

Professional Development for Senior
Executives of SAARC Chambers
of Commerce and Industry



SAARC Chamber Academy

This SAARC Chamber Academy is organised with the financial support of the European Union – Asia-Invest Programme – and in co-operation with the SAARC Chamber of Commerce and Industry (SCCI) and with SEQUA GmbH

SAARC Chamber Academy



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www.eurochambres.be



21 – 26 May 2006

Kandy
Sri Lanka

Design www.morris-chapman.com



Some comments of participants at the South-East Asian Academy in Malaysia, April 2004

"Excellent event. Toughly thought out and planned, looking forward to the next Academy!"

Ken Loo, Cambodia

"I am very happy to have this chance to join the Academy; I got what I wanted: know-how; network. The Academy is very well organised; Eurochambres and FMM staff are very helpful before and during the courses."

Dzung Nguyen Quoc, Vietnam

"This training is very interesting; the teachers were good too. We will take back the knowledge for the development of our Thai Chamber of Commerce. I would like to have this training again."

Churairat Pramote, Thailand

"The Academy was very useful."

Father Rachman

"This program should be continued and become a sustainable program."

Nanik Rahmawati, Indonesia

"The Academy is of great value to every participant. It is very obvious that it did obtain remarkable concepts, methods, examples and guidelines for our organisation. Besides the knowledge received from the Academy, we definitely received a valuable network with other participants both in this region and outside and also with the course leaders."

Sawitree Ratanachand, Thailand

"This program is very useful also networking with participants is very worthy."

Supalakil Threearttaboon, Thailand

"Congratulations for this successful event. The objectives presented in the brochure: to strengthen your chamber, to widen your network, to exchange views and best practises have been achieved successfully. Keep up the excellent work and the programme should be held on bi-annual basis in the ASEAN region; if not, on an annual basis."

Frankee Wee, Malaysia

"Congratulations for this successful event. The objectives presented in the brochure: to strengthen your chamber, to widen your network, to exchange views and best practises have been achieved successfully. Keep up the excellent work and the programme should be held on bi-annual basis in the ASEAN region; if not, on an annual basis."

Frankee Wee, Malaysia

"This is a very good opportunity for all representatives from chambers. We shared experience and knowledge. We bring back very useful information and contact details for the improvement of our chamber."

Sovanna Yun, Cambodia

Contents

EUROCHAMBRES' SAARC Chamber Academy 2006	2
Schedule of Activities	4
Courses on Offer	6
How to Apply, Costs and Other Practical Details	12
Application Form	14

This first SAARC Chamber Academy will be co-organised by EUROCHAMBRES, the SAARC Chamber of Commerce & Industry (SCCI) and SEQUA GmbH with the financial support of the Asia-Invest II programme.



EUROCHAMBRES is proud to present the first SAARC Chamber Academy

Academy is EUROCHAMBRES' top range development programme for Chambers' middle and senior management. It offers 5 days of intensive training and networking in an informal and stimulating environment. The Academy is organised around a series of core courses for all participants on broad issues faced by Chambers and other business organisations, and optional courses, which reflect specific interests and needs within the Chamber of Commerce network. As a participant, you can design your own tailor-made programme, to ensure that the Academy is a worthwhile investment for your personal development and for the development of your organisation.

SAARC Chamber Academy 2006 will build on the successful experience from previous events held in Europe regularly since 1998 as well as the first Academy outside of Europe – the Latin American Academy organised in Chile in 2003 and the first Academy in Asia – the South-East Asian Academy organised in Malaysia in 2004. Over 1000 Chamber Executives from across Europe and beyond have joined the Academy, and more continue to do so year after year.

This is the first time that EUROCHAMBRES brings the Academy to the SAARC region. The event will be organised in close co-operation with our local partner, the SAARC Chamber of Commerce and Industry (SCCI) and SEQUA. The programme will be targeted specifically to the Chambers and other business organisations in the region and will be tailored to the specific environment of the SAARC region. The programme is primarily targeted at business organisations from the following countries: Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.



Participants from the ASEAN Academy, Malaysia 2004

Why participate?

To strengthen your Chamber

The training programme is designed to offer a well-rounded education in Chamber management. While participants take practical courses in core management issues, Academy also offers optional courses that give participants a chance to focus on individual educational needs as a professional within a business organisation. Throughout the programme you will be able to benchmark your activities against those of 50 other business organisations. You will leave the Academy with a great deal of knowledge to maximise your organisation's performance.

To widen your network

Special emphasis is put on developing inter-personal relationships between the various participants. Additional events are organised both at the centre and in the surrounding area to ensure that useful and beneficial contacts can be developed for the future. You will leave the Academy with a wide range of personal contacts in Chambers and other business organisations throughout the SAARC region, and in a better position to maximise future opportunities jointly.

To exchange views and best practices

EUROCHAMBRES has launched an Academy Alumni Forum. Through an interactive website, all past, present and future Academy participants will have the possibility to continue their networking activities: search for partners, exchange best practises, present new ideas. You will get access to this dedicated website upon completion of the Academy.

For more details: www.eurochambres.be/alumni



Who should participate?

The Academy is targeted above all at **senior executives** holding a permanent position within local, regional and national Chambers of Commerce and Industry, and other business organisations within the SAARC region.

EUROCHAMBRES will finance – through the European Commission's Asia-Invest Programme – the participation of up to 50 persons from 7 SAARC countries (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka). These places will be allocated on the basis of the selection process described later on.

How is the Academy Organised?

Course Participation

The focus of the Academy is on participation and dialogue - from you and the other participants. You will be asked by certain course leaders to prepare yourself in advance, to give input in the course preparation, to bring case studies from your organisation. Individual classes are not bigger than 20-25 participants to ensure active participation by all.

Content

The programme is structured around "core" and "optional" courses, both of which rely on participants' own contributions, discussion and debate. The course menu has been prepared so as to reflect the specific needs of business organisations in the SAARC region.

- **Core:** Participants are required to attend each of the 2 core subjects of general interest to all business organisations.
- **Optional:** In addition, there is a wide range of optional courses on offer, from which you can choose 5 subjects of most interest to you. This allows you to tailor the week to meet your own specific needs. The optional courses concentrate more on specific functional and operational aspects of Chamber management.

Class Duration

There are 21 hours of instruction per participant during the week, organised in 7 classes of 3 hours each. Participants have 6 hours for core courses and 15 hours for optional courses.

Course Leaders

Courses will be held by course leaders from different backgrounds: management consultants and trainers, academic teachers, Chamber executives. Some of the highly ranked course leaders from previous Academy events will participate again.

Course Language

SAARC Chamber Academy 2006 will operate in English only.

Chamber Benchmarking model

This analytical model will be prepared in advance of the Academy and will allow Chambers to compare their performance with each other and with European Chambers. The model will analyse the basic statistical data related to Chambers' size and performance: membership size and structure, internal organisation, share of the various services.

Follow-up

A follow-up survey will be carried out to assess the impact of the training programme and to design further assistance where feasible. We shall also produce a Best Practices Manual to serve as a reference guide.

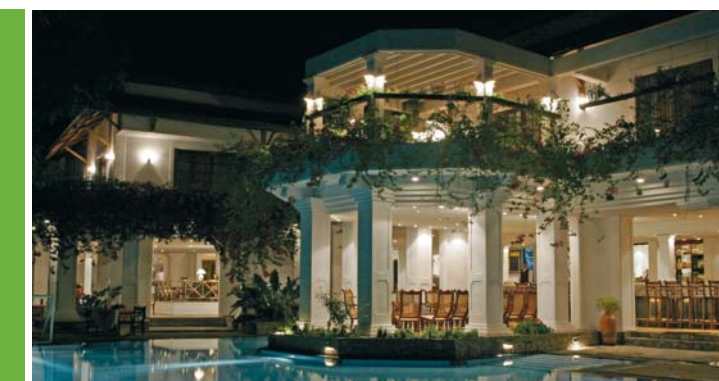
The venue

In line with the Academy tradition, EUROCHAMBRES has identified a remarkable venue The hotel Mahaweli Reach, located in Kandy, the charming hill capital and the cultural city, just 129 km. from Colombo International Airport. This beautiful hotel is located between a river, velvety mountains and a tropical garden. Built around a free-form swimming pool, the hotel is within close proximity to the Temple of the Sacred Tooth Relic, the Royal Botanical Gardens and Kandy's commercial institutions. Mahaweli Reach Hotel offers top range conference and meeting facilities. The residential part of the resort offers 114 tastefully decorated rooms with views of either the serene Mahaweli River, or the tropical garden The Resort is designed to offer a peaceful and serene atmosphere of Sri Lankan hospitality together with the modern, high-tech conveniences.

IMPORTANT NOTE:

Only 50 places are available at the SAARC Chamber Academy 2006.

The deadline for applications to be received by EUROCHAMBRES is **Monday, 24 April 2006.**



The Programme ...

	Sunday 21 May	Monday 22 May	Tuesday 23 May	Wednesday 24 May	Thursday 25 May	Friday 26 May
9.00-12.30	-	Core Course 1	Optional Course 1	Optional Course 3	Optional Course 4	Open Forum and Evaluation
		Lunch	Lunch	Lunch	Lunch	Lunch
14.00-17.30	Pick Up Service at Colombo Airport	Core Course 2	Optional Course 2	Visit to Kandy and Dinner in town	Optional Course 5	Departure
18.00	Welcome drinks and Buffet Dinner at Mahaweli Reach hotel	Team Building and Barbecue	Sri Lankan evening		Gala Dinner and Award of Certificate	-

Sunday 21 May

A shuttle service will be organised for the participants at the Colombo International Airport. You will be brought directly to the premises of Mahaweli Reach Hotel for registration. You will be guided through the facilities of the centre and in the evening offered a welcome buffet.

Monday, 22 May – Thursday, 25 May

To allow maximum participation and interaction, each course is scheduled to last for 3 hours, with a coffee break after 90 minutes. In effect, this means that you will have two full courses per day, with the exception of Wednesday, which is a half day. The two core courses will take place on Monday. After that, you will follow the optional courses you have

chosen on Tuesday, Wednesday morning and Thursday all day.

In the evenings, we have arranged social and recreational activities, all of which are entirely optional, but conducive to networking.

Wednesday, 24 May

14.00 – 23.00 **Visit to Kandy and Dinner in town**

In the afternoon all participants will have the possibility to join an optional visit to the historical town of Kandy including a visit to the famous temple of the tooth relic of Lord Buddha. Since its founding in the 14th Century, Kandy which remained the last stronghold of local kings had gone through many a vicissitude. Although Colombo represents the prime commercial and administrative centre, Kandy continues to remain the cultural capital of Sri Lanka with a rich heritage of living monuments. A cultural tour of the historical sites will be organised. We will conclude the day with a dinner in town.

Friday, 26 May

In the morning we are scheduling an Open Forum Session to give you the opportunity to address your peers on specific projects/initiatives and services you would like to present or for which you are seeking partners. Following the Open Forum, you will be invited to provide your feedback on the success of the first SAARC Chamber Academy.

Following lunch we will return you to Colombo International Airport.

SAARC Chamber Academy 2006 curriculum

Pre-Academy Preparation

Please note that - as the Academy's relevance depends to a huge extent on your own **active** participation in the discussions - we will write to you well in advance suggesting how you might prepare for the courses you select, and also welcoming your suggestions to us about your own needs!

It will greatly enhance the classes if you undertake the preparation proposed.

Core (Mandatory) Courses

The core courses will take place at the start of the week on Monday...

The intention is that, by Tuesday morning, **all** participants should have a good knowledge of the general trends and challenges facing the Chamber network, and should also have begun to establish useful, personal relations with the other members of their group. Participants from the same country will - where possible - be split into different groups to ensure a maximum flow of information and expertise.

Optional Courses

The 18 optional courses will be offered from Tuesday morning to Thursday evening (that is, each participant can choose 5 courses, with each course scheduled to last 3 hours each). In applying for EUROCHAMBRES' Academy, participants are requested to rank their preferred choices. This may result in a number of optional courses being dropped from the Academy, if demand does not justify bringing a course leader for that subject.

The courses are grouped into:

- Chamber Management & Organisation
- Chamber Services & Representation
- International Affairs

Please make sure to build a balanced programme, based on your personal needs and the needs of your organisation.



CORE COURSES

C.1 Strategic Chamber Planning

Many Chambers still operate on the basis of a loose and non-transparent plan. The formulation of a clear strategy and a business plan is essential for managing your Chamber successfully. This course will analyse different steps in the strategic planning process: from defining your mission statement to tracking and evaluating the impact of your strategy to ensure you achieve your goals.

C.2 Representation - successful lobbying

This course will analyse the tactics, pitfalls, and options open to Chambers in representing, or lobbying for, the business point of view. Having formulated the Chamber's policy on a particular issue, how successful is your Chamber at "marketing" that position to the relevant authorities - at regional, national and international level?

OPTIONAL COURSES

Chamber Management & Organisation

O.1 CHAMBER LEADERSHIP

Chambers face a more and more complex environment. The need for strong leadership throughout the Chamber network is clear. Participants have the opportunity to gain new insights regarding their own leadership styles and strengths. They acquire new skills to become more effective in having their viewpoints understood within a team context. Elements include leadership styles, communication and listening skills, conflict negotiation skills, and problem solving through team building.

O.2 MOVING ONLINE WITH CHAMBERS

The course will look at the impact of new technologies on Chamber services: creating virtual markets, developing ADR (Alternative Dispute Resolution Mechanism), design of new trade promotion tools, etc. Participants will analyse how to decide which products and services are appropriate to deliver online, including considerations such as legal implications and technical requirements. The course will gather best practices from around the Chamber network.

O.3 MEASURING THE QUALITY STANDARDS OF YOUR CHAMBER

Increasingly, we are recognising the vital importance of representing the business viewpoint to excellent standards, of delivering only services of the highest quality to our members. We have also begun to appreciate the need to sell a quality image of ourselves, to associate - in the public mind - the terms "Chamber of Commerce and Industry" with "quality". This course will offer a self-assessment approach to determine priorities and objectives.

O.4 MANAGING AND MOTIVATING YOUR STAFF

This course demonstrates some proven, practical skills used to renew staff commitment, raise productivity and stimulate willingness to change. It discusses the context of the workplace and how it interacts with different behavioural styles and temperaments. Participants will learn techniques to communicate the expectations in order to achieve mutual understanding and motivation.

O.5 CHANGE MANAGEMENT

In order to maintain their credibility, Chambers need to respond and adapt to a rapidly changing environment. This course will analyse the need for and the principles of change together with

management implementation techniques to facilitate organisational change and continuous improvement.

O.6 CHAMBER PUBLIC RELATIONS AND COMMUNICATIONS

Regardless of whether a Chamber is private or public law, it is vital that each Chamber projects a consistently good image of itself, of its activities and members, of its views, of its representativity, of its ambitions for the future. The course will analyse the tools of effective PR and communication with different target groups: members, governments, local authorities, committee members, media, etc.

Chamber Services & Representation

O.7 HELPING SMALL BUSINESSES AND START UPS

Small businesses are the largest segment of Chamber membership and one of the most important and yet fragile segments of the economy. More than ever Chambers will need to provide hands-on services and consultancy to SME's. This course will identify some of the more successful Chamber initiatives, and help you plan and implement a comprehensive SME development policy for your Chamber.

O.8 NETWORKING OPPORTUNITIES FOR MEMBERS

As a member of a Chamber of Commerce, one of the major benefits for a company is the opportunity to network with other businesses. All Chambers offer networking opportunities – breakfast briefings, business after hours, lunches, social occasions. This course will look at some of the more successful networking events organised by Chambers in detail, drawing the best practices from them.

O.9 MAXIMISING BOARD (AND OTHER GROUP) EFFECTIVENESS

Every Chamber operates through groups of differing types. Policy committees, ad hoc advisory groups, Chamber boards are all important parts of the Chambers' organisation yet, typically, we do not maximise the willingness, attendance and knowledge of our group members fully. This course will concentrate on how to get the most from our groups and how to motivate already very busy committee members.

O.10 GENERATING INCOME

Some Chambers generate less than 1% of their budget from membership fees, others more than 50%. Is there an optimal membership fee-setting practice? Which new services can generate better revenue? The course will also look into some best practice to maximise income from sponsorship and advertising, and will look into "ethical" standards – how far can we go in "selling" the Chamber's image, should we follow a code of conduct?

O.11 MEMBERSHIP PROMOTION

A crash-course in Chamber Marketing! Which are the latest and most successful techniques for attracting and retaining new members to your Chamber. Examples will be given of effective "customer" loyalty management, creative use of databases, mail shots, incentive schemes and staff responsibilities.

International Affairs

O.12 EXPORT DOCUMENTATION AND CUSTOMS PROCEDURES

How can Chambers provide better export documentation, information and training? How to move on-line with Certificates of Origin and ATA Carnets? How can Chambers assist their members in dealing with customs procedures that all too often hamper swift transactions across the border? More than ever, there is an urgent need for customs reform and modernisation and the implementation of transparent and simplified policies.

O.13 INTERCULTURAL MANAGEMENT

This course focuses on effective communication in a multicultural environment. You will learn key features of culture that influence communication, notably between Asia and Europe. Differences between cultures in relation to norms, values, visible behaviours and decision making will be addressed. Practical solutions to difficulties and respect for differences between cultures will be stressed throughout the session.

O.14 EU EXTERNAL COOPERATION PROGRAMMES AND INTERNATIONAL PROJECT MANAGEMENT

This course will offer an insider's view into the various EU external co-operation programmes such as Asia-Invest. It will provide information as to how to access the programmes, prepare an offer, find and cooperate with partners across the globe. Basic principles of project management will be discussed building on practical examples and projects managed by EUROCHAMBRES together with the Chamber network.

O.15 TRADE PROMOTION INITIATIVES FOR CHAMBERS

This course will look at the traditional instruments such as trade missions, fairs, advisory services, export clubs, import associations, language courses, international data banks, co-operation agreements, training seminars on foreign trade for SMEs, organisation of business delegations/match-making events, and what innovations Chambers are doing in a globalised context.

O.16 EU-SAARC RELATIONS IN A GLOBAL WORLD

The EU takes the view that it can help consolidate the ongoing integration process through its economic influence in the region, its own historical experience of economic and trade integration and of dealing with diversity, and its interest in crisis prevention. This course will offer an overview of EU-SAARC bilateral relations and put them in a globalised context. The course will stress the role of Chambers in the policy dialogue between the EU and the SAARC region.

O.17 SAARC Integration

The centerpiece of economic cooperation of the SAARC is the South Asian Preferential Trade Arrangement (SAPTA). It aims at the liberalization of regional trade by abolishing trade barriers and greater cooperation. It would help facilitate efficiency-seeking restructuring of industry in the region, thus enabling it to exploit economies of scale and specialisation. This course focuses on how Chambers from their side can help business exploit the benefits of regional integration within SAARC.

O. 18 REGULATORY FRAMEWORK: WTO, IPR

This course will look at the regulatory framework of WTO and offer possibilities for Chambers to address these issues with their members. In the long run, free trade is the best system to guarantee competitiveness and progress for everyone, but to be respected, WTO rules must be transparent and understood by all. Regulations and procedures should be reliable, transparent and simple and bureaucracy should be reduced to a minimum. The WTO TRIPS agreement (Trade-Related Aspects of Intellectual Property Rights) provides a foundation for IPR protection, but enforcement is lacking in many parts of the world. Also Chambers should focus on this issue to find solutions to this serious problem.

How to Apply, Costs and Other Practical Details

Value for Money

The Academy package includes the following costs:

- Full accommodation and meals
- Cultural and social programme
- Conference rooms and training facilities
- Course material and documentation
- Course Leaders fees and costs
- Overall administration and overhead costs
- Local transportation costs.

This package will be largely financed by the grant from the European Commission's Asia-Invest Programme.

The participants will be asked to contribute to these costs as follows:

- € 150 – participant's fee
- travel to Colombo airport

Upon confirmation of successful application, the candidate will receive an invoice with the payment instructions for the amount of the registration fee. The registration fee should be paid by bank transfer to the Euro account of our local partner, the SCCI (SAARC Chamber of Commerce and Industry).

How to Apply

Complete the attached application form, and return it to EUROCHAMBRES,
by fax: **+32 (2) 280 01 91**
by post: **Avenue des Arts 19 A-D,**
1000 Brussels, Belgium
by e-mail: devos@eurochambres.be
by on-line registration: www.eurochambres.be

Deadlines

24 April

Deadline for return of application form to EUROCHAMBRES.
This will enable us to clearly identify the optional courses that are most in demand, and to help course leaders to prepare properly

8 May

Course confirmation from EUROCHAMBRES to successful applicants.
Invoice issued for the registration fee

12 May

Deadline for transfer of the registration fee to our local partner

Criteria for admission

The 50 places will be allocated based on the following selection criteria:

- Senior management position within the organisation
- Non-elected official
- High level of fluency in spoken English
- Motivation of the candidate, as expressed in the application form
- International experience
- Geographic balance

Any other questions?

Please call **Annelies Declerck**: +32 (0)2 282 08 75 or
Sophie Devos: +32 (0)2 282 08 72 at EUROCHAMBRES or
E-mail: declerck@eurochambres.be
devos@eurochambres.be

You can also contact our local partner the SAARC Chamber of Commerce and Industry
Ms. Nafeesa Hashmi at: +91 51 2281395-6 or e-mail: nafeesa.hashmi@saarcchamber.com or
Mr. Buddika Srimantha Mallawaarachchi at: +94 11 5335962-3 or e-mail: buddika@fccisl.lk
Ms. Alexandra Voss at: +49 (0)228 98238-11 or e-mail: alexandra.voss@sequa.de

SAARC Chamber Academy 2006 Application Form

To be returned to EUROCHAMBRES Academy, **by fax** +32 (2) 280 01 91, **by post to:** EUROCHAMBRES, Avenue des Arts 19 A-D, 1000 Brussels, or **by e-mail to** devos@eurochambres.be no later than 24 April 2006.

This form will be used as a reference in the selection process. EUROCHAMBRES may ask for additional information when required.

Please print *legibly*

Mr Ms
Family Name
First Name
Position
Organisation
Address
Tel Fax
Mobile E-mail
Web site

Please also attach (or preferably, send electronically) a clear passport-size photo and a summary C.V. (not more than 60 words) describing your background in business organisations. Based on your reply, we will publish a directory of participants for distribution in Kandy.

Optional Courses: Select the seven optional courses of most interest to you, in order of preference. We will do our best to match your top four optional courses. However, if too few participants choose a course, we may have to omit it from the programme. In such cases, it is very important we know the other courses which appeal to you, to make the Academy as useful as possible for you.

Preferred optional courses (course numbers and/or titles in order of preference):

1	5
2	6
3	7
4	

1. Your Organisation Please describe the main features of your business organisation: memberships, internal Structure and activities, main objectives.

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2. Your Role in the Organisation Please describe your responsibilities in the organisation. Be as concrete as possible.

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3. Main Achievements Please outline which has been your main achievement while working for organisation (e.g. introducing a new service, reorganising the organisation, increasing the membership, etc).

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4. Your Motivation Please explain in detail why you wish to participate in the SAARC Chamber Academy 2006.

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5. Your English level basic good very good fluent

Please tick and clarify.

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