

Professional Development for Senior Executives of
Caribbean Business Organisations



Caribbean Chamber Academy



17-20 July 2006
Trinidad



Some comments of former participants

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

This event is super!!! We should do this again and perhaps regularly (yearly).

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

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.

The Academy was very useful. This program should be continued and become a sustainable program.

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.

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

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."



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With the financial support from PROINVEST, a partnership programme of the ACP Group and the European Commission.



A project implemented by the Caribbean Association of Industry & Commerce (CAIC) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES).

CAIC and EUROCHAMBRES are proud to present the first Caribbean Chamber Academy

Academy is EUROCHAMBRES' top range development programme for Chambers' middle and senior management. It offers 3/5 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.

The 2006 Caribbean Chamber Academy will build on successful experience in previous Chamber Academy programmes held in Europe regularly since 1998 as well as in Latin America, Asia and the Mediterranean. Over 1,000 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 Caribbean region. The event will be organised in close co-operation with our local partner, the Caribbean Association of Industry and Commerce (CAIC). The programme is designed for Chambers and sector-based business organisations and tailored to the specific environment of the Caribbean region. As defined by the PRO€INVEST eligibility criteria, this programme is primarily targeted at business organisations from the all Caribbean countries but Cuba.

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, the 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 40 other executives. 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 interpersonal 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 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 former Academy participants, 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: <http://www.eurochambres.be/academy/>

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 Caribbean region.

CAIC and EUROCHAMBRES will support – with the European Commission's Pro€Invest Programme – the participation of up to 40 trainees. 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 Caribbean 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 4 subjects of most interest to you. This allows you to tailor a development programme to meet your own specific needs. The optional courses concentrate more on specific functional and operational aspects of Chamber management.

Class Duration

There are 18 hours of instruction per participant, organised in 6 classes of 3 hours each. Participants have 6 hours for core courses and 12 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 European course leaders from previous Academy events will participate again.

Course Language

The 2006 Caribbean Chamber Academy 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

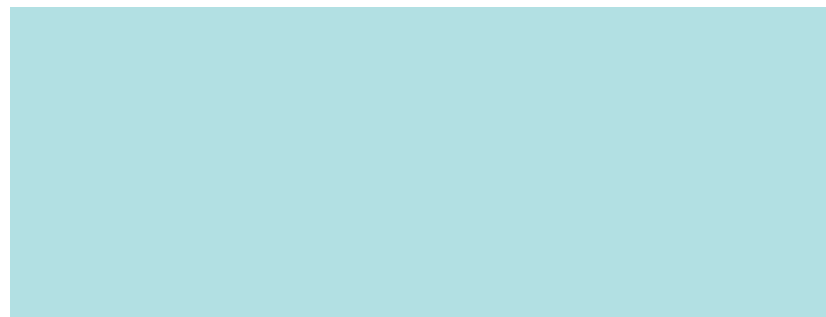
CAIC and EUROCHAMBRES have identified as the Academy venue *The Paria Suites Hotel & Conference Centre*, located in South Trinidad, only 40 minutes from Piarco International Airport.



IMPORTANT NOTE:

Only 40 places are available at the 2006 Caribbean Academy.

The deadline for applications to be received by CAIC is **Monday, 15 May 2006.**



THE PROGRAMME ...

	Sunday 16 July	Monday 17 July	Tuesday 18 July	Wednesday 19 July	Thursday 20 July
9.00-12.30		CORE COURSE 1	OPTIONAL COURSE 1	OPTIONAL COURSE 3	Open Forum & Evaluation
		Lunch	Lunch	Lunch	Lunch
14.00-17.30	Pick Up Service at Piarco International Airport	CORE COURSE 2	OPTIONAL COURSE 2	OPTIONAL COURSE 4	Transfer to Piarco International Airport
18.00	Welcome Cocktail Party at Paria Suites Hotel	Team Building and Barbecue	Networking evening	Gala Dinner and Award of Certificate	

Sunday 16 July

A shuttle service will be organised for the participants at Piarco International Airport. You will be brought directly to the premises of The Paria Suites Hotel & Conference Centre for registration. You will be guided through the facilities of the centre and in the evening offered a welcome cocktail party.

Monday 17 July – Wednesday 19 July

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. The two core courses will take place on Monday. After that, you will follow the optional courses you have chosen on Tuesday and Wednesday all day.

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

Thursday 20 July

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 Caribbean Academy.

Following lunch we will return you to Piarco International Airport.

THE 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 12 hour optional courses will be offered on Tuesday and Wednesday (that is, each participant can choose 4 courses, with each course scheduled to last 3 hours each). In applying for the Caribbean Chamber 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 communication

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 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, and 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.8 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 SMEs. 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.9 Generating income from services

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.10 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.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.

O.12 Building trust among private sector organisations

A partnership approach among Caribbean Private sector organisations is highly advocated because of its potential for considerable added-value, and, in some cases, it is the only way to handle key issues both nationally and regionally. A partnership approach calls for stronger dialogue and collaboration between private sector entities and is based on the belief that partnerships are relationships built on mutuality of effort and shared contributions. Building Trust among Private Sector Organisations is as much about managing relationships as it is about the concrete issues involved.

O.13 Project proposal writing

Many Chambers seek to get involved in projects initiated and/or supported by Financial Authorities. So as to maximize their chances of presenting good projects, the course will seek to introduce some best practices on proposal writing.

International Affairs

O.14 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.15 Intercultural management

This course focuses on effective communication in a multicultural environment. You will learn key features of culture that influence communication, notably between the Caribbean 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.16 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 Pro-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.17 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 with EU for SMEs, organisation of business delegations/ match-making events, EU-related consultancy for SMEs and what innovations Chambers are doing in a globalised context.

O.18 EU-Caribbean 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-Caribbean 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 Caribbean region.

O.19 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 Pro€Invest Programme.

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

- **€ 200** – as a participant's fee
- **Return ticket to Trinidad.**

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 into the Euro account of the Caribbean Association of Industry & Commerce (CAIC).

Deadlines

15 May	Deadline for return of application form to CAIC. <i>This will enable us to clearly identify the optional courses that are most in demand, and to help course leaders to prepare properly.</i>
1 June	Course confirmation from CAIC to successful applicants. Invoice issued for the registration fee
12 June	Deadline for transfer of the registration fee to CAIC

Criteria for admission

The 40 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

How to Apply? Complete the attached application form, and return it to **CAIC** for the attention of Ms. **Christine POON-KING**:

by fax + 1 868 622 7810 • **by post** 27A, Saddle Road, Maraval, TRINIDAD

by e-mail christinepoon-king@tstt.net.tt

Caribbean Chamber Academy Application Form

To be returned to **CAIC, for the attention of Ms. Christine POON-KING**

by fax +1 868 622 7810 • **by post** 27A, Saddle Road, Maraval, TRINIDAD or **by e-mail to** christinepoon-king@tstt.net.tt no later than 15 May 2006.

Please print *legibly*

Mr Mrs Family Name

First Name

Position

Organisation

Address

Tel Fax

Mobile E-mail

Website

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 Trinidad.

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 | |

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

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 participate in the Caribbean Chamber Academy.

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5. Your English level basic good very good fluent

Please tick and clarify.

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Caribbean Chamber Academy

The Caribbean Chamber Academy is organised by the Caribbean Association of Industry & Commerce (CAIC) in partnership with the Association of European Chambers of Commerce and Industry (EUROCHAMBRES) with the financial support from the European Union - Pro€Invest Programme.



Avenue des Arts 19 A-D 1000 Brussels Belgium

Tel: + 32 (0)2 282 08 50 | Fax: + 32 (0)2 280 01 91

www.eurochambres.be