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THE CHAMBERS OF COMMERCE AND INDUSTRY AND THE
INDUSTRIAL DEVELOPMENT IN THEIR REGIONS ^{1/}

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give ample information to the trade and industry on the character of those countries, their legislation and traditions concerning trade traffic; on the construction of trade and industry and other things worth knowing, headed towards the character and needs of the own district;

- 7) should keep the trade and industry informed by means of a periodic information bulletin of all general information and developments, which is useful for the own region as well as for the international trade. To publish this bulletin all data and information from newspapers and periodicals interesting to trade and industry have to be kept in order and up-to-date in such a way that they can easily be found again;
- 8) should furnish a well documented library and keep it up-to-date - possibly in cooperation with the sister organizations - for private use to make the task of giving of information easier in the widest sense of the word and it should be aimed at the need of information to the regional trade and industry;
- 9) should organize courses - possibly in cooperation with the education institutions and/or the sister organizations - in order to render the employers some insight into new technological developments, advancing business-management and organizations technics, changing views in business and industrial circles - and such so that they will be in a better position to timely adjust their way of management and policy.

2 Cooperation of Chambers in the interest of regional industrial development (nationally)

2.0 From the above given summary it appears how vast and varied is the field on which the Chambers can enfold their activities in the interest of the industrial development of their regions. And by this is meant the promotion of a positive governmental industrialisation policy, as well as information, instruction and inspiration to trade and industry.

2.1 In order to be able to direct a balanced regional industrialisation policy it is of urgent importance to the trade and industry to have a say in the matter at national level, this is as important as it is to have a say at regional level. For isn't a regional industrialisation policy an essential part of the economical line of policy aimed at by the central government? Therefore it is of the utmost importance to have a well functioning master-organisation at national level in order to succeed in the planning and execution of the regional Chamber activities. This organization should on the one hand resound the voice of regional trade and industry with the national government and on the other hand it should inform and document regional Chambers about all developments that are active at national level and which will have their reactions and echo in the regions.

2.2 To a national master-organization of Chambers the same applies as to each separate Chamber: It should be recognizable by the central government as a representative of trade and industry and therefore acceptable as an equal partner in discussions. For that purpose are decisive the quality of, the variety and diversification in composition of board-members, as well as the height of the level of its information and documentation on the situation of trade and industry and of the consequent ardent wishes with regard to the pursuit of an active economic policy.

2.3 Then it will be able to give a valuable contribution and inspiration to the adjustment of the economic strife to the coming new developments, in order that trade and industry will be able to continue bringing in their own identity into the economic powerfield in a world that is contracting and shrinking under the influence of the technological development.

This is determined among others by the climatic circumstances, and traffic-geographic situation of a country and the nature and characteristics of its population. The bringing to a full use and development of elements present therein is a basic principle of the economic policy.

2.4 Herewith the own identity of trade and industry will be outlined more clearly and outwardly better recognizable. Decisive, however, will eventually be the measure in which the employer knows how to purport this.

For this it is not only necessary to cultivate and activate a good employers mentality, but he will also have to be schooled and guided technically, in business administration and in leading an organization, in order to be able not only to keep standing in the rapids of present-day economic life, but to make them useful to the further development of his own concern.

Therefore it is important, that on a national basis institutes are called into being which will be able to - by means of research in economic-, technological-, organizing fields and fields of finance - inform and assist the employer in widening and deepening his insight into future possibilities of his line of industry in general and of his concern in particular and with this into the policy he will have to pursue.

2.5 A wide and varied field of operation is herewith opened to a national organization of Chambers, either by stimulating the central government - and through them the regional authorities- in the founding of such institutes; or - with the assistance of this government - founding such institutes itself and seeing to their active and adequate functioning in the regions.

2.6 A strive after industrialization - to co-inspire in any way by the Chambers - will have to find its necessary pendant among others in an effective propaganda of national trade and industry abroad.

Here too are engaging possibilities especially for a national Organisation of Chambers. In this association they are the right institute, that could convince the central government of the necessity to reorganize the consular missions abroad into peaks of propaganda and to conduct a permanently active policy in the matter. On the one hand this is a question of an up-to-date directed selection of personnel by the government, concentrating hereupon. A selection which finds its origin in a consciously cultivated mentality started already during the basic training.

On the other hand it requires the providing of these missions with an adequate and up-to-date documentation on the possibilities and needs of the national trade and industry.

When the Chambers will succeed to unite nationally and make fluid their regional documentation, they will at the same time be able to supply their full share with regard to the last requirement.

At the same time new possibilities will herewith be opened for a mutual exchange of information and services rendered between the consular missions and the Chambers, as a basis for a well functioning cooperation, which should have a fruitful effect on trade and industry.

2.7 Closely linked to what is mentioned above is the policy of the national government with regard to participation at international industries fairs, exhibitions etc.

In this too particularly a national federation of Chambers, provided it meets the above-mentioned requirements, can have a directive sa.

in the matter.

Besides it can develop initiatives on its own, for example through the realisation of collective exhibits to fairs, which aims to give an overall picture of a certain line of industry; or it can draw the attention of larger groups of national employers to these aspects of important and up-to-date organization techniques and management in such a way that they may take profit of it in their own concern.

2.8 Beside and apart from these and such possibilities for the use of the line of action to be taken by the government, a national organization of Chambers has the possibilities to assist and possibly activate the regional Chambers in the execution of their task. Thus she can function as an efficient and fast working documentation centre to these Chambers and give them information and such on the latest developments in legislation, insight in line of policy to be taken and of this and other consequences to the regions etc., etc. At the same time the information and know-how of regional Chambers is herewith brought to a more equal level, as a result of which these Chambers can render better harmonized and synchronized services to regional authorities and to their regional trade and industry.

With this in mind a national organization would very much be able to attend to a practical and suitable research of literature, in order to supply each regional Chamber with adequate information on a large scale. In general one can say that the functioning of a national organization as documentation- and information-centre for the services of regional Chambers, is a logical result of its federalistic character. That it should be fully supported by the regions in the execution thereof is a consequent result.

2.9 For the realization of these so important tasks it will not be enough for a national organization of Chambers to run things only with a competent and well grounded staff, which is capable to keep up a permanent feeling with the government and her services. It will have to make as much use of the qualities, the knowledge and experience of the representatives of regional Chambers by coordinating them into permanent working-groups, that have as their subject the various facets of the financial and economic policy and from which the national organization is regularly informed for the use of her discussions and advice to be given to the government. These working-groups should, of course, be fed by the regions. This implies, that the members of regional Chambers should likewise be recruited and grouped.

From this the idea arises to form commissions in the field of industrialization, productivity, employment, promotion of export, management of electric power, planning, tax-legislation; social-economic legislation, technical education and education in business administration in cooperation with regional/national organisations and other groupages in the field of trade and industry and such. One thing and the other implies a well functioning national secretariat, which organizes this vertical and horizontal exchange of ideas, and which is activating and inspiring them.

2.10 There is a third field of operation for a federalistic cooperative alliance of Chambers to which attention should be drawn. Id est, making and keeping contact and widen where necessary in particular with those international organizations, that can give help and assistance

in any sort of way to the Chambers in the realization and the unfolding of their task to development, particularly of the industrial trade in their own countries.

In this context we think in the first place of the United Nations Industrial Development Organization (UNIDO), under whose auspices this study-meeting has been arranged. In the second place we think of the International Bureau of Chambers of Commerce (IBCC), which has set out to investigate the way in which the international network of Chambers can be increasingly of practical and adequate service to the development of the national economy and to the widening and deepening of the international trade-traffic.

Both organizations have a certain affinity with regard to the field under consideration. So far as that in the objectives of both it is important that the development countries have the disposal of representative and well organized and functioning Chambers, which can give an inspiring contribution to the development of a good economic climate - as do their sister organizations in developed countries.

One of the conditions thereto is, that the Chambers have at their disposal an experienced and well grounded secretariat, which has been able to acquire insight into the working methods of sister organizations elsewhere in the world and which will be able to graft these experiences upon the own institute.

2.11 A national cooperation of Chambers in matters, that more or less touch the plane of policy, requires a similar working together of the

secretaries not only with regard to the technics, the organisation and the administration of the institute of the Chamber but also to the scientific foundation of the work of the Chambers, as a basis for the forming of their policy.

This going together of the secretaries too should be institutionalized into a permanent consultation centre, that receives its inspiration from a board of members, in which the secretaries each sit in turn, seconded by permanent working groups and ad hoc commissions that are formed by secretaries according to their field of interest and experiences and according to the character of the Chamber which they are running. In this manner certain subjects and their development will have constant attention e.g. studies are being prepared with regard to new problematics, measures and developments that require an adjustment e.g. an extension of the Chambers' task as an organ that promotes the regional economy.

Thus experience and know-how of all secretaries are efficiently put together in behalf of a functioning to full capacity of the institute of Chambers as such. A putting together and a meeting which is at the same time a rich source from which the younger secretaries can draw the knowledge, the insight and the science that has been acquired by the older colleagues through years of practice. On the other hand the last mentioned secretaries are at the same time guarded from a certain blindness in profession by their contact with the younger generation.

In the composition of board of members, working group and commissions this catalytic working should be consciously fostered.

2.12 Such an organization of experience moreover offers the possibility to fulfil the task that rests on everyone of them, namely to form their staff from main and middle cadre, to instruct and give insight into the comprehensive task and method of the Chambers, in a more efficient and at the same time wider and deeper way in their name. For a national approach and start of the training of functionaries for the Chambers offers the possibility to involve the secretaries, who are known specialists in certain branches, assisted if necessary by staff functionaries with a large scientific and technical experience. A national set-up moreover offering possibilities to mutually attract and make available colleague-teachers from neighbouring countries in particular for those subjects, the interest in which surpass those of the own regions.

2.13 It may be said, that a well organized and at high level functioning training for the use of main and middle cadre of Chamber functionaries is necessary, if the institute is to keep on functioning adequately within the rapid developments, to which in particular the economic life is subjected.

Generally one is of the opinion, that the speedy evolution taking place in all sectors of the scientific thinking influenced by the transitory age we live in, and strongly influencing the social-economic and therewith the political thinking, makes the specialized study with which a graduate of university or high school enters

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche.

society obsolete after about 5 years' time. The institute of post-doctoral courses has found its origin in this opinion.

One and other may be a clear indication of how much staff and middle cadre of an institute that should be the centre of the dynamic trade and industry and at the same time should constantly reflect the adjusting of its task, have to walk hand in hand with their own proficiency.

National training facilities as mentioned above moreover form a good basis to follow trainee ships at international level fruitfully, particularly those of the IBCC, and to carry out the results thereof in the own circle (see 3.5).

In the same way those training facilities offer attractive perspectives to a direct conveyance and spreading of knowledge and experience of specialists of Chambers from the more industrialized countries, as the IBCC has especially taken into reconsideration its relief programme. It is of course not necessary to say that any suggestions, ideas or proposals in this direction from the Chambers of Latin-America to the IBCC shall be very welcome. (vide a summary of subjects given in the general training course, established by the joint Chambers in the Netherlands as laid down in Appendix I).

Cooperation of Chambers in the interest of the regional industrialization (international)

5.0 "Talking makes a wiser man", an expressive saying, that not only endorses the value but at the same time the necessity of personal

meetings and during these - as openly as possible - the exchange of experiences and insight.

This adagium underlies the founding of the above mentioned IBCC, that was established in 1950 as a private organization of autonomous Chambers within the whole of the International Chamber of Commerce (ICC). It commemorated its 20th anniversary on the occasion of the 23rd ICC congress held in Vienna recently.

3.1 The IBCC, that has its secretariat in the offices of the ICC in Paris, is an international meeting point of national Chambers of Commerce. Its purpose is to exchange views on the problematic which is concurrent with the widely varied work of the Chambers, in order to strengthen and broaden the contribution of this institute for the improvement of the economic climate nationally as well as internationally. At the same time it aims at a more harmonious cooperation in particular in those activities of the Chambers that reach across the national borders. Therefore it also stays in contact with the Chambers in the Socialist countries.

3.2 The activities of the IBCC focusses in particular on:

- 1) the stimulating of those activities of Chambers that contribute to the simplification and flexibility of the international trade;
- 2) the widening and strengthening of the task and the place of the Chambers on a national level.

Activities that both open possibilities to a fruitful cooperation and a giving of information and technical assistance on matters and subject within the framework of this study-meeting.

3) In the first place attention should be given to the report launched by the IBCC in 1969: "The role of the Chambers of Commerce and Industries vis-à-vis the Government", in which it requests the attention of the governments, in an international forum as well as nationally and regionally through the to the Bureau affiliated national Chambers, in the interest of a close cooperation between the government and the institute of the Chamber in the preparation and the execution of decisions, that touch the economic life. A regular exchange of thoughts between the governments and the Chambers together with the engagement of the latter in the work of the commission and study-assignments are a necessary condition for the role of the Chambers as a representative organ of trade and industry in the general interest, to appear to full advantage in present-day society.

In the IBCC report are mentioned in particular:

- plans for an economic-social development and destination with their aspects for industrialization, employment etc.;
- the financial credit- and taxation policy, which is increasingly handled as a conjunctural instrument;
- the productivity, a field in which, as if by nature, the Chambers are interested and in which they are pre-eminently the partners of the government in the execution and guidance of the measures and steps to be taken;
- the supplying of information from the regions in order to control the conjuncture. The close and direct relation between Chambers and their regional trade and industry make the Chambers into experienced and valuable cooperators.

One should bear in mind that the task of giving advice to the government in the matters of trade and industry is the original and basic one of a Chamber. For it is because of this variable factor that initially they were and are brought to life by and through the government.

3.4 The IBCC document, which is addressed direct to the governments, at the same time offers the possibility to the Chambers to critically review the place they take with regard to the government, to ascertain possible imperfections and to unfold initiatives, based on their findings, aimed at the national realization of those directives having been established by international consultations. The document, however, also includes an invitation to self-criticism. For in order to accomplish the part of a representative organ of trade and industry with regard to the government, it is condition sine qua non that the Chambers operate at a sufficiently high level and are of good quality with regard to their composition, staff and organisation. In order to achieve this it might be of importance to learn how Chambers elsewhere are operating, the way in which they are organically composed and how they are equipped. The possibilities hereto are offered by the IBCC programme on technical assistance (vide 3.5).

The text of the IBCC-recommendation in question (vide 3.3) has been annexed to this paper as Appendix 1. It is obtainable as pamphlet from the IBCC secretariat, 39 Cours Albert ler, Paris in the English and French language.

3.5 The technical assistance of the IBCC comprises the whole of the wide and varied field of operation of the Chambers. Included herein are the construction with regard to management and organization; the functioning of the secretariat; the technique of information, methods of inquiries etc. Moreover it offers possibilities to get in touch with the governmental and semi-governmental services, private institutions and organizations with which the Chambers of a country maintain relations in the execution of their task, together with those sectors of trade and industry in which the trainees appear to be particularly interested. The complexity and the differentiation in Chambers who meet each other in the IBCC, make it possible to adjust a study and work-programme to the needs and wishes of the trainees, and to have taken care of this by Chambers who, by nature, conformity and specialisation correspond with the interest and conformity of the trainees. About 70 staff-members of Chambers from the development countries have as yet made use of these traineeships. They have come from:

- Africa (Algeria, Ethiopia, Congo, Mali, Morocco, Somalia, Tanzania, Tripolitania and Tunisia);
- Asia (Afghanistan, India, the Philippines and Saudi-Arabia);
- Latin-America (Mexico);
- Southern Europe (Turkey).

Hostesses were Chambers from Belgium, Germany, France, India, Italy, the Netherlands, Spain and the United Kingdom.

It appears from this summary that as yet little use has been made of this IBCC facility by the Latin-American Chambers. Starting from

the assumption that this is caused by insufficient knowledge of the facilities, some particulars will follow hereafter.

3.6 Pursuant to the IBCC assistance programme staff-members of Chambers from the development countries are welcome as trainees with the Chambers of more industrialized countries and that - as a rule - during a period of 2 or 3 months.

A request for that purpose is handed in by the Chamber in question - preferably if present through the secretariat of the national organization of the ICC - with the IBCC. This request has to be accompanied by an extensive curriculum vitae which gives an idea about the general education training, interest and intellectual level and such of the applicant, together with an extensive description of the tasks and nature of his function with the Chamber in question. Furthermore mention should be made of what he wants to specialize in and in particular what Chamber-activities the applicant is particularly interested in - beside getting a general insight into the organization, methods and composition.

If there are any specific fields, as to the organization of the economic life in the host-country which the applicant would like to be informed about and special types of industry he would like to visit, this should be mentioned too.

3.7 It is of great importance that trainee and host-country Chamber should both be amply informed about the economic situation of each others country, about national manners and customs and other relevant particularities.

This is mostly done through existing diplomatic channels. This way of information is especially attractive to the applicant because he can already learn all he wants to know about his host-country in his own country.

- 3.8 When his trainee-ship has been concluded the trainee has to hand in a detailed and critical report on his experiences and findings during his trainee-ship to his host Chamber(s). This report becomes the subject of an extensive exchange of thoughts between the trainee and the secretaries and staff-members of his hostess-Chamber(s). The intention of this is to possibly explain more fully those matters which are still not completely clear to the trainee. At the same time these reports may give an indication whether the trainee-programme has met with the intention.
- 3.9 The trainees receive a hotel allowance from the hostess-Chamber(s) during their traineeship. The travelling-expenses - as a rule - should be paid by the Chamber(s) that send(s) the trainee.
- 3.10 By guiding the trainee in a practical way it is aimed to give him a broader understanding of the manner in which the Chambers function in the host-country in such a way that in his discussions with his colleagues of those Chambers he can put forward his own problems, in order to obtain a greater knowledge in transporting and adjusting practice and experience of the hostess-Chambers in the structure of Chambers in his own country.

3.11 Moreover the IBCC will - where necessary- assist in the setting up of Chambers in those countries where this Institute has not yet or hardly yet come from the ground. The closer the net the stronger the cooperation and the more efficiently Chambers can function nationally as well as internationally. With this in view the IBCC has prepared an organization-scheme for a Chamber-secretariat, which can be used as a working basis by each Chamber. This scheme has been attached hereto in Appendix III.

3.12 The presence in any country of properly functioning Chambers, capable of fulfilling their role, both in respect of the government and the trade and industry, is not only of importance to the economic life of the country itself.

It is as much a necessary condition to the success of the more than ever necessary international cooperation of the Chambers. For isn't her strength decided by her weakest link in the chain.

It is clear that here lies a mutual interest between Chambers.

It is for this purpose that the IBCC has decided, at its latest conference in Vienna, to take up the study of the possibility of other means of giving technical assistance and information; for example the sending of specialists to Chambers of development countries; the training of specialists from development countries who can then convey their knowledge to colleagues in their own country, and such. These are methods that from the point of view of sustainability assume the presence in those countries of a national organization of Chambers, which will be capable to attend to the conveyance and distribution of this knowledge.

In the contracting world we live in the national economy policies get more and more entangled. The financial-economic national policy to be conducted at a national level is therefore increasingly determined by regional optics, to which the national right of making decisions is subjected.

To the Chambers this development means that if they want to continue functioning as a partner in discussions with the government and therewith proving to the trade and industry to be their representative organ, they should find adequate regional and international structures of such capability and variety that they can be accepted as an organ of advice and consultation in economic affairs by the regional and international governmental organizations.

This challenge, however, can only then be answered by the institute of the Chamber, when these structures can be founded on national and regional Chambers, who adequately accomplish the diversifications of the economic promotion in their own country.

Only then will they be accepted also as the institute for the execution of intercountry measures, intended to render the world trade-traffic those facilities to its intensification that are increasingly needed by the international social polity.

Hereto is needed a very good teamwork between Chambers - nationally, regionally and internationally - a directed teamspirit for which the basis should be laid by means of a continuous training of condition. Should the Chambers not be able to prove this appointed to be true, a task which enfolds itself on an international level, then this should

undoubtedly have its repercussions on the place and task they are met with at a national level, in particular with regard to the improvement of the industrial climate.

3.13 The IBCC has accepted this challenge on two fronts.

On the one hand with regard to the above-mentioned training-activities that have received top priority in its latest programme and to which it hopes to give a larger circulation in particular in the Latin-American countries.

On the other hand by offering itself as a partner in discussions and to prove itself as such with the intergovernmental organizations, particularly in those matters that aim at a simplifying and harmonizing the trade-traffic, promoting therewith across the borders the international exchange of goods, which is interwoven in the form of technical and commercial cooperation.

3.14 The expanding world economies require a constant adjustment of the range of products, and therewith an intensification and acceleration of the international contacts. The endeavours to obtain a suppleness and uniformity of customs facilities is therewith a necessary pendant of the national industrialization policy.

In these optics the IBCC has from the start devoted itself to a simplification of these formalities and it has propagated same to the intergovernmental organizations and also, through the affiliated Chambers, to the national governments. At the same time she presented herself to make the execution of these matters her task, extending

CONTENTS

	<u>Pages</u>
0. Introductory remarks	1
1. Chambers and regional industrial development	2-7
2. Cooperation of Chambers in the interest of regional industrial development (nationally)	8-17
3. Cooperation of Chambers in the interest of the regional industrialization (international)	17-30
4. Financing of the Chambers	30-33
5. Conclusion	33

APPENDICES

- I. Survey of the subjects given in the general training course, established by the joint Chambers in the Netherlands.
- II. Role of Chambers of Commerce and Industry vis-a-vis Governments.
- III. Model plan for the Organization of the General Secretariat of a Chamber of Commerce and Industry.
- IV. Customs, conventions to simplify the customs facilities and therewith to facilitate and intensify the international trade-traffic.
- V. An Instrument for Improved Service to the World Business Community.

therewith the intermediary role of the Chambers between government and trade and industry to the international plane.

For this purpose the IBCC has been able to make use of the good connections achieved by the ICC during its 50 years old activities for the use of international trade and industry with the intergovernmental organizations of the United Nations, of the GATT and of the Customs Cooperation Council (CCC) and she has been able to introduce her own ideas being the international organization of autonomous Chamber. As such it has been able to develop itself into a much appreciated partner in discussions particularly of the CCC and bring forward its ideas with regard to the realization as well as the execution of various international customs-agreements, aimed at modernizing and adjusting the customs legislation to the needs of an ever faster expanding trade and industry.

3.15 This development was brought about in 1956 by the customs-convention for commercial samples and advertising material, which was a result of the GATT-convention in Geneva in 1952. It created the possibility to cross the borders with forementioned goods by means of a customs document (carnet) - more or less to be compared to the wellknown triptyque for the temporary importation of cars - with a minimum of customs-facilities.

For this purpose the IBCC created an international chain of guarantees - in close consultation with the CCC as well as with the national customs administrations through the affiliated Chambers -, a chain which guarantees the payment of import duties that become due by not or too late complying with the duties by the holder of any carnet,

to the customs of the countries that have signed the agreement. At the same time the IBCC propagates direct as well as through the national organizations of the IBC the joining of as many countries as possible to this convention. It herewith inspired too that national Chambers took the necessary initiatives in that direction.

The system appeared to meet the needs of trade and industry in such a way that the question arose whether to adjust it as widespread and extensive as possible with regard to the nature of the goods. This wish was realized by the creation of the so-called ATA-carnet, a generally acknowledged document for temporary importation executing therewith the customs agreements on temporary importation of professional equipment and of goods and material for fairs, exhibitions and such that have come to effect after the Geneva-convention and the ATA-convention.

The ATA carnet is moreover used for temporary importation of different goods according to certain national regulations.

The IBCC guarantee-chain which started in 1956 with some 6 countries comprises 27 at this moment: id est Australia, Austria, Belgium/Luxembourg, Bulgaria, Czechoslovakia, Denmark, Germany, Great Britain and Northern Ireland, Gibraltar, Hungary, Iceland, Ireland, Israel, Ivory Coast, the Netherlands, Norway, Poland, Portugal, Rumania, Spain, Sweden, Switzerland, the United States and Yugoslavia.

It is shortly to be expected that South-Africa will join, whereas a further joining of Socialist countries is not too far ahead either. The number of ATA carnets issued in 1970 by Chambers that are members to the IBCC guarantee-chain, surpassed the amount of 35.000 to a value of more than US \$ 380,000,000.--.

In the above given summary the Latin- American countries do not appear. Yet it should be evident that the effect of this and likewise conventions should be profitable to trade and industry in two directions. Not only are they important to the importing enterprises but as much to the exporting ones. These last in particular would be seriously handicapped by not making profit of these facilities with regard to their colleagues abroad; handicapped in their mobility and their alertness with respect to the outlet of their products on the foreign market and in the possibility of exploiting the technical know-how for their own use. This would incur the risk that these enterprises would not always timely have at their disposal certain techniques that are increasingly important to an adequate contribution to the national share of an ever intensifying national exchange of goods.

3.16 In the framework of this workshop it would be advisable to the Chambers of the Latin-American countries to have as top priority in their work-programme the united taking of powerful steps to convince their governments of the importance of joining the forementioned conventions and consequently draw the attention of the people's representation (with regard to this particulars on these measures are mentioned in Appendix IV). For these steps form a logic sequel to their task towards the industrialization of their regions. The IBCC will be pleased to give any information or assistance required.

3.17 The international cooperation naturally offers other possibilities to reinforce the position of the Chambers with regard to trade and industry, as well as to the government.

On the occasion of its 20th anniversary the IBCC has published a short summary of its activities to that accord. This summary is attached to this paper as Appendix V. It is obtainable as pamphlet in the English and French language. A Spanish translation is being prepared.

4 Financing of the Chambers

4.0 It has been made clear in the preceding chapters how much according to their nature the Chambers are the appropriate institute to render a contribution to the industrialization of their regions. For in their organization the productive powers, derived from the practice of a selected and varied trade and industry-life, are coupled with the know-how of a well trained secretariat, herewith a maximum of own initiatives is guaranteed.

Though their efficiency and their representative character are not only decisive in making them acceptable as advice-organ to the government and thereby giving full justice to their role as intermediary between government and trade and industry.

As necessary are the securities of independance of the institute of the Chamber as such with regard to the individual enterprises from which the regional trade and industry is built up. This condition for independance immediately touches the way in which the Chamber is financed.

When the continuation of a Chamber solely depends on the size and amount of the contributions of its members there is a danger that - in order to stay alive - it might wait too much for the glances of - in particular - its most important contribuant.

A problem, which particularly concerns the Chambers based on civic law. For it is so that the financial base of the Chambers based on public law has been laid down in a law through which trade and industry are obliged to contribute to the Chambers. For example that a certain tax revenue from the trade and industry is appointed to the Chambers, or that all enterprisses have a compulsory membership, or that the Chambers have been assigned with the execution of certain legislative measures (for example law of trade-register), resulting in certain retributions.

For the status based on public law also makes it possible to confirm their official advising position with regard to the government in matters concerning the economy, together with expressively calling in the Chambers in the legislation concerning the economic life (for instance future planning, environment hygiene, industrialisation, establishment of concerns and such).

In order to function properly it is essential that the composition of the Chambers does not rest with the government but with the organized trade and industry.

Moreover an arrangement based on public law prevents that organisations associations and such adorn themselves with the name of "Chamber of Commerce", as they have no right to this title because of their

organization and representation. Yes, it may even be possible that these purely private aims are covered by the name "Chamber of Commerce". For that reason the realization of the duties of a Chamber on different levels, as described above in para 1., seems best guaranteed by a status based on public law. The status based on public law offers a better guarantee for the prestige and esteem of the Chambers and as such for the position they occupy and tasks which they have to perform in the social-economic order.

4.2 A Chamber based on civic law naturally is dependant on the size of the contribution of its members. It will therefore - and this is a positive element with regard to a Chamber based on public law - have to make itself a true representative to the trade and industry as a promoter of the economic interests in its region, if it wants to make the entrepreneur willing to contribute.

However, in order to prevent a Chamber which enfoldes itself in this way, from becoming more or less a pressure group of certain industries, the Chambers based on civic law will have to have the disposal of other means of income ensuring a certain independance.

The proper possibility for this lies in the ability of offering to trade and industry services thus varied and attractive that from this - on a percentage of profit basis - beside the proceeds from the contribution of members, other sources of income are derived.

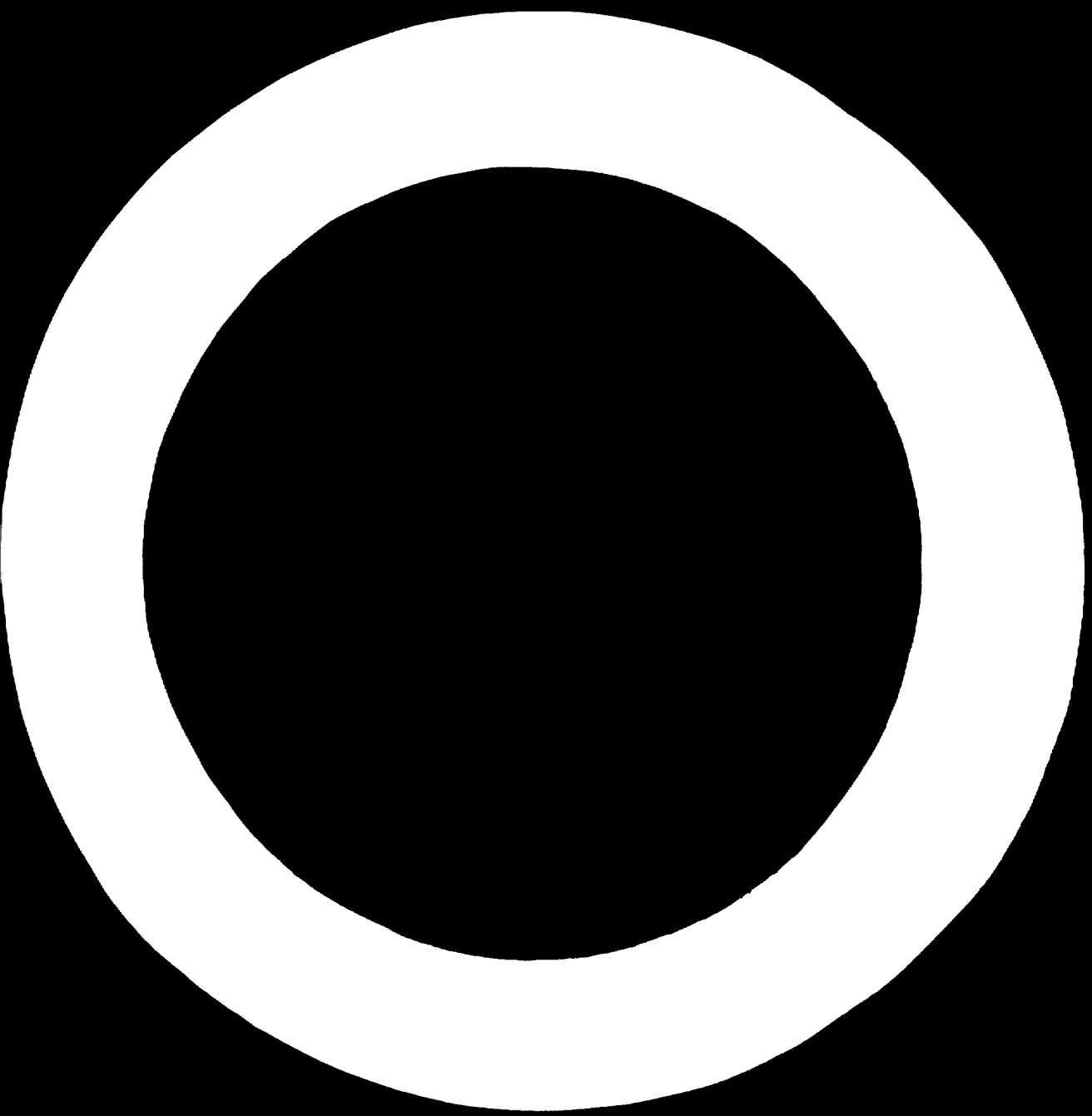
In particular is thought of consulting activities as described in para 1.1, especially with regard to planning techniques, research, export, industrial information, industrial-commercial mediation, arbitration, courses and other ways in which services may be rendered - possibly in cooperation with other eligible organisations e.g. housing and putting up secretariats and bureaus of such institutes and organisations etc., etc.

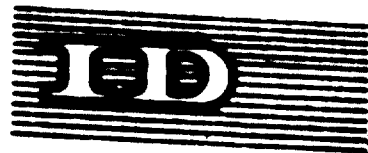
Conclusion

It is hoped that the ideas unfolded in this paper will contribute a fruitful discussion from which directives may be obtained that will enable the Chambers in Latin-America - even more than in the past - to act as appreciated partners in discussion with the government in the interest of the economical development in their regions and more in particular for the use of industrialisation.

Insofar the IBCC, in cooperation with UNIDO, that took the fortunate initiative to convene this seminar, will be able to offer a helping hand. Needless to say that it will gladly do so within the reach of possibilities.

It is hoped that the foregoing has made it clear that the Chambers from both developed countries and developing countries need each other in the fulfilment of their important task in these ever tightening international ties.





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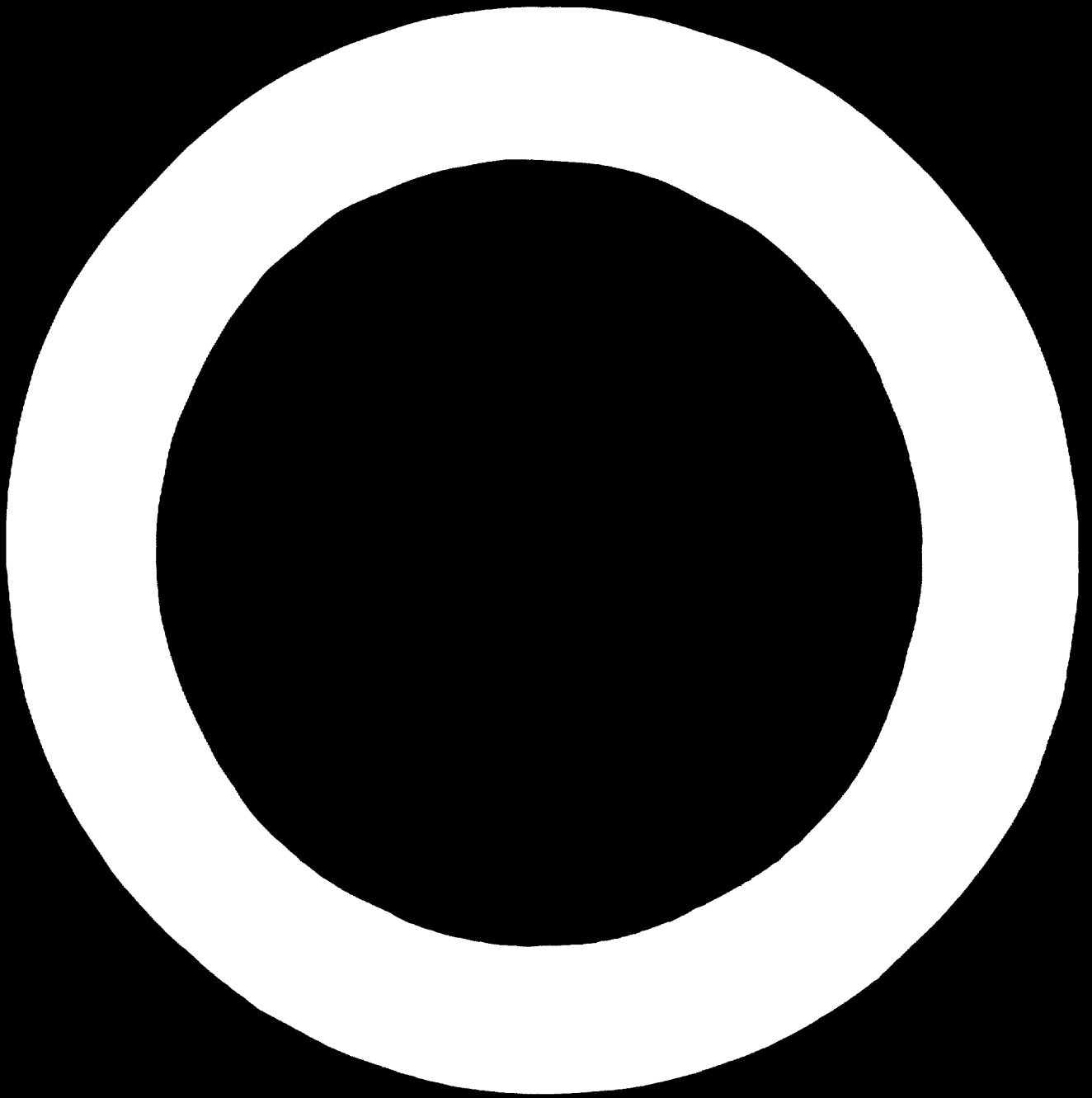
THE CHAMBERS OF COMMERCE AND INDUSTRY AND THE
INDUSTRIAL DEVELOPMENT IN THEIR REGIONS

ADDENDUM

by
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0 Introductory remarks

0.0 Chambers of Commerce and Industry (hereafter called "Chambers"), as regional organizations looking after the interests of trade and industry, are to be found in practically all countries of the world. There are, however, clear differences in organisation and operations among them, depending on the place they take in the social-economical order of their country, as well as on the structure and character of their regions.

Yet in purpose, task and way of thinking they are essentially of one mind: i.e. looking after the economic interests of their regions as representatives of trade and industry or - put differently - the promotion of the exchange of goods and services for the benefit of the prosperity of their regions, including propagating measures for the promotion of an optimal economic climate.

0.1 Therefore it is very useful and important for the institute of the Chambers as such that a maximum of information and experiences of the way of operation are exchanged frequently. Such an exchange of thoughts is fruitful and inspiring, although everything will have to be adjusted to the means with which each Chamber has to work within its national frame.

This is the intention of the following observations.

APPENDIX I

Survey of the subjects given in the general training course,
established by the Joint Chambers in the Netherlands.

The course is given once a year and consists of 12 lesson-days, one a week.

This ends with an examination, the result of which is given to both the student and the Chamber, where he is employed.

Lesson Syllabus:

1. Economic history from 1800 - 1970.
2. Chief facts of some legal regulations:
sources of law; contractual capacity; marriage settlements;
profession; enterprise; company; managing and limited partnership;
shipping; trusts; cooperative society; Mutual Security Company;
foundation; limited liability company;
3. Trade and industrial information; trade intermediaries:
(instrumental of trade intermediaries:
Homeland: trade register, general-, district- and branch-address-
directories; exchange of facts with sister-chambers;
knowledge of activities of industrial life in your own
the keeping-up of contacts with industries; making
inquiries etc.;
Abroad: address-directories, own representatives abroad, etc.);
4. Commercial policy, trade law and -regulations:
(import- and export-duties, additional charges; regulations with
regard to components, canning, packing, marking, stating contents
etc.; statistic numbers; exemptions for gift-parcels, exhibition
material; documents which should accompany the goods; statistic

details; carnets etc.).

Documentation:

(function of the documentation for outside information (on industrial life) as well as for inside (at the board-members of the Chambers, the personnel-members etc.) for what is pending at the Chamber, or dealing with suitable periodicals, daily papers, circulating portfolio of daily newspaper cuttings among staff and others concerned with the Chamber;

Library;

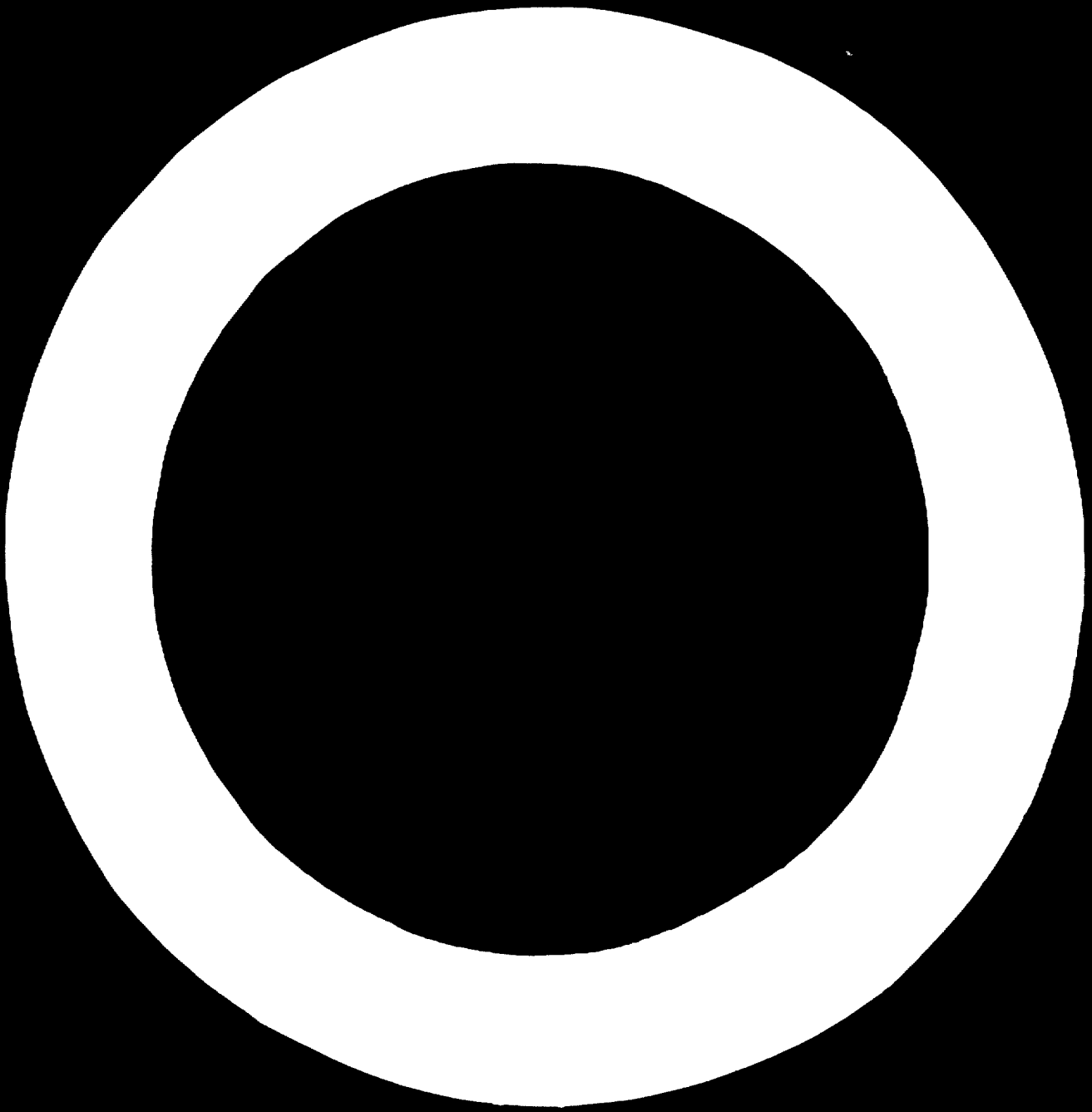
Publication);

5. **Promotion of export (: the meaning of export for industrial work; the micro- and macro-meaning of the promotion of export; knowledge of the export-market; the same as for own exporting business and export-houses; organization of the export-promotion in own country; the activities of the authorities and private movements in the field of trade-promotion (working national institutions, chambers acting for two countries etc.); the place and the task of the Chambers in the whole export-organization and the possibilities of export-development for the Chambers activation);**
6. **The constitutional law of the Chambers (general; composition of the Chambers; authorities which are directly connected with the Chambers; organization-schemes; staff regulations; incomings- and outgoing-items; granting general advice);**
7. **Laws for Trade Register and trade-mark laws;**
8. **Laws applying to retail-trade and crafts (medium and small business);**
9. **Bankruptcy. Stop-payment;**

10. Swearing in of experts by the Chambers and the relevant valid regulations;
11. Certificates of origin.
(historical review/free-trade zones/custom unions; reason and meaning of the certificates; regulations of origin in the own country, in the Benelux, the European Common Market, in the association-agreements with the third countries, the regulations in other countries; requirements for certificates; institutions authorized to issue certificates; instructions for issuing certificates, the handling of prescribed forms, documents and securities to require etc.).

As a continuation of these courses there are specialized instructions, in which one or more of the above mentioned subjects are dealt with in detail, and other problems as well, regarding the Chamber (e.g. planification questions).

It is essential to be a member of the staff of a Chamber to follow these courses and to be chosen by the Secretary of the Chamber to do this. In this way exclusiveness is guaranteed. Moreover possibilities are provided for the Chambers to take advantage of the courses with respect to its staff, to promote the conducting of selection.



APPENDIX II

INTERNATIONAL BUREAU OF CHAMBERS OF COMMERCE

Steering Committee

(Meeting on 29th November 1968)

ROLE OF CHAMBERS OF COMMERCE AND INDUSTRY

VIS-A-VIS GOVERNMENTS

Draft Statement

adopted by the Steering Committee of the IBCC
for submission to the 86th Session of the Executive Committee of the ICC

INTRODUCTION

By their very nature, Chambers of Commerce and Industry are the intermediate bodies between government, on the one hand, and industrialists and traders, on the other.

Their function is to advise the public authorities on all economic matters by voicing the views of trade and industry as a whole in their districts.

Accordingly, it would seem to go without saying that Chambers of Commerce and Industry should be able to play a part in any decision-making process involving economic problems, but experience shows that the effectiveness of Chambers of Commerce varies with their methods and fields of action. Furthermore, certain relatively novel aspects of government economic policies call for the definition of hitherto unknown means of cooperation with the representatives of trade and industry. This applies especially to the preparation of development plans covering several years and which governments are more and more inclined to establish in the interests of better coordination and more accurate forecasts.

It should immediately be pointed out that the trend in certain countries toward a greater degree of government intervention, far from making coherent representation of the business community's views vis-a-vis government circles less important makes it, on the contrary, still more necessary. Insofar as the State takes over certain prerogatives which were formerly those of trade and industry alone, it is imperative that the State's decisions be based on a specifically economic appraisal of the problems to be solved. The more the administration infringes upon a domain formerly reserved to private enterprise - a trend which may be regretted but cannot be overlooked - the more vital it is that at least the principles underlying such government activities be controlled and, if possible, guided by experienced traders and industrialists.

...

I. WAYS IN WHICH THE AUTHORITIES CAN COOPERATE WITH THE CHAMBERS OF COMMERCE

Cooperation between the public authorities and the Chambers of Commerce and Industry, in formulating decisions on economic questions ranging from the general orientation of the State's economic and financial policy to a specific regulation on a given procedural point, can assume widely differing forms.

Without attempting to give an exhaustive list of such forms of cooperation, we will now consider some of them.

- a) Hearing granted by the Head of the State or the Prime Minister or other Members of the Government to the Officers of the National Association of Chambers of Commerce or of a given Chamber of Commerce, generally that of the capital.

This sort of interview is necessarily brief and its scope general. It is valuable especially when the business community wishes to make known its views on certain broad issues or call attention to an overall situation linked to business trends.

- b) Compulsory consultation of Chambers of Commerce by the authorities

Under certain legal provisions it is compulsory to consult the Chambers of Commerce and Industry directly, on a variety of subjects, before any administrative decision can be taken. This is the case in certain countries with respect to regulations on commercial practice, the creation of commodity exchanges, commercial courts, or bonded warehouses, the levying of taxes in order to pay for the transport services licenced by the authorities, etc.

- c) Advice given to public authorities on the initiative of the Chambers of Commerce

This is probably the most common form of cooperation, because it is both flexible and general. The Chambers of Commerce and Industry are empowered to inform the administration of their observations and suggestions with respect to all matters directly or indirectly concerning the economic activity in their districts. Their action can take the form of a letter or recommendation to a Minister, of a statement to the press or a program outlined in a speech.

- d) Participation by Chamber of Commerce representatives in committees, councils, or commissions either with decision making powers or with consultative status.

The Chambers of Commerce and Industry are regularly called upon to take part in the work of all the bodies whose task it is to intervene in one way or another in the economic life of the country. Their representation can take a variety of forms : appointment in his professional capacity of the president of the National Association of Chambers of Commerce. appointment of a member of a Chamber of Commerce, appointment by the Chambers of Commerce of a non-member, proposal of names for approval by the Minister who reserves the right to veto or select, etc. The type and role of the bodies in which Chambers of Commerce and Industry are represented vary widely : national bodies with an economic or social function, permanent or ad hoc commissions enabling the administration and business representatives to compare their views on all aspects of economic life, steering committees or governing boards of public institutions or mixed-economy companies, conciliation boards, experts' panels, fund management boards, etc.

Apart from these official methods of cooperation making use of pre-established structures, relations between Chambers of Commerce and administrations can, depending on the problems concerned, take much less official but often highly effective forms based on personal contacts, the exchange of ideas generally occurring when a given policy is being defined or a text is being drafted.

VI. AREAS FOR COOPERATION BETWEEN PUBLIC AUTHORITIES AND CHAMBERS OF COMMERCE AND INDUSTRY

Once it is agreed that the Chambers of Commerce and Industry play a consultative role vis-à-vis the public authorities in the economic field taken in its broadest sense, it is worth outlining the principal areas in which the action of Chambers of Commerce is or should be most effective.

a) Economy and finance

- Economic and social development plans. In those countries where such a plan is mapped out, to direct the economy over a period of several years, it is imperative that the Chambers of Commerce and Industry be closely associated with the work of the various specialized commissions preparing it.

- Financial policy. Since industrialists and traders are the largest users of credit facilities, it is only right that the government should cooperate with them in defining its credit policy. In a broader sense, their contributions, both direct and indirect, to tax revenue should entitle them to express an opinion on all aspects of the national financial policy.

- Productivity. It is an inherent part of the role of Chambers of Commerce to be associated with the work of the bodies in charge of studying and improving productivity.

- Economic surveys. Since business firms are most closely affected by analyses and forecasts of economic trends, it appears desirable that Chambers of Commerce and Industry work closely with the competent authorities so as to promote a more practical exploitation of the statistics which the Chambers are able to provide, thanks to the privileged position which enables them to collect information from those involved.

b) Foreign trade

Although foreign trade problems are closely related to general economic and financial questions, they do present special features. While Chambers of Commerce and Industry probably have less direct influence in this field because they must act either through their national governments or through international organisations, their influence is no less considerable. It would even seem that in certain respects, Chambers of Commerce acting together are especially well equipped to take initiatives on matters which might be embarrassing for the public authorities. In this connection the Chambers' role in disseminating information is of great importance. Often they run international fairs, which stimulate world trade. They ensure the operation of such international systems as the GCS and ATA carnets regime. Finally, thanks to their numerous international contacts, Chambers of Commerce foster the creation between industrialists and traders of a genuine community of interests and ideas, which in turn influences their action vis-à-vis their respective governments.

But, aside from such general action, the Chambers of Commerce play a direct part in certain government decisions relating to foreign trade; in certain countries, for instance, they have to state their position on the allocation of import quotas or on the allotment of credit guarantees for export operations. Although their role in such matters is only a consultative one, it is no less weighty in point of fact, because of its influence on the attitude of the authorities.

c) Legal studies

It is of prime importance that the Chambers of Commerce and Industry be not only consulted on but also, insofar as possible, associated with all referas concerning trade legislation or regulations (company law, bankruptcy, patents, commercial courts etc.). It would even be highly desirable that they be enabled, as often as possible, to

submit proposals in this area. Thanks to their privileged position, they are particularly well equipped to determine the standards which should underlie trade regulations. In this way they could usefully pave the way for action by the public authorities which are necessarily guided by different motives and which have less direct insight into the needs of the business community.

d) Social questions

As employers of labour, the members of Chambers of Commerce and Industry are those most directly interested in the drafting and application of national laws on social matters and in the management of bodies in charge of financing and operating systems of family allowances, social security, health insurance, etc. Similarly, their participation in the work of bodies concerned with labour relations proves very useful.

e) Regional and town planning

- Regional improvement. When national development plans include regional options, it is desirable that the national associations of Chambers of Commerce and Industry be consulted. Similarly, when administrative approval must be obtained for the location of new industries or when funds to assist decentralization are to be allocated, it is very important that the Chambers of Commerce be consulted in each case. Finally, when it is planned to create shopping centres or industrial zones, the Chambers of Commerce are the best qualified to give advice based not on special or local considerations but rather on the general interests which it is their responsibility to represent within their respective districts.

- Town planning. When town planners formulate their programs and decisions are taken as to their implementation, it would be desirable, for the reasons explained above, that the Chambers of Commerce and Industry be consulted regularly.

f) Transport

- Transport regulations. The Chambers of Commerce and Industry should be associated with the elaboration of all draft regulations relating to transport, whether by road, rail, inland waterways, sea or air. They should be represented on all council boards, committees, consortiums, associations or companies in charge of studying transport problems, whose solution is so directly connected with the economic activity of the country.

- Transport infrastructure. By virtue of their administrative functions, the Chambers of Commerce are called upon to create or operate ports, warehouses, airports, coach stations, and should be consulted on all projects concerning such installations. Similarly, it would seem desirable that they be increasingly associated with the problems raised by traffic in large towns, supply and delivery conditions, and means of public transport.

- Postal and telecommunication services. The systems of transmission of the written and the spoken word are so vital to economic life that both their present conditions of operation and changes to be made thereto should be discussed with those who are most often the largest users of these facilities.

g) Education and training

The Chambers of Commerce often devote a large part of their activities to the provision of educational facilities. They strive to promote, at every level, the training of the men who will be responsible for industrial and commercial undertakings. Whether in professional training, technical or business instruction as such, on an advanced or on a lower level, or in refresher and readaptation courses, most Chambers of Commerce have acquired experience which makes it indispensable to consult them where teaching is concerned. Consequently, contacts with the national education authorities are indispensable, both for the exchange of experience and the coordination of efforts.

RECOMMENDATIONS

In conclusion, the International Bureau of Chambers of Commerce, functioning within the ICC, is of the opinion that the ever-greater interpenetration of political and economic problems makes closer and ever more confident cooperation desirable between the authorities, on the one hand, and the representative organisations of industrialists and traders, on the other, for the sake of the smooth functioning of the national economy:

Accordingly, the IBCC submits the following recommendations to the attention of governments:

- a) First of all, cooperation between the authorities and the Chambers of Commerce should be reflected in measures to ensure more ample information of industrialists and traders as to the goals of economic policy, taken in the broadest sense, and as to the means envisaged by the authorities for attaining those goals.
- b) But such information, useful though it is, would be fruitless or at any rate insufficient if it did not provide the basis for genuine participation by the Chambers of Commerce in decision-making in matters of prime concern to traders and industrialists. Called upon to "live life" to economic policy in every respect, it is these traders and industrialists who are both most closely interested in the options which the policy entails and at the same time, most clearly competent to advise the authorities on ways and means of implementing such policy.
- c) Moreover, such interest and competence of industrialists and traders make the Chambers of Commerce the most appropriate bodies to assist the authorities in many fields by actively participating in the implementation of economic decisions. The practical advice which they can in a positive way offer on any aspect of policy application, their ability to operate public utilities at lowest cost; the initiatives which, very often, they alone are able to take to meet the needs of their nationals or their members, make the Chambers of Commerce the most effective intermediary between the authorities, on the one hand, and industrialists and traders, on the other.
- d) Consequently, it will seem it necessary to draw the attention of governments most especially to the participation which Chambers of Commerce are in a position to make to the processes both of formulating and of implementing economic policy decisions. It recommends that, in the public interest, the authorities associate the Chambers more and more closely to their action in a field where realism evolved from experience is the sine qua non of success. In this connection, it should be emphasized that the effectiveness of that cooperation depends upon the validity of the interprofessional representation within the Chambers of Commerce. Consequently, it is imperative that the governments avoid any initiative which might impair the free representation of the general interests of trade and industry within the Chambers.

Secondly, the IBCC submits the following recommendations to Chambers of Commerce:

- a) In order to play the role which they are entitled, Chambers of Commerce should ensure that, on the one hand, they are ever well-representative of trade and industry as a whole and, on the other, that their capacity for adjustment continually allows them to respond to the normal and foreseeable aspects of the evolution of the economy. Only by proving that they possess these essential and dynamic qualities can the Chambers convince the authorities that they are the natural and most qualified partners of government in the economic field.
- b) The Chambers of Commerce in the various countries should seize every opportunity to expand their relations, whether within the ICC and especially within the IBCC, within multinational or interregional associations, or by means of bilateral liaison, particularly within the context of frontier relations. These contacts should be put to advantage, first of all to promote better mutual information on the role which the Chambers play in the functioning of their respective economies; secondly, to bring out and strengthen an overall concept of the mission of all Chambers of Commerce; and

1. Chambers and regional industrial development

1.0 The task derived from the objectives of the Chambers has two aspects:

- a. the relation to the authorities, i.e. the pleading to them, being the official representative for the regional trade and industry, called upon or not, in order to take initiatives, measures, precautions etc., that can lead to an improvement of the economic climate, so that trade and industry can grow into the highest standard of life possible for their region.
- b. the relation to the enterprises established in the region: rendering services to these concerns in order to solve the many problems with which they are faced in a society that gets more complicated every year. This is done directly by drawing from own experience and know-how, as well as indirectly by acting as an intermediary between concerns and more specialized departments and institutions.

1.1 With regard to the subject of this study-conference it means that the Chambers - and this goes for the ones based on civil law as well as those based on public law - :

ad a 1) should be clearly recognizable to the authorities as a perfectly representative organization for regional trade and industry, because of their structure. In the composition of the board of members of the Chamber therefore, the many facets of character

APPENDIX III

INTERNATIONAL BUREAU OF CHAMBERS OF COMMERCE

Steering Committee

(Meeting on 18th October 1966)

MODEL PLAN FOR THE ORGANIZATION OF THE GENERAL SECRETARIAT
OF A CHAMBER OF COMMERCE AND INDUSTRY

Report

adopted by the Steering Committee of the BICC
for submission to the 108th Session of the Council of the ICC

INTRODUCTION

As is known, a substantial part of the work of the BICC is aimed at providing technical assistance to Chambers of Commerce in the developing countries.

Within the framework of this action, this report sets out a model plan for the organization of the General Secretariat of a Chamber of Commerce, with a view (1°) to helping those developing countries seeking to strengthen the structure of existing Chambers or to set up new Chambers where these bodies are lacking at present (2°) to making it easier for Chambers of Commerce in the developing countries to specify those subjects which they would like to have studied more particularly by their employees or executives who follow training periods within the Chambers of Commerce of various industrialized countries, under the BICC Technical Assistance Programme.

This memorandum seeks to map out a model plan which could meet the needs of all Chambers of Commerce, irrespective of their legal status : nevertheless, it will obviously be necessary for developing countries to make certain minor adjustments to this model plan, to take account of the legal status to which their Chambers of Commerce are, or will be, subjected in practice, and in view also of the specific economic features of each country.

This memorandum moreover stems from the principle that the general secretariat of a Chamber of Commerce and Industry should, ideally speaking, be organized with the following aims in mind :

- 1°) to administer the Chamber in question and to enable it to act as a consultative body either de facto or de jure ;
- 2°) to meet the needs of the services it is compelled to run ;
- 3°) to run any services set up on the individual initiative of the Chamber in question.

...

- 4°) to keep membership records, in liaison if necessary with the authorities entrusted with holding the trade register - if such a register exists in the country - unless the Chamber itself has to hold it;
- 5°) to reply to requests for information received from any interested person or firm;
- 6°) to carry out the studies necessary if the Chamber of Commerce and Industry is to play its proper part as a consultative and administrative body and to fulfill its task in the promotion of the development of trade and of the growth of the economy.
- 7°) to track down and collect any documentation required for the completion of the above-mentioned tasks.

I. ADMINISTRATION OF THE CHAMBER

The administration of the Chamber and the fulfilment of its duties are the first tasks of any Chamber of Commerce and Industry.

- (a) Secretariat proper : reception, dispatch of mail, drafting, typing, reproduction of documents;
- (b) relations with members;
- (c) relations with the public authorities;
- (d) relations with other Chambers which operate in the same region, or in neighbouring regions or even, on the international plane, in other countries;
- (e) preparation for the meetings of the Chamber of Commerce and Industry, likewise for those of its technical commissions; reports; minutes; preparation of studies on economic problems.
- (f) statistics concerning trade organizations in the area;
- (g) organization of fact-finding visits, missions, receptions aimed at facilitating contacts between traders and industrialists, and even farmers, or between public authorities, industrialists and traders; and farmers.
- (h) staff;
- (i) financial administration (preparation of accounts and budgets);
- (j) management of real estate and other property;
- (k) archives.

II. SECRETARIAT

It is naturally essential that mail should be centralized on arrival and departure and it is important that the Secretary General, who is responsible to the Chairman and Officers for the operation of the Chamber of Commerce and Industry's administrative organization, should see all incoming and outgoing documents.

It is advisable that the mail, before being passed on, should be centralized in the hands of one person or department responsible for opening, date-stamping, classifying and registering it.

It is also essential to be able rapidly to trace letters sent by the Chamber of Commerce and Industry to any of its correspondents : this may be done by keeping a loose-leaf file.

B. RELATIONS WITH MEMBERS

The general secretariat should of course keep files containing the information it needs concerning present and past members of the Chamber.

- 1°) general information;
- 2°) business activity;
- 3°) function within the Chamber of Commerce and Industry.

C. RELATIONS WITH MEMBERS

The general secretariat must be very well informed concerning :

- 1°) The organisation of the government departments with which the Chamber of Commerce and Industry maintains or may require to maintain relations at the national, regional or local level (names of departments, heads of departments, addresses...) so as to enable the public relations department, which becomes necessary once the Chamber of Commerce and Industry grows sufficiently large, to operate as efficiently as possible and, particularly in the developing countries, to enable the Chamber to indicate to national or foreign firms those government departments which are qualified to grant them the authorizations which may be needed for an extension of business activities.
 - 2°) The outside commissions on which the Chamber of Commerce and Industry is represented.
- A card index may be extremely useful if reference may easily be made to it.

D. RELATION WITH THE CHAMBERS OF COMMERCE OF NEIGHBOURING REGIONS OR COUNTRIES

Similar remarks may be made concerning relations with the Chambers of neighbouring regions or countries. The organisation of meetings between Chambers of frontier areas seems particularly desirable.

E. PREPARATION OF THE MEETINGS OF THE CHAMBER OF COMMERCE AND INDUSTRY AND OF THOSE OF ITS TECHNICAL COMMISSIONS, REPORTS, MINUTES

- 1°) Preparation of the "timetable" of meetings of the Chamber of Commerce and Industry and its commissions; it is sound practice for this "timetable" to be drawn up every year;
- 2°) Preparation of draft agendas for submission to the Chairman of the Chamber of Commerce and Industry or to the Chairman of its commissions;
- 3°) Collection of documentation and study of questions to be discussed;
- 4°) Dispatch of convening letters;
- 5°) Stenotyping of reports;
- 6°) If necessary taking of steno-typed notes at meetings;
- 7°) Preparation of minutes.

STATISTICS CONCERNING TRADE ORGANIZATIONS

It is essential for each Chamber of Commerce and Industry to keep a very accurate and up-to-date list of trade organizations, i.e. business associations, whether national or local.

A card index system with visible cards is particularly valuable here.

It is advisable to have the index systematically brought up to date once a year.

G. ORGANIZATION OF FACT-FINDING VISITS, MISSIONS, RECEPTIONS

It is advisable to keep a file for each of the fact-finding visits, missions and receptions organized by the Chamber of Commerce and Industry. Likewise it is desired that the Chamber should assemble very precise documentation on the protocol applied in its country (by the public authorities or by the Chamber itself) in anticipation of the events (banquets, receptions) organized by the Chamber or which foreign visitors might wish to organize.

H. PERSONNEL

It is advisable to recommend that for each Member of the Chamber's Staff the records should contain :

- (a) identity form;
- (b) copy of birth certificate;
- (c) copy of police record, when such a record exists at the national level;
- (d) photograph;
- (e) copy of letter of appointment and of all correspondence exchanged with the employee;
- (f) any special comments and notes, reprimands, sanctions, congratulations on good work, etc...
- (g) a form showing the employee's position with regard to the pension fund.

Experience shows also that it is useful for a Chamber to take out an insurance policy to cover possible damages caused to third parties due to any professional mistakes of the members of its staff.

I. FINANCIAL ADMINISTRATION

The fundamental principle here is that each Chamber should establish annually its budget for the coming financial year and its income and expenditure accounts for the financial year which has ended. The form according to which the budget and the income/expenditure accounts are to be presented will obviously vary, depending on whether the Chamber is a private law body or a public law one. As far as public law Chambers are concerned, the form of presentation is generally laid down by the public authorities

themselves, which also specify the Ministry or Government Department to which the budget and above mentioned accounts have to be submitted for approval.

Moreover in those countries where the Chambers, as public law bodies, are called upon to run ancillary services such as commodity exchanges, schools, commercial services (warehouses, ports etc.), it is often laid down by law that the Chambers have to draw up separate budgets for each of these services. In this respect and on the basis of experience it is advisable when the financial situation of the commercial services permits it, to include in each of its individual budgets special mounts representing a contribution of the said services to the general administrative expenses of the Chamber.

In each establishment, a petty cash book must be kept from day to day. It may be more or less elaborate depending on the size of the department, but must in any case be it possible and at any time, to check the cash in hand. The individual book-keeping in each department should be adapted to its specific needs.

It is sound administrative practice not only for all the departments run by a Chamber of Commerce to be linked for administrative purposes with the General Secretariat, but for them to be under the general secretary's authority, since the latter is responsible to the Chairman and Officers for the operation of all departments within the Chamber of Commerce and Industry.

Finally, it is desirable for a Chamber of Commerce to earmark

for a reserve fund all or part of the surplus income remaining after budgetary obligations have been fulfilled, and also to set up special reserve funds, for instance to receive funds intended to meet exceptional expenses, obtained from loans or other sources, which have not been used at the end of the financial year.

MANAGEMENT OF REAL ESTATE AND OTHER PROPERTY

In the larger Chambers it is desirable for the management of real estate and other property to be entrusted to a special department (equipment and buildings).

It should be noted that it is advisable to keep an inventory of real estate and other property. Such an inventory, kept separately and capable of being included as an appendix to the Chamber's general accounts, makes it possible to assess the capital and the necessary amortization.

It is likewise advisable for each Chamber of Commerce and Industry to take out the necessary insurance policy to cover all risks liable to be encountered by its real estate and other property.

ARCHIVES

The meaning of the term "archives" must first be made quite clear. This word here taken to mean solely those documents referring to the departments of the general secretariat.

The archives form, so to speak, a classified and orderly collection of all documents dealing with cases which may be considered as closed. Special steps should naturally be taken for the filing of confidential documents.

The archives do not therefore include documents to which reference is regularly made; they should also be considered as quite distinct from documentation proper.

II. SERVICES RUN BY A CHAMBER OF COMMERCE

A. Services which are compulsory

Public law Chambers are generally compelled by law to operate certain services. The list of such services cannot be drawn up no varietur, since it is liable to vary from one country to another, or even from region to region within one and the same country, depending on circumstances and needs. However the following services may be quoted by way of examples :

- views on applications for identity cards for foreign traders and on requests for naturalization;
- stamping of legitimation cards of commercial travellers going abroad;
- legalisation of traders' signatures;
- delivery of certificates of origin; here, Chambers of Commerce would be well advised to bear in mind the BICC recommendations (Documents N° 550/327 and 550/342 Rev.);
- operation of the commodity exchange set up in the town where the Chamber is located;
- keeping of the register of all traders in the Chamber's area;
- views on regulations concerning commercial practices and on the charges to be made in order to cover the costs of transport services provided by the public authorities within the Chamber's area.

It follows from these remarks that the general secretariat must be very flexible in its organization. There are two aspects to this need for flexibility. On the one hand it is important that the secretariat should have staff with sufficient professional qualifications to adapt themselves to the variety of administrative tasks which Chambers of Commerce and Industry may be called upon to perform. On the other hand it should be borne in mind that these duties may expand rapidly - sometimes from one moment to the next - thus making it necessary for the secretariat to add the necessary temporary employees to its nucleus of permanent staff. In any event, it cannot be overemphasized that public law Chambers must be careful not to omit to express their views on all matters regarding which the law provides that they must be consulted by the public authorities. Moreover it is very much in the interest of such Chambers as also of private law Chambers to take themselves the initiative of submitting to the public authorities any proposal which they deem to be in the interest of industry and trade.

B. Services set up on the initiative of the Chamber itself

Whatever their legal status, Chambers of Commerce should always bear in mind that their function is to provide industrialists and the community with the services which business circles or the government do not wish to organize themselves. The following examples may be quoted here :

- creation and administration of airports, warhouscs for air traffic, passenger stations ;
- running of technical colleges ;
- acquisition of shares in semi-public companies ;
- participation in the Union, operating within the IOC, for the delivery and guarantee of LCA/ATA Carnets, viz the international customs documents created by the Customs Cooperation Council for the temporary duty free admission of samples of value, goods for use at fairs and professional equipment. This is a very valuable service which Chambers can render to exporters, but it involves heavy obligations and responsibilities ;

- organization of regional fairs and exhibitions and participation in national or international fairs and exhibitions ;
- arbitration facilities ;
- appointment of experts.

III. MEMBERSHIP RECORDS

Membership records must be kept by means of an up-to-date index system enabling the Chamber of Commerce and Industry to obtain accurate information on the commercial and industrial activities of its area. The index system :

- a) is essential for any Chamber of Commerce and Industry, which must obviously have at its disposal accurate information concerning all its members;
- b) will enable it to reply to requests for information received from the public authorities, other Chambers and generally speaking, from any industrial or commercial firm;
- c) is designed, finally, to assist the department to which reference has been made with a view to promoting the industrial and commercial development of the Chamber's area.

IV. INFORMATION

The information which the general secretariat must be in a position to supply in reply to requests from members - this represents an important aspect of its activities - deserves special mention. This is not however the same as a compulsory service, since there is no regulation compelling Chambers of Commerce and Industry to supply their members with information. It should rather be considered, therefore, as forming part of the services provided independently by each individual Chamber of Commerce and Industry.

In view of increasing State intervention, of the continually growing burden of taxation, of the proliferation of overlapping regulations, the personal duties of the head of business firm are becoming remarkably complicated. Hence it is clear that Chambers of Commerce and Industry have a more general administrative role to play : they must provide their members with information and guidance. It is natural that Chambers of Commerce and Industry should be recognized as advisers on administrative matters to all those with whose interests they have been entrusted by law. Any firm in any area has the right to apply "its" Chamber of Commerce and Industry and obtain from it accurate information, sound advice and judicious action in defence of its interests.

It should further be noted that not only the duties of individual heads of firms but also the consultative duties of Chambers of Commerce and Industry have become more complicated. Chambers have gradually come to experience the same difficulties as the industrialists and traders whose interests they represent, and these difficulties have become more acute as the law increasingly interferes with their activities. It has become more difficult for them to act in their "consultative capacity". In its simplest form "consultation" should produce, for the authorities in charge, the "economic facts". It has become very hard in many cases, however, to produce the economic facts, to isolate and analyze them, without assessing them in accordance with essentially technological standards. The "economic facts" to be produced if a Chamber of Commerce is to fulfil its function as a consultative body, the suggestions or objections to be submitted, cannot be convincing or decisive except in as far as the basis is a sound one and as care has been taken at each stage to clarify matters by means of accurate information obtained from the best sources.



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and quality of trade and industry should be reflected.

2) should have the disposal of a fully equipped and up-to-date documentation on the economic character of their regions.

This documentation should not only consist of a stock-taking of the established concerns, but at the same time it should comprise information on volume and spreading of employment facilities, the growth of the trained and professional population, nature and volume of housing needs - especially for the use of trade and industry -, institutions of general, administrative and technical education, traffic situation, transport facilities, roads, industrial sites, industrial supplies, harbour accommodations, recreation etc., etc. In short: the whole of the infra-structure which is decisive for the economic welfare of the region.

Based on this information the Chambers will be able to point out the weak spots in this structure and by doing so they will be able to contribute to a justified planning of priorities.

For the improvement of the productive structure by means of industrialization of any region, should be directed towards the creation of a climate which offers the most favourable opportunity of expansion to the unfolding powers present in the economic life. Therefore the Chambers should also have at their disposal a complete card index of the concerns established in their regions, in order to be able to keep a finger on the pulse of industrial activities.

by means of for instance inquiries, hearings or other forms of meeting and regular contacts with these concerns.

- 3) should plead - insofar as the national government is concerned, preferably in cooperation with the other Chambers in the country - for the pursuance of an industrialization policy, by means of a number of specific measures, as for instance tax-facilities through which possible investment endeavours will be met with certain fiscal compensations. Other measures could be for instance industrial-financing for the stimulation of new industries in order to strengthen the national range of products; the creation of public services that could extend technical advice and information to improve the production-technics; the mechanization of the production-process and such to promote the productivity; the encouragement by means of premiums to new industries to establish themselves especially in those parts of the country where there is a structural shortage of employment; improvement and extension of technical training etc.
- 4) should draw attention to a positive export-policy as a pendant of the industrialization policy, among others: by joining the international customs conventions which aim at facilitating and simplifying the international trade traffic (vide the customs agreement concerning the A.T.A. carnet for the temporary admission of goods dated December 9, 1951, juncto the international agreement

to facilitate the importation of commercial samples and advertising material dated November 7, 1952; the customs agreement on the temporary importation of professional equipment dated June 8, 1961 and the customs agreement concerning facilities for the importation of goods for display or use at exhibitions, fairs, meetings or similar events dated June 8, 1961;

as well as the customs agreement concluded in Vienna on June 7, 1971 concerning the international transport of goods - vide hereafter: 3.15/3.16 :

by promoting interest abroad for the national products; by granting financial support for the participation at foreign fairs; by organizing trade missions and other forms of propaganda including the conducting of an active policy through consular missions abroad;

- 5) should convince public opinion and in particular the representative bodies and their members, of the necessity of the taking of steps as mentioned above through means of publications in regional and national press; private information bulletins; maintaining personal contact and such.

ad b 1) should hold regular inquiries among the concerns in their district and maintain contact with them in any other way, in order to get to know the needs and wishes.

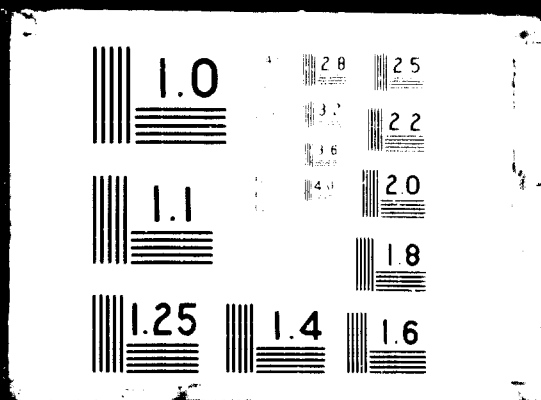
- 2) should put to the disposal of trade and industry industrial-, export- and efficiency advisory experts - possibly in cooperation with the

sister chambers c.o. the authorities - in order to give information and to sustain them in the field of technics and research, new production possibilities, market development, management, organization and such.

- 3) should bring to life export clubs, efficiency groups etc., in which special subjects are discussed under expert leadership and in which experiences can be exchanged.
- 4) should organize sittingsdays of consular functionaries who are on leave in the country, of functionaries of two country chambers and of other organizations whose knowledge and insight may be thought of interest to various concerns in the region.
- 5) should make propaganda at home and abroad through the usual consular channels for trade and industry of the own region by means of distributing one or more handy publications on the regional trade and industry - possibly in cooperation with the sister organizations -; by putting up permanent exhibitions of the principal products together with propaganda- and advertising material giving information of industrial establishing possibilities and industrial attractions in the district, of possible facilities present and mentioning the necessary addresses of certain institutions and organizations etc.,
- 6) should have the disposal of addressbooks, reference books, magazines and other forms of documentation about their own country and also about those countries that are of importance to the regional trade and industry, and through which the Chambers are able to

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For this reason, too, this service should be so organized as to achieve two aims :

- a) to supply members of Chambers of Commerce and Industry with information;
- b) to supply the Chamber itself with information enabling it to create a technically sound basis for its consultative activities.

The purpose of a service of this type is to supply, by word of mouth or in writing the information which members of a Chamber of Commerce and Industry have a right to expect from the Chamber of their area.

This information - as experience has shown - generally falls under the following headings :

- organization of the various trades
- industrial and commercial legislation
- labour legislation and social questions
- financial and fiscal legislation
- transport legislation
- foreign trade legislation
- professional training : apprenticeship and other training schemes
- regional improvement plans, (industrial areas, shopping centres, means of transport, public works projects, etc.).

With regard to "foreign trade" :

- A. Information concerning Customs formalities for imports and exports.
- B. Information concerning the regime of payments (exchange control and financial regulations) where the transfer of capital is not free or is subject to a permit.
- C. Information concerning Customs nomenclature, tariffs and legislation. In order to supply full particulars concerning Customs nomenclature and tariffs, the following must be available :
 - (a) a copy of the national Customs tariff, with index;
 - (b) where it exists, the general Customs tariff list, which is fuller than the Customs tariff index and in fact forms a dictionary of goods, giving the number corresponding to the Customs tariff;
 - (c) where it exists, the Customs Code;
 - (d) the explanatory notes accompanying the Brussels nomenclature, issued by the Customs Cooperation Council in 1955.
- D. Information concerning the nomenclature and tariffs of foreign Customs.
- E. Information concerning trade negotiations and agreements.
- F. Information concerning international trade statistics.

- Equipment necessary for experts undertaking topographical surveys or geophysical prospecting work, such as :
Measuring instruments and apparatus;
Drilling equipment;
Transmission and communication equipment.
 - Instruments and apparatus necessary for doctors, surgeons, veterinary surgeons, midwives and members of similar professions.
 - Equipment necessary for archeologists, paleontologists, geographers, zoologists and other scientists.
 - Equipment necessary for entertainers, theatre companies and orchestras, including all articles used for public or private performances (musical instruments, costumes, scenery, animals, etc.).
 - Equipment necessary for lecturers to illustrate their lectures.
 - Vehicles designed or specially adapted for the purposes specified above, such as mobile inspection units, travelling workshops and travelling laboratories.
- b. goods for display or use at exhibitions, fairs, meetings or similar events (Customs Convention concerning facilities for the importation of goods for display or use at exhibitions, fairs, meetings or similar events, Brussels, 8-6-1961).
- By this is meant :
- a trade, industrial, agricultural or crafts exhibition, fair or similar show or display; or
 - an exhibition or meeting which is primarily organised for a charitable purpose; or
 - an exhibition or meeting which is primarily organised to promote any branch of learning, art, craft, sport or scientific, educational or cultural activity, to promote friendship between peoples, or to promote religious knowledge or worship; or
 - a meeting of representatives of any international organisation or international group of organisations; or
 - a representative meeting of an official or commemorative character: except exhibitions organised for private purposes in shops or business premises with a view to the sale of foreign goods.

By "goods" are meant :

- goods intended for display or demonstration at an event;
- goods intended for use in connection with the display of foreign products at an event, including :
 - . goods necessary for the purpose of demonstrating foreign machinery or apparatus to be displayed,
 - . construction and decoration material, including electrical fittings, for the temporary stands of foreign exhibitors,
 - . advertising and demonstration material which is demonstrably publicity material for the foreign goods displayed, for example, sound recordings, films and lantern slides, as well as apparatus for use therewith;
- equipment including interpretation apparatus, sound recording apparatus and films of an educational, scientific or cultural character intended for use at international meetings, conferences or congresses.
- c. commercial samples and advertising material (International Convention to facilitate the Importation of Commercial Samples and Advertising Material, Geneva, 7-11-1952).

By this is meant articles which are representative of a particular category of goods already produced or are examples of goods the production of which is contemplated, on condition that they :

- i. are owned abroad and are imported solely for the purpose of being shown or demonstrated in the territory of importation for the soliciting of orders for goods to be supplied from abroad; and
- ii. are not sold or put to normal use except for purposes of demonstration or used in any way for hire or reward while in the territory of importation; and
- iii. are intended to be re-exported in due course; and
- iv. are capable of identification on re-exportation;

but does not include identical articles brought in by the same individual, or sent to a single consignee, in such quantity that, taken as a whole, they no longer constitute samples under ordinary commercial usage.

Moreover according to national regulations in certain countries can

be imported :

- goods imported for the testing of goods destined for exportation;
- tools and apparatus imported in order to be used for the produce of a certain consignment of goods aimed for the exportation and that have been put at the disposal of the foreign buyer free of charge by the manufacturer;
- private means of transport, professional means of transport and means of transport for the temporary use for matches and such.

It is clear that in these conventions there are notable possibilities present for the promotion of the exportation of the national product, for the exploitation of the own technical know-how, for the intensification of the mutual trade-relations, for the putting together and exchange on an international basis of technical experience and insight.

It is in this way that these conventions can clearly contribute to the services to be rendered to the industrialization of the participating countries.

2. A Customs agreement no less important than the above mentioned is the Customs Convention on the International Transport of Goods (I.T.I.-Convention, Brussels, 7-7-1971).

This convention means to give an adequate answer from the part of the customs authorities with regard to the simplifying and accelerating of the customs formalities at a border with a view to the enormous development in the transport of containers that lies ahead.

It is intended to make possible with a minimum of customs formalities the transportation of goods in transport units, by which are meant :

- . containers having an internal volume of one cubic metre or more;
- . road vehicles, including trailers and semi-trailers;
- . railway wagons; and
- . lighters, barges and other vessels suitable for use on inland waterways, which are used for the transport of goods and are identifiable.

These formalities are restricted to a simple control of the customs document and of the sealing of the transport unit. The convention introduces two new structures, which can more or less be seen as revolutionary in the customs legislation :

- a. first of all, the system of guarantees. The carnet used up till now with guarantee systems, that had to be shown at the borders and that used to be a guarantee- as well as a transportation-document has now been replaced by a so-called "guarantee-card" with regard to giving guarantee and can be compared to the well-known "credit-cards". For the holder of this card is entitled to carry out I.T.I.-operations during the period of validity of his card notwithstanding the number as well as the value of these goods. When it appears from the customs document that the person under whose responsibility this I.T.I.-operation is carried out is a holder of a guarantee-card, there is no need to show whatever guarantee-document when crossing the borders.
- b. the convention maintains the simple control - as has been mentioned - only with documents when entering and leaving those countries through and to which the transport is conducted.
- It introduces, however, the possibility of a regional cooperation between a number of countries. Therefore a checking when entering the countries of the region will be sufficient.
- So here too a method, entirely deviating from the one used until now.

From the start the IBCC has been a party to the first preparations in the working groups and the execution in the technical commission. It has declared to be willing to call into being another guarantee-chain especially with regard to the execution of this convention.

It is understandable that, although a certain comparison can be made between the A.T.A.-guarantee and the I.T.I.-guarantee, the introduction of the credit-card and the way in which the consequent risks should be insured have brought many problems to the IBCC and the associating Chamber.

At this moment it can be stated that the IBCC together with the affiliated Chambers has succeeded to round up the system with regard to a number of countries, fulfilling therewith the condition to a speedy coming into effect of this convention.

This is due to the international cooperation of the Chambers of Commerce aiming at creating those institutions and organisations needed by the international trade-traffic under the influence of the newly developing technical science.

APPENDIX V

THE INTERNATIONAL BUREAU OF CHAMBERS OF COMMERCE (IBCC)

An Instrument for Improved Service to the World Business Community

What is the IBCC?

The International Bureau of Chambers of Commerce (IBCC) is a body created in 1950 within the International Chamber of Commerce (ICC) to ensure liaison between Chambers of Commerce throughout the world; it is composed of representatives of the National Associations of Chambers of Commerce - or of the principal Chambers which are members of the ICC's National Committees in the various countries.

The chief mission of the International Bureau of Chambers of Commerce is to provide a forum where leaders of Chambers of Commerce can meet to seek solutions to the administrative, legal and other problems of common interest to Chambers of Commerce, and examine the means whereby the international network of Chambers of Commerce can be used extend the range of practical services offered to the business community.

Chambers of Commerce in various parts of the world differ in their legal status. As known in the Western world they are invariably private enterprise bodies, either voluntary associations or incorporated bodies, or else associations formed by virtue of a public law. In the Socialist countries and some developing countries their position is different again. Nevertheless whatever their legal status, they all share the common concern of promoting the development of international trade as well as their domestic economy.

The International Bureau of Chambers of Commerce has been active for more than twenty years and developments during this period indicate that the organization has an important purpose to serve to the benefit of the Chambers of Commerce themselves and thereby for hundreds of thousands of companies of all types throughout the world.

Its position as an integral part of the International Chamber of Commerce has been of great advantage to the Bureau. It has enabled Chambers of Commerce to profit by the comprehensive experience of the International Chamber of Commerce during more than 50 years of work in the service of industry and trade, and by the ICC's consultative status with all the major inter-governmental organizations in the economic field.

What services do the Chambers of Commerce render through the International Bureau of Chambers of Commerce?

Simplified Customs formalities

With the growth of international trade, the International Bureau of Chambers of Commerce came to collaborate closely with the Customs Co-operation Council (CCC), an inter-governmental body established in Brussels, with a view to the drafting of Customs Conventions for creating a system of temporary duty-free admission for (1) commercial samples of value; (2) packings; (3) goods and equipment used or presented at international fairs, congresses and similar events; (4) professional equipment used by engineers and by the Press, cinema and television. In particular the Customs Conventions on the temporary importation of packings (1960) and of professional equipment (June 1961) resulted from suggestions made by the International Bureau of Chambers of Commerce. The advantages of the former Convention include the standardization of re-export time limits and provision for making partial reexports through Customs Offices other than at points of entry.

The Carnet Systems (ECS/ATA). The 1956 CCC Convention on ECS (Echantillon Commercial - Commercial Sample) Carnets implemented the 1952 GATT Convention, making possible the temporary duty-free importation of commercial samples of value, models, and certain advertising films, such goods had to be inscribed on an ECS Carnet, a uniform customs document resembling the triptyque used in the temporary importation of motor-vehicles. This system did away with the need to pay duty when taking samples abroad, eliminated customs declarations and certificates, and reduced paperwork to a minimum. Its practical advantages for importers, exporters, sales representatives and commercial travellers are obvious.

The ATA (Admission Temporaire - Temporary Admission) Carnet system, which in practice superseded the ECS system, started operating on 1st July 1963. This makes possible the temporary, duty-free importation of commercial samples of value, of professional equipment and of goods intended for use at fairs, shows etc.

Since 1956 the International Bureau of Chambers of Commerce and its affiliated Chambers of Commerce have been responsible for the practical operation

of the carnet systems, In fact, it is the Chambers which guarantee and issue the carnets, within the framework of an international chain of Customs guarantees, specially instituted by the International Bureau of Chambers of Commerce. Chambers of Commerce are especially well qualified to play this role: in every country, the network of Chambers is extensive, most Chambers have standing and financial credit such that the Customs authorities can have full confidence in them. Lastly, since the Chambers of Commerce of the various countries collaborate very closely, they are in a position to agree to act on each other's behalf by guaranteeing to their respective Customs authorities the carnets issued under their direction in each country.

From a modest beginning in the last 1950s, when just over 3500 ECS carnets were issued in some ten countries, businessmen have made growing use of the carnet system. At the end of 1970, the International Bureau of Chambers of Commerce chain of Customs guarantees extended Chamber of Commerce organizations in 27 countries (see 3.15 pg.28) and the number of carnets issued - almost exclusively ATA carnets, since these in practice have all but replaced the ECS carnets - exceeded 35,000. The total value of goods covered by these carnets during 1970 amounted to over US\$ 280 million

Assistance provided by Chambers of Commerce in the field of foreign trade.

Based on the results of an inquiry among 21 countries, the International Bureau of Chambers of Commerce prepared a report describing the practical assistance given by Chambers of Commerce to importers and exporters. Examples include briefing on the regulations affecting foreign trade, issuing certificates of origin and circulating offers and requests for commercial representation from foreign firms.

This report recommends all Chambers to develop their activities in this field, particularly by operating certain services at airports and road transport stations to help to make international trade flow more smoothly and by submitting to the public authorities proposals designed to expand international trade.

Activities of Chambers of Commerce in the field of Commercial education and professional training.

On the basis of assistance provided by 17 countries in Europe and elsewhere,

the International Bureau of Chambers of Commerce issued in 1964 a report on the important part played by Chambers of Commerce in the professional training of apprentices, office staff and business executives.

The conclusions of this study led to a resolution in which the International Bureau of Chambers of Commerce encouraged Chambers of Commerce to run more training centres directly, to collaborate in similar schemes controlled by public authorities, and to be represented on all official commissions entrusted with implementing professional training policy nationally or regionally.

Another report published in 1970 and similarly based on information obtained from a number of countries, discusses the role of Chambers of Commerce in the training and refresher training of specialists in foreign trade. The report emphasises the important functions of the Chambers of Commerce in these respects, to provide a link between teaching institutes and commerce. The Chambers of Commerce are encouraged "to seek, through international cooperation, means of increasing the effectiveness of their action in the field of training foreign trade specialists".

Certification of the origin of goods.

In the early sixties, the International Bureau of Chambers of Commerce successfully prevailed upon the Customs Co-operation Council to reject a governmental proposal that the origin of goods should be controlled by the issue of a customs certification stamped on the invoices at the time of exportation. The adoption of this proposal would in fact have had the effect of involving the exporter in additional expense and formalities. The International Bureau of Chambers of Commerce also adopted a resolution calling upon governments to limit to a minimum the cases where they require a certificate of origin, and recommended that Chambers should refuse to certify any information requested by certain governments which has as its object the furtherance of trade boycotts.

The need for the greatest possible uniformity in the definition of "origin" has been stressed by the International Bureau of Chambers of Commerce. A joint statement of the International Chamber of Commerce/International Bureau of Chambers of Commerce has recently been submitted to the Customs Co-operation Council in Brussels asking for an international committee on origin to be set up by the Customs Co-operation Council. Such a measure "would assist in

eliminating the distortions which are caused by a lack of harmonization in this area and which constitute obstacles to the freedom of trade".

Likewise the IBCC together with other bodies within the International Chamber of Commerce formulated the views of the private enterprise on the rules of origin to be devised by the United Nations Conference on Trade and Development for the application of the generalized system of preferences for manufactures and semi-manufactures exported by developing countries.

Protection of the name "Chamber of Commerce".

During 1959-1962, the International Chamber of Commerce submitted two resolutions to the European Economic Community (EEC), requesting it to co-ordinate its efforts with those of the competent professional bodies to combat the misuse by certain institutions of the name "Chamber of Commerce". The ICC's Council adopted a motion recommending its National Committees to refuse all applications for membership submitted to them by bodies using the name "Chamber of Commerce" which do not genuinely represent business interests, whether regionally or internationally.

Public relations activities of Chambers of Commerce.

Whatever their legal status, Chambers feel a growing need to maintain ever closer contact not only with their members but also with the public authorities, the press, and the public as a whole. With this in mind, and in the light of the experience acquired in several countries, the International Bureau of Chambers of Commerce published in 1955 a report describing the many forms which Chambers public relations activities can take : organization of seminars with journalists, television or radio programmes on economic topics, information stands at international fairs, and sending missions abroad.

Role of Chambers of Commerce vis-a-vis governments.

The International Chamber of Commerce's Montreal Congress (1967) adopted a message inviting the representative organizations of private enterprise to co-operate more closely with governments on all economic matters or problems affecting the conduct of business.

In an effort to implement that message so far as the Chambers of Commerce are concerned, the International Bureau of Chambers of Commerce formulated

in 1969 recommendations/out various possible types of co-operation between governments and Chambers of Commerce. /setting

The IBCC thus urged Governmente

- to tell industrialists and traders what are the goals of their economic policy and how they mean to attain them
- to ensure that Chambers of Commerce participate generally in decision-making on matters that concern the businessman
- to encourage an active participation of Chambers of Commerce in the implementation of economic decision.

Moreover, the IBCC urged Chambers of Commerce

- to ensure that they are fully representative of trade and industry as a whole
- to keep constantly up to date on developments in the economy of their countries
- to extend their relations with all organizations (semi-government, regional, Chambers of Commerce, etc. etc.) in order to strengthen their role
- to be increasingly conscious of their role as partners in economic decisions and activities on a multi-national scale.

Relations with the socialist countries.

In 1964, the International Chamber of Commerce decided to hold once or twice a year meetings with the Chambers of Commerce of socialist countries to discuss technical problems of common interest. These consultations were first initiated with the Chambers of Commerce of Czechoslovakia and Hungary, and took place within the framework of the IBCC. The Chambers of Commerce of Bulgaria, Poland, Rumania and the USSR subsequently joined in these discussions, which have proved most rewarding. As a result, the ICC recently set up a separate Liaison Committee with the Chambers of Commerce of the Socialist Countries, on which the IBCC is strongly represented.

To date discussions have centred on :

- a) the ATA carnet system (Bulgaria, Czechoslovakia, Hungary, Poland and Rumania have joined the IBCC chain for the issue and guarantee of the carnets),

- G. **Miscellaneous information.** Chambers of Commerce and Industry are often asked a variety of questions : addresses of foreign diplomatic missions in the country, addresses of commercial attachés and Chambers of Commerce representing the country's interests abroad; lists of Customs experts; lists of authorized Customs agents; lists of import and export agents, addresses of main banks.

It would be advisable for secretaries general of Chambers of Commerce to draw up, for their areas, lists of Customs and import-export agents, so as to be in a position at once to supply any information requested of them in this respect.

It is not enough, no doubt, to indicate the sources from which information may be obtained. Some idea must also be given of the spirit in which information should be supplied. This must be above all practical, and those giving information should be well aware of the difficulties peculiar to commerce and industry. While the members of the information staff should undoubtedly have economic and legal training, this is not sufficient, and it seems essential, at the very least, that they should have a wide knowledge of industrial and commercial business management.

N.B. While foreign trade will normally be one of the aspects of the information department's work, it may sometimes be worthwhile to have a separate department with the task not only of supplying information on the above-mentioned matters, but also :

- (a) of collecting accurate information on the area's "external trade" (statistical data, lists of exporters, etc...);
- (b) of making available to public authorities and to foreign organizations full information concerning the area's "external trade" and potential;
- (c) generally speaking of developing, by all appropriate means, the area's external trade (marketing research, publicity, finding of outlets, etc...)

With regard to regional development plans, Chambers of Commerce and Industry are consulted in some countries on the preparation of regional action programs, and the drafting, study and adoption of improvement schemes and town plans within regional town planning consultative commissions.

Finally, they should be the driving force in everything to do with the economic development of their area. In particular they can organize receptions for firms engaged in industrial decentralization. Here it is advisable for a member of the Chamber's staff to be given special responsibility for these questions and to collect documentation on the region's needs and potential.

F. RESEARCH

Research is necessary if the Chamber of Commerce and Industry is to carry out its task properly.

The research section is used for several purposes :

- (a) It must be aware-of or perhaps, to be more precise, on the look out for - all facts directly or indirectly connected with the activities of Chambers of Commerce and Industry in general and within its own area in particular. The research section must follow events in the legal, fiscal, economic and social fields, and those affecting the various trades and relations between them.

- b) the ICC work in the field of standardization of advertising practices (the Chambers of Czechoslovakia, Hungary and Poland have adopted the International Chamber of Commerce's Advertising Code),
- c) the possibility of greater use by the Socialist countries of the facilities offered by the International Chamber of Commerce Court of Arbitration,
- d) the work of the International Chamber of Commerce aimed at developing the practical use of modern marketing and market research techniques, particularly for export purposes,
- e) the Chambers of Commerce activities in the field of public relations,
- f) ways and means of facilitating the cooperation of interested groups in the socialist countries in the ICC's work in the field of banking technique and practice .

Moreover, in response to a request put forward by the United Nations Economic Commission for Europe, the Liaison Committee has just embarked upon a survey of practical obstacles to the growth of East/West trade.

Technical assistance to Chambers of Commerce in the developing countries.

Since 1962, the International Bureau of Chambers of Commerce has set up a programme of technical assistance under which executives of Chambers of Commerce in the developing countries are received for training periods lasting from two to three months by Chambers of Commerce of major industrialized countries in Europe.

Some 70 executives from developing countries in Southern Europe, Africa, Asia and Latin America have thus been trained by the main Chambers in Austria, Belgium, Germany, the Netherlands, the United Kingdom, Italy, France and Spain. The training is aimed (1) at familiarising the beneficiaries with the administrative organisation of Chambers in Europe and with the day-to-day tasks of those bodies and (2) at giving the trainees an opportunity to visit industrial firms, commercial concerns, port installations etc.

Generally speaking, this technical assistance programme has aroused much interest in the developing countries, and provides practical proof of the part which private enterprise can and should play in international aid programmes for the developing countries.

Following consultations between the United Nations Secretariat and International Headquarters of the ICC, the International Bureau of Chambers of

Commerce decided to encourage the creation of Chambers of Commerce in emergent countries lacking them. An International Bureau of Chambers of Commerce model plan for the organization of a Chamber of Commerce in a developing country was drawn up. This had a two-fold purpose : to encourage the establishment of Chambers of Commerce and Industry in developing countries, and to assist Chambers of these countries in stating more clearly the subjects which they would like those of their executives benefiting from International Bureau of Chambers of Commerce technical assistance traineeships to study in particular. The practical value of this document was greatly appreciated by the Chambers concerned.

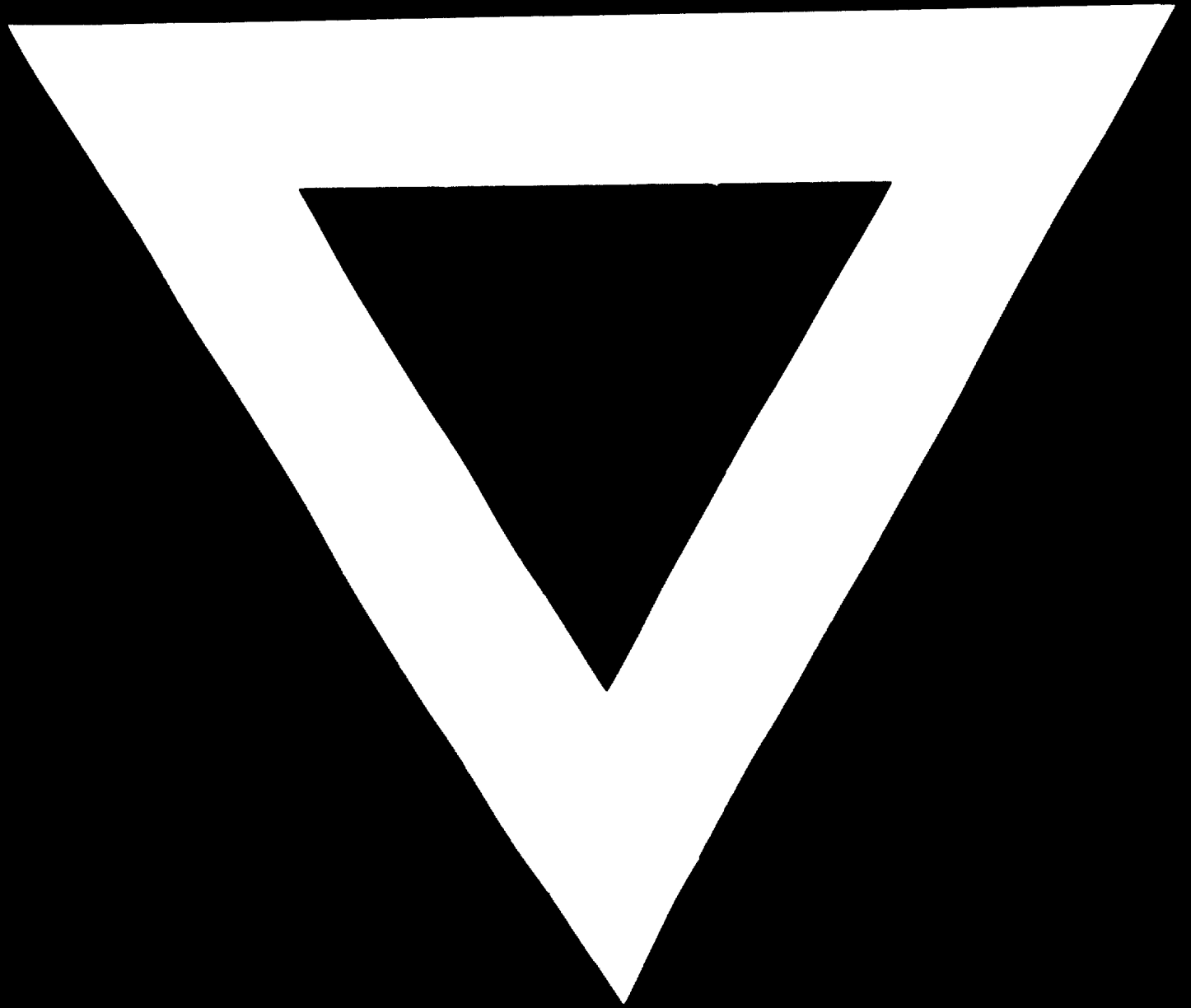
Again, the IBCC played an active part in a workshop for African Chambers of Commerce organized a few months ago by the United Nations Industrial Development Organization (UNIDO), and devoted to measures likely to strengthen the Chamber of Commerce movement in the developing countries. The value of cooperation between UNIDO and the IBCC, notably in providing training facilities for Chamber of Commerce personnel in the developing countries, was one of the major conclusions which emerged from the discussions.

IBCC - an instrument for improved services to the world business community.

Important tasks ahead

The increased international interdependence in all spheres makes increasing demands on business organizations. As the coordinating body for many Chambers of Commerce throughout the world, the IBCC is prepared to apply its 20 years of experience to furthering the interests of business and the expansion of the international trade. Only a brief reference shall be made below to the important tasks ahead.

- a) Regional planning - to provide authoritative representation of business when dealing with the authorities concerned.
- b) Environmental policy - to strive towards enlightened solutions to this serious problem, both within industry and in relation to central and local governments.
- c) Customs formalities - to make constructive efforts to reduce customs formalities to the minimum possible.
- d) Exchange of commercial information - to employ the international contacts of the Chambers of Commerce in rendering still more effective the service



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- (b) Making the fullest possible use of the "Information" section, it will naturally be given the task of interpreting information so as to derive from it conclusions regarding not only the present but, as far as possible, the future, on matters of interest to the Chamber;
- (c) Its work should provide useful support for the Chamber of Commerce and Industry, which means :
 - that it must enable the Chamber to construct a broader and firmer basis for its work as a consultative body;
 - that its constant concern must be to make it easier for the Chamber of Commerce and Industry to carry out its administrative duties and to submit to it any useful suggestions concerning ways of expanding these activities and making them more efficient.

It would be a great mistake to see this department as one whose concerns are purely theoretical. On the contrary theoretical learning, backed up by sound general knowledge, must be combined with a practical approach. In short, this department must be a go-ahead one and must have "creative imagination".

V. LIBRARY AND DOCUMENTATION

A. LIBRARY

It is desirable that at least the larger Chambers should have a library comprising the legal and economic books of interest to their members and the magazines providing information on the evolution of national and international trade; the list of the magazines to which a Chamber subscribes should moreover be periodically included in the bulletins which the Chamber circulates to its members.

B. DOCUMENTATION

The "Documentation" department whether its duties are confined to the supply of information or include the finding of the facts required for the preparation of a note or study by some department of the secretariat of a Chamber of Commerce and Industry, is of particular interest to the "Information" department placed at the disposal of members of each Chamber, and to the "research" department.

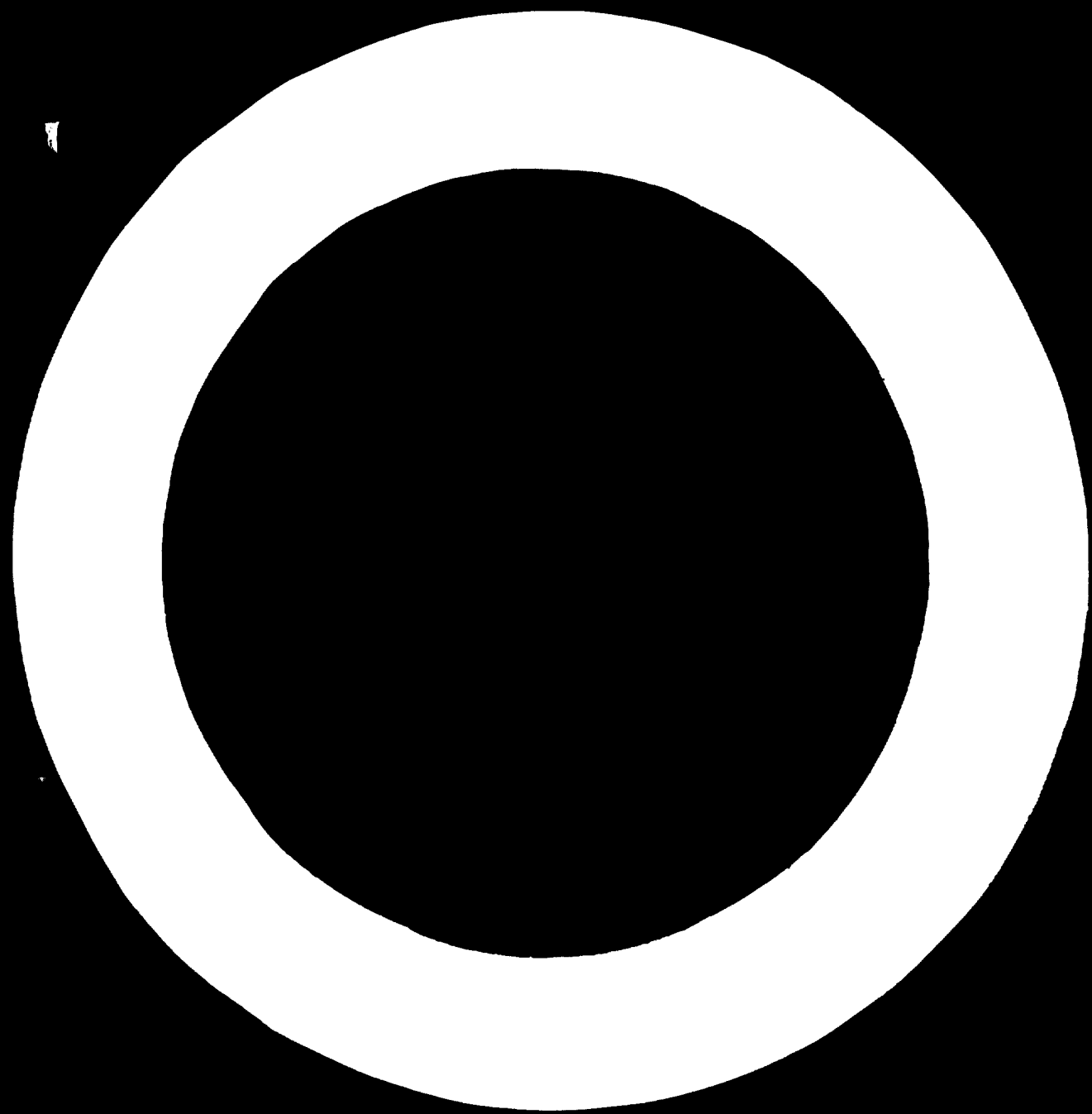
The documentation, collected under the supervision, or at least in accordance with the instructions of the general secretary himself, and, if appropriate, at the instigation of a documentation department, office or section, will therefore have to be selected :

- (a) so as to place the "Information Department" in a position, in all circumstances to give an accurate, rapid and specific reply, based on the proper documents, i.e. those which are up-to-date and reliable obtained from qualified authorities or competent authors, on any question within its scope;
- (b) so as to enable the "Research Department" to collect with ease, under the same conditions, all the information it requires in order to prepare a well-documented note or a longer study dealing with some legal or economic question, perhaps a controversial one, of local, regional, national or even international interest.

- (c) so as to enable the members of each Chamber, the persons or firms in its area, to be given, whenever they require it, all the information they need for their professional activities - the organisation and management of business firms - which they do not have at their disposal in their own administrative or technical departments.

In order to collect such documentation the following are required :

- (a) the documents : general or specialized works, brochures and periodicals, which should not only be classified in such a way as to be easily accessible, but put to good use, i.e. studied as thoroughly as possible by specialized staff, so that the users in each of the foregoing categories may obtain directly, without wasting time, the information they require (fact, date, name, law or regulation, etc...)
- (b) a range of equipment : catalogues and filing systems, detailed inventories based on methods to be described below, so that any research may be carried out by access to the documents mentioned above; authors, subject and possibly geographical indexes; use should also be made of all documents or other texts prepared by the Chamber itself, which form what may be called the department "archives";
- (c) a range of card indexes which may be used for contacts guidance or liaison, designed to facilitate relations both between the departments of each Chamber and its members or those of other Chambers or trade groups belonging to its area, and with departments or persons capable of supplying the staff with the extra information not immediately available to it which may be of use at some point (members' index, trade, administrative or private address index, files of nearby libraries or easily accessible documentation centres, with brief lists of their material, etc...).



APPENDIX IV

Customs conventions to simplify the customs facilities and therewith to facilitate and intensify the international trade-traffic.

1) A.T.A.-convention.

As follow-up of the convention brought about under the auspices of the Customs Council in 1957 to facilitate the temporary importation of commercial samples and advertising material the Customs Cooperation Council brought to life the A.T.A.-convention on 6th December 1961. A cadre-convention to facilitate the temporary importation of goods for the execution of international conventions to be appointed for that purpose as well as for the execution of national regulations.

This convention functions by means of the international chain of guarantees of national Chambers of Commerce called to life by the IBCC, in which all Chambers have taken responsibility in their own country vis-a-vis their customs authorities for the payment of import duties and other sums payable in the event of non-compliance with the conditions laid down to that purpose by the persons who make use of this convention.

The sums thus owed by the Chambers to the Customs authorities will be settled with the sister-Chambers abroad, that are also associated with the same guarantee-chain, insofar it concerns payments caused by persons who use the carnets issued by these foreign sister-Chambers. The Chambers can each in turn claim a refund from the user for the sums they have had to pay to the customs authorities. Moreover they have insured themselves through an assurance company against a possible insolvability of the user as well as of the sister-Chambers and of the assurance company with which the latter have insured themselves.

The duties of the individual Chamber with regard to its customs administration are put down in a relative agreement between both. The Chamber duties of members of the guarantee-chain among themselves in the so-called IBCC-protocol, in which moreover the conditions are set down for the admission to the guarantee-chain as well as for the mutual settlement procedure.

The Chambers on question are united in a special working group of the IBCC, in which the technical questions and questions of principle following from the execution of this convention, are taken into discussion.

The results are brought to the knowledge of the CCC with whom the working group is in constant contact, in order to get the execution as harmonious and uniformal as possible, also from the side of the custom authorities. This working group is also always represented at all consultations of the CCC, its technical commission and its adhoc working groups, that deal with subjects that are in the sphere of the Chambers.

The customs document through which the temporary importation of goods is realized, resembles the document for the temporary importation of motorcars in nature and character.

This document serves as an application-form at the importation and re-exportation of goods in question; as a document for the acquisition of exemption at the re-importation of goods, whereas it is also used as a transit-document.

This carnet is valid for a period of 1 year. During this period it is generally valid in all participating countries and can therefore be used consecutively in any of these countries. It releases the holder of the obligation to ensure himself beforehand with the customs-administrations of the countries of temporary importation e.g. countries of transit of the import-duties he would otherwise possibly have to pay.

The Chambers of Commerce, members of the IBCC-guarantee-chain, are authorized, each in their own regions, to issue the carnet for the use of trade and industry. The composition of any carnet depends on the frequency of travelling the user thinks to do during the period of validity. In this way the user has permanently to his disposal the document with which he can cross the borders at any moment with the goods mentioned thereon, and for any purpose.

The carnet namely can be used for :

a. professional equipment (Customs Convention on the temporary importation of professional equipment, Brussels, 8-6-1961), id est :

1. equipment for the press or for sound or television broadcasting necessary for representatives of the press or of broadcasting or television organizations visiting a country for purposes of reporting or in order to transmit or record material for specified programmes, for example :

- Equipment for the press, such as :
 - Typewriters;
 - Photographic or cinematographic cameras;
 - Sound or image transmitting, recording or reproducing apparatus;
 - Blank sound or image recording media.
 - Sound broadcasting equipment, such as :
 - Transmission and communication apparatus;
 - Sound recording or reproducing apparatus;
 - Testing and measuring instruments and apparatus;
 - Operational accessories (clocks, stopwatches, compasses, generating sets, transformers, batteries and accumulators, heating and ventilating apparatus, etc.);
 - Blank sound recording media.
 - Television broadcasting equipment, such as :
 - Television cameras;
 - Telekinema;
 - Testing and measuring instruments and apparatus;
 - Transmission and retransmission apparatus;
 - Communication apparatus;
 - Sound or image recording or reproducing apparatus;
 - Lighting equipment;
 - Operational accessories (clocks, stopwatches, compasses, generating sets, transformers, batteries and accumulators, heating and ventilating apparatus, etc.);
 - Blank sound or image recording media;
 - Film "rushes";
 - Musical instruments, costumes, scenery, and other stage properties.
 - Vehicles designed or specially adapted for the purposes specified above
2. cinematographic equipment, which means equipment necessary for a person visiting a country in order to make a specified film or films, such as :
- Cameras of all kinds;
 - Testing and measuring instruments and apparatus;
 - Camera dolly and booms;
 - Lighting equipment;

Sound recording or reproducing apparatus;

Blank image or sound recording media;

Film "rushes";

Operational accessories (clocks, stopwatches, compasses, generating sets, transformers, batteries and accumulators, heating and ventilating apparatus, etc.)

Musical instruments, costumes, scenery, and other stage properties.

- Vehicles designed or specially adapted for the purposes specified above.

5. other professional equipment, which means equipment necessary for the exercise of the calling, trade or profession of a person visiting a country to perform a specified task. It does not include equipment which is to be used for international transport or for the industrial manufacture or packaging of goods or (except in the case of hand-tools) for the exploitation of natural resources, for the construction, repair or maintenance of buildings or for earth moving and like projects, such as :

- Equipment for erection, testing, commissioning, checking, control, maintenance or repair of machinery, plant, means of transport, etc. such as :

Tools;

Measuring, checking or testing equipment and instruments (temperature, pressure, distance, height, surface, speed, etc) including electrical instruments (voltmeters, ammeters, measuring cables, comparators, transformers, recording instruments etc.) and jigs;

Apparatus and equipment for taking photographs of machines and plant during or after erection;

Apparatus for survey of ships.

- Equipment necessary for businessmen, business efficiency consultants, productivity experts, accountants and members of similar professions, such as :

Typewriters;

Sound transmitting, recording or reproducing apparatus;

Calculating instruments and apparatus.