of Commerce and Industries

Although every effort is made to ensure speedy and accurate handling of all Telex Messages, the Post office and/or the Chamber cannot accept liability for any loss or damage which may be incurred or sustained by reason or on account of any mistake or default in the transmission of the telex message.

For details of Telex Service

Contact: Mr./Mrs./Ms. \_\_\_\_\_

Telephone No. \_\_\_\_\_

The Secretary  
Chamber of Commerce and Industries

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Dear Sir,

**GROUP TELEX SERVICE**

I/We have read the conditions and the participation and installations for use of the Telex Service of the Chamber and agree to confirm to them.

Enclosed is a remittance in payment of the basic cost of participating for the period of one year.

Incoming messages should be telephoned to:

- 1.
- 2.
- 3.
- 4.

Telephone Nos.:

Signature:  
Name of firm:  
Address:

**Appendix V**

## **Conditions of participation and instructions for the use of telefax service**

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1. The TELEFAX machine installed in the office of the Chamber of Commerce and Industries is available for members for sending urgent messages, drawings, designs, etc. within India and to the countries all over the world. This service is provided after obtaining special licence from the Post and Telegraph Dept. of the Government.
2. The TELEFAX facility is available to the members of the Chamber as also to the general public on the conditions mentioned below.
3. (A) Method of operation – Registration
  - (a) There is a registration fee of Rs 250/year for the Chamber members to become eligible as users of TELEFAX Service. (For non-members Rs 500/per year)
  - (b) Registration will enable you to telefax messages to other parties. The members may also publicize this TELEFAX Number (say printing this number on the Company Letterhead) to receive messages.
  - (c) The incoming messages will be received by us. Proper intimation shall be given to the members.(B) Method of operation - Imprest Money
  - (a) After registration, the members shall pay **Rs 1,000** as the Imprest Money. (Rs 3,000 for non-members). Please note that this amount is adjustable from time to time against the charges of TELEFAX service and **NOT** as a yearly deposit.
  - (b) The chamber will maintain individual ledger accounts.
  - (c) The members shall be informed of the balance amount below Rs 200.
  - (d) On receipt of this information, the members have to pay necessary money so as to keep the imprest money at Rs 1,000.
  - (e) If the members fail to reimburse the imprest amount, the chamber will not fax outgoing messages nor deliver the message received.
4. Incoming messages
  - (a) On receipt of the message on our FAX machine, the addressee will be given telephonic information.
  - (b) The Chamber will not undertake responsibility of personally handing over the message.
5. Telefax charges
  - (A) Outgoing messages

- (a) Within India Rs 30/page
- (b) Asia, Europe, Africa Rs 100/page
- (c) American Continent Rs 125/page
- (d) Drawings and designs will be charged at the rate of STD charges + 50%.

(B) Incoming messages Rs 20/page for first four pages. After that Rs 5/each.

(C) In addition, there is a flat rate of Rs 6 towards service charges.

**Note:** All these rates are subject to revision with or without prior intimation.

6. Hours of operation

The hours of operation will be 11 a.m. to 6 p.m. Monday to Friday, and on Saturday 11 a.m. to 3 p.m., excluding public holidays.

The apparatus will be capable of receiving incoming message outside these hours and these will be telephoned to the addressee as soon as possible within the above times.

7. Location

..... Floor on the building of the Chamber at .....

8. Registration

Registration will be renewable on an annual basis.

9. Accuracy

The success of the scheme depends on accuracy. Each subscribing member must nominate a responsible person to send and receive telefax messages to the Chamber and also nominate two alternates in case of absence.

10. Non-liability of the Post Office and the Chamber of Commerce and Industries

Although every effort is made to ensure speedy and accurate handling of all telefax messages, the Post Office and/or the Chamber of Commerce and Industries cannot accept liability for any loss or damage which may be incurred or sustained by reason or on account of any mistake or default in the transmission of a telefax message.

11. For details contact: Mr/Mrs./Ms. \_\_\_\_\_  
Chamber of Commerce and Industries

\_\_\_\_\_  
Tel.: \_\_\_\_\_.

**FOR RETURN TO**

The Secretary  
Chamber of Commerce and Industries

\_\_\_\_\_  
\_\_\_\_\_.

#### TELEFAX SERVICE

I/We have read the conditions of the participation and instructions for use of the TELEFAX Service of the Chamber and agree to conform to them.

Enclosed is a remittance for **Rs 1,250 - Rs 3,500** towards the payment of the registration charges plus the interest amount.

Information regarding the Incoming Fax messages should be telephoned to: (IN BLOCK LETTER)

- 1.
- 2.
- 3.
- 4.

Telephone No.

Signature:

Name of the firm:

Address:

## Appendix VI

### Search order form

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(Specimen circular  
issued by an Indian  
chamber)

SEARCH ORDER FORM

Order No.

Date:

---

From: \_\_\_\_\_  
Name: \_\_\_\_\_  
Designation: \_\_\_\_\_ Div./Dept. \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ Pin \_\_\_\_\_

Please arrange computer search for  
information on the topic described  
below. We agree to your tariff/terms  
stated overleaf.

Signature:

.

---

1. Give a title to your search topic

---

2. Describe briefly the search topic. Be specific

---

3. What is the purpose of this search? (Explain the problem you hope to solve using the information from this search)

---

4. In case of chemicals, give chemical substance name, formula and chemical registry number

---

5. Give references of two papers/patents you know, which are directly relevant to your search topic

---

- |  |   |
|--|---|
| <p>6. What categories of document do you wish to cover?</p> <ul style="list-style-type: none"> <li>- Journal Article</li> <li>- Patents</li> <li>- Technical Reports</li> <li>- Standards &amp; Specifications</li> <li>- Conference Proceedings</li> <li>- Theses &amp; Dissertations</li> <li>- Manufacturers Directory</li> <li>- Others (Specify)</li> </ul> | <p>7. What type of information do you wish to wish to cover?</p> <ul style="list-style-type: none"> <li>-Reference to literature</li> <li>-(with or without abstract)</li> <li>-Manufacturing Listing</li> <li>-New Product Announcement in Literature</li> <li>-International Market data and Forecasts</li> <li>-Summary of publicly available computer software</li> <li>- Others (Specify)</li> </ul> |
|--|---|

8. What is the period range you wish to cover? (e.g. 1980-84)

9. If your search topic is a very new concept please let us know where and in which context you came to now about it. Enclose whatever details you have.

10. Depending on the complexity of the search topic, the period of search, databases (files) to be searched, the search may cost from Rs 800 - Rs 5,000, or even more. Would you like to specify the budget limit?

Yes.....      No.....      Rs.....

If the space provided is not sufficient attach additional sheets.

Please retain one copy.

#### TERMS & TARIFF

- |  |  |
|--|--|
| 1. Computer time cost  | at actuals   |
| 2. Output cost (for number of references/ records retrieved and printed) | at actuals   |
| 3. Telecommunication cost  | at actuals Rs 20/min.  |
| 4. Technical Service charges   | 25% of 1 + 2 + 3   |
|  | subject to minimum of Rs 500/per search topic.   |
| 5. Delivery time   | Same day to 15 days depending on output options desired.   |
| 6. Payment   | For those who do not have an established A/c with us we require an advance payment of Rs 1,500. We will bill you or issue credit for the difference. |

1. Item number 2 and 3 are shown in U.S. Dollars converted to rupees at the rate ruling as per the UGC/good office committee circular as on the date of our billing.
2. If there is no output, it implies that there is no information in the database searched and hence no output cost is applicable. But other charges are applicable.
3. Please use additional sheets if required.
4. We do not guarantee the availability or accuracy of information which is database dependent.
5. When you specify a budget limit we will limit the printing of retrieved information for as many as latest number of reference/ records as permissible within your budget.

## Appendix VII

### Revision of fees for issue of certificates of origin and analysis, and recommendatory letters for visas

---

(Specimen circular issued  
by an Indian chamber)

#### Heads of firms

The Chamber of Commerce and Industry is authorized by the Government to issue Certificates of Origin/Analysis, under Article 11 of the International Convention relating to Simplification of Customs Formalities, 1963, and for several years past the Chamber has been issuing certificates of origin on payment of certain fees.

At their last meeting, the Committee of the Chamber examined the fees and charges leviable for various services rendered by the Chamber and, having regard to rising costs and the desirability of bringing the Chamber's rates in line with those currently charged by other similar organizations concerned with the issue of certificates of origin, decided to revise the schedule of charges with effect from 1 April 1992, as follows:

<b>Certificate of origin/analysis</b>	<b>For members Rs each</b>	<b>For non-members Rs each</b>
i) By endorsement on exporters' invoices (per set of up to 7 copies)	12	25
ii) Certificate on Chamber's letterhead, endorsement on packing list, price list, insurance certificate and other documents (per set of up to 7 copies)	12	25
iii) Additional copies (per set of up to 5 copies of invoices or certificate of origin, etc.)	12	25
iv) Amendments to certificates already issued	4	4
v) Blank forms, per pad	60	60

## **LETTERS OF RECOMMENDATION FOR GRANT OF VISA**

Members are also aware that the Chamber issues letters of recommendation for visa, addressed to various Foreign Diplomatic Consular Offices in India and letters of introduction addressed to Indian Diplomatic Offices, overseas as well as Chambers of Commerce in foreign countries, in respect of representatives of member companies visiting foreign countries on export promotion tours, etc.

The Committee has decided to revise the fees for issuing letters of recommendation from Rs 20 to Rs 25 per letter.

Members are hereby advised that the revised fees for the issue of certificates of origin/analysis and the new rate of fees for the issue of recommendatory letters for visa/introductory letters, will become effective from 1 April 1992.

US\$ 1 = Rs 30 approx.

## Appendix VIII

### Specimen letter of indemnity

---

(Specimen letter of indemnity  
to be given by the applicant  
to the chamber)

(Rupees fifty stamp paper)

(For all types of certificates except analysis  
Certificates to cover all shipment).

The Secretary  
The Chamber of Commerce and Industry

Dated\_\_\_\_\_

Address\_\_\_\_\_

Tel. No.\_\_\_\_\_

Dear Sir,

In consideration of the Chamber of Commerce and Industry, from time to time, giving or issuing certificates of origin of goods for export to any foreign port or ports and also giving or issuing certificates of prices and declarations to the undersigned, we hereby declare that all particulars contained in the letters presented to the Chamber of Commerce and Industry, by or in our name for these Certificates shall be truly and accurately set forth and further we will at all times indemnify and keep indemnified the Chamber of Commerce and Industry and its officials against all claims and demands that may at any time be made against them or any of them by reason for issuing of any such certificates as aforesaid.

Witness:

Yours faithfully,

(Rupees ten stamp paper)

(For certificates of origin only in respect of a single shipment).

Bombay, dated: \_\_\_\_\_

The Secretary  
The Chamber of Commerce and Industry

Dear Sir,

In consideration of your issuing a certificate of origin at our request for the under mentioned shipment(s) to the effect that the goods are the produce or manufacture of the Republic of India, we hereby agree to indemnify the Chamber of Commerce and Industry, against any claim or demand that may at any time be made against the said Chamber and its officials by reason of the certificate of origin having been so issued:

---

Marks	Number of packages and description of goods	Steamer	Port of destination	Month of shipment
-------	---	---------	---------------------	-------------------

(BL month)

---

Tel.No.:

Yours faithfully,

Address:

## Appendix IX

### Specimen circular: invitation to a workshop

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(Specimen circular by a chamber to its members  
inviting participation in its workshops)

Circular No. \_\_\_\_\_

Date \_\_\_\_\_

#### **TO HEADS OF FIRMS**

#### Two-day Workshop on "WORDSTAR VERSION VI"

The Chamber is pleased to announce a two-day workshop on "WORDSTAR VERSION VI" from Tuesday, 16 through Wednesday, 17 February 1993, at the Chancery, Hotel President, Cuffe Parade, Bombay.

#### **PREAMBLE**

One of the most used applications of the personal computer is word processing. The word processor can be a powerful tool for significantly reducing the drudgery of churning out paper after paper. It is also an easiest computer application, which can be mastered in a very short period of time. This workshop would draw the add on packages to Version VI and help updating knowledge on the subject.

#### **COVERAGE**

- Introduction on wordprocessing on personal computer.
- Basic commands and their applications.
- Handling text-entering, storing, retrieving, editing, formatting and printing.
- Using Mail-merge and other corresponding features.
- Preparation of legal, contractual and format documents.
- Using printers or wordprocessing.
- Several actual wordprocessing exercises, with a representative selection of documents normally prepared in an office.
- Detailed discussion of commands, features, etc., with an outline of limitations, end-use, and effect on the documents.
- Using special features like Dictionary, Thesaurus and Spelling Checkers.
- Exploring the facilities of new features in "WORDSTAR VERSION VI".

For all two days, participants will be exposed to hands on training on PCs.

## **PARTICIPANTS**

Secretarial and supervisory staff, line managers, who would like to organize and systematize their routine correspondence by increasing speed and executives, who would like to maintain masters for all routine and formal letters, thus cutting down the dictation time and efforts.

FACULTY: Mr./Mrs./Ms. \_\_\_\_\_|

The faculty is basically a Computer Science Graduate, having conducted several training programmes on personal computers. She has several training programmes to her credit conducted for professional bodies. She has also conducted in-house training programmes for leading companies and business organizations, who are in the membership of the Chamber.

## **OTHER DETAILS**

Schedule: Tuesday, 16 through Wednesday, 17 February 1993

Timings: 09.30 to 10.00 hours: Registration on Tuesday.

10.00 to 17.00 hours: Business Sessions all through two days.

Venue: Chancery Room, Hotel President, Cuffe Parade, Bombay

Fees: Rs 2,000 per participant  
(to defray the expenses of course material, computer hire charges, tea and lunch charges for two days).

Member companies are requested to send in their nominations with a cheque/cash of Rs 2,000 per participant drawn in favour of the Chamber of Commerce and Industry, quite in advance to enable the Chamber making arrangements for PCs.

Encl.: As above.

Chief Course Co-ordinator.

## Appendix X

### Specimen circular: invitation to a workshop

---

(Specimen circular issued by a chamber  
to members inviting participation)

Circular No. \_\_\_\_\_

Date \_\_\_\_\_

#### TO HEADS OF FIRMS

#### One-day Workshop on "PLANNING YOUR PRE-MATURE/REGULAR RETIREMENT"

Due to public demand, the Chamber is pleased to announce an improved version of one-day workshop on "PLANNING YOUR PRE-MATURE / REGULAR RETIREMENT", on Wednesday, 13 January 1993, at the Regal Room, Hotel Oberoi Towers, Bombay.

#### PREAMBLE

In the past, the Chamber organized programmes on management of retirement and Voluntary Separation Schemes. As the message could not reach all our member companies, we have decided to run a joint version of both the programmes on the day, date and venue referred above. During the programme, main emphasis will be placed on financial planning to optimize income and combat inflation. Whenever the problem of retirement is discussed, it should include the following:

- There is more to retirement than just a pension.
- Nine out of ten people CAN'T AFFORD to retire, monetarily and mentally.
- Retirement presents its own challenges, many retirees feel shocked and frustrated by the sudden break in their life pattern.
- Majority of us do not PLAN AND PREPARE for retirement, hence we are not equipped to enjoy a happy and carefree retired life.

To cater to these needs, the Chamber has organized a practical and thought-provoking one-day workshop **on all aspects** of retirement.

The objective of the programme is to help the people to prepare for a smooth transition towards a meaningful, satisfying and well adjusted retired life, mentally and financially.

## **COURSE CONTENTS**

Check list for retirement planning - Worksheets on your goals and plans - Your financial picture - Leisure time guidelines - Tax tables and Tax Saving Schemes - Preparing your will – How to find peace of mind, etc.

**FACULTY:** Mr./Mrs./Ms. \_\_\_\_\_

Eminent Financial and Retirement Planner

Mr. \_\_\_\_\_ has conducted several programmes on the subject for well known companies and various professional bodies in various centres all over the country.

## **WHO WILL BENEFIT**

The programme will be of great value to all employees, who have attained 50 plus years of age, working at various levels of management. Over and above, it will be useful to the management for helping their employees to plan their retirement with minimum hardship.

It is recommended that to obtain best results, the spouses should accompany the participants.

## **FEES**

Rs 800 per participant and

Rs 400 per spouse (concessional fee)

(to cover the cost of tea/coffee, snacks, lunch and comprehensive background materials, including unique "Record Book".)

## **OTHER DETAILS**

Schedule: Wednesday, 13 January 1993.

Timings: 9.30 a.m. to 10.00 a.m.: Registration

10.00 a.m. to 5.00 p.m.: Business sessions

Venue: \_\_\_\_\_

Member companies are hereby requested to send in their nominations along with cash/cheque for Rs 800 per participant (plus Rs 400 for spouse, if accompanying) drawn in favour of the Chamber of Commerce and Industry, at the earliest.

Those who would like to organize an in-house training programme on the subject, are requested to depute suitable representatives from their organizations.

Encl.: As above.

Chief Course Co-ordinator.

## **REGISTRATION FORM**

Receipt No.TPR \_\_\_\_\_

Regn.No. \_\_\_\_\_

Date:

The Chief Course Co-ordinator

The Chamber of Commerce & Industry

One-day Workshop on  
**"PLANNING YOUR PRE-MATURE/REGULAR RETIREMENT"**

on

Dear Sir,

Kindly register the following participants for the above programme/workshop.

	<b>Name</b>	<b>Designation</b>	<b>Veg./Non-veg.</b>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____

We are enclosing the participation fees of Rs \_\_\_\_\_ in Cheque/Cash in favour of \_\_\_\_\_.

Encl.: Cash/Cheque No. \_\_\_\_\_ dt. \_\_\_\_\_  
for Rs

Name and address  
of the company:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Nos.:

Telex Nos.:

\_\_\_\_\_  
\_\_\_\_\_

## **Appendix XI**

### **Schedule of charges for services rendered by a chamber's labour department**

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(Specimen schedule of fees)

With effect from \_\_\_\_\_

**I. SERVICES OUTSIDE THE RETAINER SCHEME**

- (1) For preparatory work or attendance at the Labour Office for conciliation proceedings
- |                                  |                                  |
|----------------------------------|----------------------------------|
| For Members                      | For Non-Members*                 |
| Rs 200 per hour or part thereof. | Rs 300 per hour or part thereof. |
- (2) For attendance at Labour Courts and Industrial Tribunals
- (a) For disputes except those involving bonus, wages and dearness allowance:
- |                     |                       |
|---------------------|-----------------------|
| For Members         | For Non-Members*      |
| Rs 350 for half day | Rs 500 for half day   |
| Rs 700 for full day | Rs 1,200 for full day |
- (b) For disputes in respect of bonus, wages and dearness allowance, the fee will be decided on an ad hoc basis with a minimum charge of:
- |                       |                       |
|-----------------------|-----------------------|
| For Members           | For Non-Members*      |
| Rs 500 for half day   | Rs 700 for half day   |
| Rs 1,000 for full day | Rs 1,500 for full day |
- (3) For preparatory work or attendance at private arbitration proceedings outside office hours, on Sunday and Holidays
- |                                  |                                  |
|----------------------------------|----------------------------------|
| For Members                      | For Non-Members*                 |
| Rs 300 for hour or part thereof. | Rs 500 per hour or part thereof. |

**II) SERVICES RENDERED UNDER THE SPECIAL RETAINER SCHEME**

- (a) Preparation of cases in proceedings before the Conciliator;
- (b) Attendance at conciliation proceedings and representation before other executive authorities appointed under the Labour Laws;
- (c) Advising on routine matters that may be referred to the Labour Department from time to time; a Labour Adviser will pay, if required, one visit per week for this purpose;
- (d) Conducting negotiations with labour/trade unions
- The charges are for Members only: Rs 750 per month.

**III) OTHER ADVISORY SERVICE**

Advice on particular subjects not involving long interviews, protracted correspondence, compilation of statistics, is given free of charge.

Otherwise an ad hoc charge of

For Members	For Non-Members*
Rs 200 or more depending upon the	Rs 300 or more depending upon

work done and the time spent on it.

the work done and time spent on it.

For appearance before Industrial Tribunal and/or Labour Court in Thane – Conveyance charges:

**With effect from 1 May 1985**

**For Members**

**For Non-Members\***

(\* Not members of the Chamber of Commerce and Industry.)

- but (i) Members of any of the Associations for which Chamber performs secretarial service.
- (ii) Associates of Chamber Members
- (iii) Members of the Chambers in constituency
- (iv) Well-known companies and firms which are likely to take up membership in future.

## **Appendix XII**

### **ECCP Business Query Service**

---

EUROPEAN CHAMBER OF COMMERCE OF THE PHILIPPINES

YOUR PARTNER IN PHILIPPINE-EUROPEAN BUSINESS

To assist businessmen in their quest for suitable partners within the Philippine-European business context and establish for them trade and investment cooperation, the ECCP has instituted a computerized query system serving mainly as a contact generating support unit. The system extends to enquirers both the benefit of acquiring a selection of business prospects as well as the opportunity of being introduced to a large number of establishments. Usage of the system can fall on any of the following possibilities:

#### **For Exporters**

Exporters can write the Chamber for inclusion of their products in the system's data bank. This shall assure them of being included in a list to be sent to an import enquirer on their products.

In turn, the exporters can expect to be provided with a listing of possible contacts. Depending on the nature of the enquiry, contacts can either be agents, distributors, or end-users, or a combination thereof.

#### **For Importers**

Import enquiries vary depending on the type of business the importer is engaged in. The range includes those earlier mentioned namely agents, distributors, and end-users, as well as those coming from buying offices here and abroad.

The import enquiries are usually for suppliers of the products which could either be manufacturers or traders. And as in the case of any enquiry, a listing of companies will be provided plus the chance of being included in turn in a list to be sent to a corresponding export enquirer.

#### **Listing in the ECCP Trader's Forum**

All enquiries received are stored in the Chamber's computers and are reproduced for printing in a bi-monthly publication, the "ECCP Trader's Forum", which again increases the circulation of the enquiry. Copies of the Traders' Forum are distributed both in the Philippines and in Europe.

#### **Service Offers**

Services offered are likewise treated like products but are classified separately despite their direct relations to the handling or servicing of specific products. Computer print-outs are also available for service offers.

**Resources Availability**

Companies looking for joint venture partners, offering technical know-how and/or financial resources can make use of the query service. The idea is to eventually draw a matching offer or resource availability for the establishment of a viable investment cooperation.

The Chamber's Investment Advisory Unit (IAU) could be tapped further for more specific areas of interest.

The ECCP query service is essentially a business promotions drive of the Chamber with the end in view of drawing as many businessmen to be interested and actually engage in Philippine-European business. While generally rendered free of charge, extensive usage could be subject to a minimal fee.

For additional details, please contact the Chamber Office.



## INTERNATIONAL TRADE CENTRE UNCTAD/GATT

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The International Trade Centre UNCTAD/GATT (ITC) is the focal point in the United Nations system for technical cooperation with developing countries in trade promotion. ITC was created by the General Agreement on Tariffs and Trade (GATT) in 1964 and since 1968 has been operated jointly by GATT and the UN, the latter acting through the United Nations Conference on Trade and Development (UNCTAD). As an executing agency of the United Nations Development Programme (UNDP), ITC is directly responsible for implementing UNDP-financed projects in developing countries related to trade promotion.

ITC works with developing countries to set up effective national trade promotion programmes for expanding their exports and improving their import operations. One aspect of this activity is advising governments on their national trade promotion strategies, institutions and services. ITC also provides market development services aimed at identifying new export opportunities, adapting products for sale abroad and promoting these goods on the international market. Such work is undertaken for both nontraditional exports of developing countries and selected primary commodities. ITC's special services to back up these export marketing efforts include advice on export packaging, quality control, costing and pricing, publicity, trade information, export financing, institutional requirements for trade promotion, legal aspects of foreign trade, joint marketing for small and medium-size firms, and official commercial representation abroad. ITC also works with import management organizations to improve their import operations and techniques. Training is organized by ITC on a broad range of export and import subjects. In addition to these main areas, ITC's programme deals with the special trade promotion needs of the least developed countries and trade promotion activities of national chambers of commerce and other business organizations.

ITC's technical cooperation projects are carried out in all developing areas, at the national, regional and interregional levels. They are administered from ITC headquarters in Geneva and are implemented by ITC experts who work in close liaison with officials in the countries concerned. Projects may be short-term activities focusing on one specific aspect of trade promotion, or longer, integrated programmes combining several trade promotion elements.

In addition to project support, ITC headquarters activities consist of research and development on trade promotion and international marketing. Several market information and statistical services operate from ITC's Geneva office. ITC publications disseminated from headquarters include market studies, trade promotion handbooks, training materials, directories, bibliographies and a quarterly trade promotion magazine.

Financing for ITC's technical cooperation activities in developing countries comes from UNDP, international financing institutions, and individual developed and developing countries. Its headquarters budget is funded in equal parts by GATT and the UN.

The governing organs of GATT and UNCTAD provide the overall policy guidelines for ITC's operations. ITC's current activities and forthcoming work programme are reviewed at the annual meeting of the Joint Advisory Group, which is attended by member governments of GATT and UNCTAD.

ITC is headed by an Executive Director, who oversees the work of approximately 250 staff in Geneva.

For further details contact:  
International Trade Centre  
UNCTAD/GATT  
Palais des Nations  
1211 Geneva 10  
Switzerland



## **FOUNDATION**

### **FOR ECONOMIC DEVELOPMENT AND VOCATIONAL TRAINING**

### **SEQUA**

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The Foundation for Economic Development and Vocational Training (SEQUA) is a joint undertaking of

- the German Federation of Commerce and Industry (DIHT) as the apex body of the 83 chambers of commerce and industry and
- the German Federation of Small Business (ZDH) as the umbrella organization of the 57 German small business chambers and its sectoral associations.

SEQUA, based in Bonn, Germany, was established in 1991 as an officially recognized non-profit, non-government organization. SEQUA's primary objective is to strengthen the private sector economy in postsocialist as well as in developing countries. This commitment has been favoured by a changing climate in many economies which today gives more emphasis on private initiative. In this context, SEQUA regards itself as a service institution for the German government as well as for supranational bodies to mobilize the know-how of German private sector organizations and its member enterprises for building up competitive economies in the target countries.

The Foundation's project activities focus on the support of chambers, associations, training institutions and other private sector organizations for strengthening their organizational capacities and extending the range of services offered to member businesses. SEQUA's programmes are supported by the Federal German Government as well as by the Commission of the European Communities.

SEQUA maintains a core of programme and administrative staff being responsible for project formulation, planning, monitoring and evaluation. The implementation of the different programmes is carried out in close cooperation with the German chambers and associations. This cooperation allows SEQUA to make use of the existing chamber infrastructure, e.g. training facilities, databases, etc. Expert for implementing the projects are generally mobilized through the chamber network. The present volume of approved projects for the years 1992 to 1994 amount to approx. 34 Mio. US \$.

The Foundation's most important programme in the Asian Pacific region is the Partnership Project between ZDH (German Federation of Small Business) and Technonet Asla, Singapore. This project supports chambers and associations to become effective advocates and efficient service providers for the small and medium sized enterprise sector (SME). Thus, the project's main focus is on institution building - strengthening the private sector organizations in their tasks of advocacy and service delivery.

The various tools used by the project include seminars on chamber management, development of income generating services, basic and advanced training for SME's, organization of conferences on relevant policy issues. The ZDH/Technonet Asia Partnership Project is at present working directly with more than 20 chambers, associations and federations in 5 Asian developing countries.

For more details on SEQUA or the ZDH/Technonet Asia Partnership Project, please contact:

SEQUA  
Belderberg 5  
D-53 111 Bonn  
Tel: 0228/631522  
Fax: 0228/631897

# **THE INTERNATIONAL CHAMBER OF COMMERCE (ICC)**

## **The world business organisation**

The International Chamber of Commerce (ICC) serves world business by promoting trade and investment and open markets for goods and services, as well as the free flow of capital. It defends the private enterprise system and encourages self-regulation by business.

Founded in 1919, the ICC is a non-governmental organisation of thousands of companies and business associations in more than 130 countries. ICC national committees throughout the world present ICC views to their governments and alert Paris headquarters to national business concerns.

The ICC has top-level consultative status with the United Nations where it puts forward the views of business in industrialised and developing countries. It also maintains close relations with the General Agreement on Tariffs and Trade (GATT), the Organisation for Economic Cooperation and Development (OECD), the European Community and other intergovernmental and non-governmental bodies. ICC permanent representatives at the UN in New York and Geneva monitor developments affecting business within the UN and its specialised agencies.

The ICC makes sure business concerns are constantly brought to the attention of governments, both through its international headquarters in Paris, and the representations of national committees throughout the world. An example of this political activity is the ICC's president's annual meeting with the head of the host government of the Group of Seven Economic Summit. On that occasion the ICC submits policy recommendations on behalf of world business for the consideration of the G7 leaders at the Summit.

One of the ICC's main activities is the harmonisation of trade practices. ICC rules on documentary credits are used by banks throughout the world, and Incoterms – international commercial terms defined by the ICC - are applied by importers and exporters worldwide.

The ICC also draws up voluntary codes for business which set ethical standards. Its Business Charter for Sustainable Development sets out 16 principles governing every aspect of a company's activities in relation to the environment from product design to customer advice. The ICC's marketing codes cover direct marketing, advertising, sales promotion and sponsorship.

Specialist ICC commissions meet regularly to review issues affecting business, including banking, competition, the environment, financial services, international investment, intellectual property, marketing, sea and air transport, taxation, and trade policy.

Most of the 500 commission members are senior executives of major companies throughout the world. The commissions make critical assessments of legislative proposals and other developments affecting their fields, and communicate these views to governments and international organisations.

Foremost amongst the ICC's practical services to business is the ICC International Court of Arbitration, the world's leading body for the resolution of international commercial disputes by arbitration.

The International Bureau of Chambers of Commerce works to strengthen cooperation between chambers. It provides technical assistance and training programmes for those in developing countries and central and eastern Europe. The Bureau also manages the ATA Carnet system for temporary duty-free imports.

The Institute for International Business Law and Practice conducts research and training, and disseminates information between academics and practitioners.

ICC World Industry Council for the Environment (WICE) acts on behalf of business on environmental questions. WICE consists of CEOs or senior executives of companies from every part of the world and all sectors of business activity. The organisation maintains close links with governments and intergovernmental organisations and publicises business achievements in environmental management, including implementation of the Business Charter for Sustainable Development.

The London-based ICC International Maritime Bureau combats maritime fraud. The ICC Counterfeiting Intelligence Bureau, also in London, is involved in the fight against production and distribution of counterfeit goods ranging from T-shirts to pharmaceuticals.

ICC Publishing S.A. offers business people over 60 practical reference works for the conduct of international business. New guides and corporate handbooks are added to the list every year. Publications may be ordered from ICC Publishing in Paris, or national committees.

ICC conferences and its triennial congress are held in countries throughout the world, providing an opportunity for business people to learn from each other's experiences.



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## **The ICC International Bureau of Chambers of Commerce (IBCC)**

The ICC International Bureau of Chambers of Commerce (IBCC) is the World Forum of Chambers of Commerce. It provides a unique international meeting place where executives from chambers in developed and developing countries and economies in transition can discuss and exchange views and experience on a wide range of policy and technical issues of topical and common interest, such as the strengthening of the role of chambers in promoting the private sector and economic development as well as the development of new practical services in response to the evolving needs of their members. The IBCC also acts as the spokesman of chambers vis-a-vis intergovernmental organisations and other international bodies.

In collaboration with chambers in industrialised countries and with the financial support of various intergovernmental organisations such as the UNDP's Private Sector Development Programme, the IBCC organises technical assistance programmes and training seminars and workshops for chambers in developing countries, central and eastern Europe and economies in transition, in order to help these chambers strengthen their role as representatives of, and support to, the private sector.

In addition, the IBCC closely cooperates with the International Trade Centre UNCTAD/GATT (ITC) in the implementation of its programme of technical cooperation with chambers of commerce and other business organisations in developing countries, mainly in the form of consultancies and training programmes.

In cooperation with the Customs Co-operation Council (CCC), the IBCC administers the ATA Carnet System and its international guarantee chain for duty-free temporary imports of certain categories of goods (i.e. samples of value, professional equipment, and goods to be presented at international trade fairs and exhibitions). The ATA Carnet System which is governed by various international Conventions of the Customs Co-operation Council now operates in 47 countries and territories throughout the world. In 1992, almost 265.000 ATA Carnets were issued for goods valued at approximately US\$ 15 Billion.

The IBCC is currently expanding its activities into the field of electronic data interchange (EDI) so as to identify opportunities offered to chambers of commerce by this technology in terms of new services to provide to their members. It is also reviewing the role of chambers of commerce in developing trade information networks and similar support services in order to initiate a possible interchamber cooperation programme in this field.

The IBCC membership includes chambers of commerce and national associations of chambers of commerce, members of the ICC, in over 110 countries.

More information on the International Bureau of Chambers of Commerce is available at the IBCC Secretariat at the following address:

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