

Information Package



SAAM SKEP ONS VOLHOUBARE WELVAART
TOGETHER WE CREATE SUSTAINABLE PROSPERITY



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Introduction

The AHI was founded in 1942 as an organisation to empower and promote Afrikaans business people. From these initiatives followed the establishment of Federale Volksbeleggings, die Reddingsdaadbond. Later on this initiative grew to include many other business conglomerates. From the history of the AHI and AHI initiatives one could make the conclusion that the organisation was particularly successful in achieving its original goals. The AHI has since its inception built a strong reputation of service delivery to its members, provided intellectual leadership and prompted a strong development orientation.

However, in its earlier phases the empowerment of AHI was only of limited benefit to people from the historically disadvantaged communities. The AHI acknowledged this fact in its presentation to the Truth and Reconciliation Commission and has ever since, particularly after 1994, played a meaningful role in the transformation of the country. Starting with the top echelons of the AHI the list of recent presidents include people of the caliber of Dr. Matthews Phosa, Dr. Franklin Sonn, Prof. Eltie Links and Ms. Venete Klein, the first female president of the AHI. The AHI has also broadened its national head committee (council) to better reflect the diversity of our nation and actively promotes cooperation with other chamber movements such as NAFCOG at the local level.

The AHI is a member of Business Unity South Africa and is one of the constituent members of BUSA Working Committee representing the chamber and industry movements of South Africa. AHI members also serve on various BUSA committees.

The AHI, vision is: "Together we create sustainable welfare".

Our values are:

- € honesty and integrity;
- € development orientation and sustainability;
- € service orientation with quality; and
- € good governance with fairness and justice.

In recent years the AHI has embraced the following strategic priorities:

- € Position the AHI as centre of expertise on business and related matters. These include the

establishment of desks of expertise on the economy, human resources and skills development, BEE, doing business at the base of the income pyramid and in poor communities, small business, HIV and Aids, skills development, sustainable environment, energy, support for local authorities by our chambers, tourism, and combating crime and corruption;

- € Quarterly meetings with the South African Reserve Bank and policy and other issues;
- € Support for policy development in areas where the AHI has unique competencies;
- € A partnership agreement with the Department of provincial and Local Government Support to facilitate and promote public private sector dialogue at the local level and to promote local economic development in a selected number of towns;
- € Strategic partnerships with NAFCOG (mentoring and training) and FABCOS (Base of the Pyramid activities);
- € The AHI is home to the Base of the Pyramid Learning Laboratory supported by a grant from the W.K. Kellogg Foundation. Prof Stef Coetzee the AHI Executive Director is also the director of the BoP Learning Lab S.A. The SA BoP Learning Lab is in turn a member of the International BoP Learning Lab led by the well-known Prof Stuart Hart (who wrote the book: "Capitalism at the crossroads"). Two business schools, a faculty of business science (at universities), and a private consultant are participating in the above project: The University of Stellenbosch Business School (with projects in Khayelitsha); GIBS (in Alexandra); the Department of Business Science at the University of the Free State (in Mangaung in partnership with the Mangaung University Community Partnership Programme or MUCPP); and Mr Mokhele Moshoele who facilitates projects between small producers and corporates in Lesotho, Mozambique and Namibia. More recently the Vaal University of Technology (VUT) has also shown interest to set up a BoP initiative in The Van der Bijlpark-area.
- € Internationalisation of the activities of the AHI include the above BoP initiative and cooperation with the Belgium Board of Exchange to offer mentorships to small businesses.

Information brochure

Background

The AHI is a multi-sectoral business organisation, founded in 1942, which is actively involved in all sectors of the economy, except primary agriculture.

The AHI one of four major chamber organisations in South Africa, with members representing trade, industry, mining, financial institutions and a variety of services organisations.

Aims

To assist members to utilise business opportunities in a changing environment;
Strive to positively influence the business climate in order to promote the economic interests of members and the broader business community;
Underwrite a healthy business ethic;
Underwrite a market driven economy in cooperation with all role players.

Benefits of membership

- The AHI is a source of information and reference for members;
- The AHI has access to the President and his cabinet;
- The AHI offers opportunities for network creation with other business people and government bodies on national, provincial and local levels;
- Business opportunities/facilitation;
- Government decisions: There is to the point involvement in government decisions by means of member comment and inputs with regard to legislation and policy;
- Documentation on national, provincial and local levels, which affect all levels of the business sector, is disseminated to members;
- Access to district municipalities Agreement with minister of Provincial and Local Government;
- Promote local economic development by means of business chambers;
- Information is disseminated to members via a newsletter and reports;

- Members have access to the AHI website, which facilitates the flow of information: ([Http://www.ahi.co.za](http://www.ahi.co.za));
- Foreign trade opportunities are brought to members' attention regularly;
- The National Congress and other events offer opportunities to broaden business contacts;
- An address list of corporate, silver members, business members and chairpersons of business chambers is available to members on request;
- The annual membership fee for membership is tax deductible;
- Training courses and seminars on a variety of business aspects are presented to members in different centres from time to time.

AHI membership

Corporate members

Large national firms can become corporate members of the AHI on invitation and at a fixed membership fee. This membership offers, apart from the ordinary benefits of membership, representation on the AHI's National governing structure, Board of Trustees and other structures of the AHI.

Silver business members

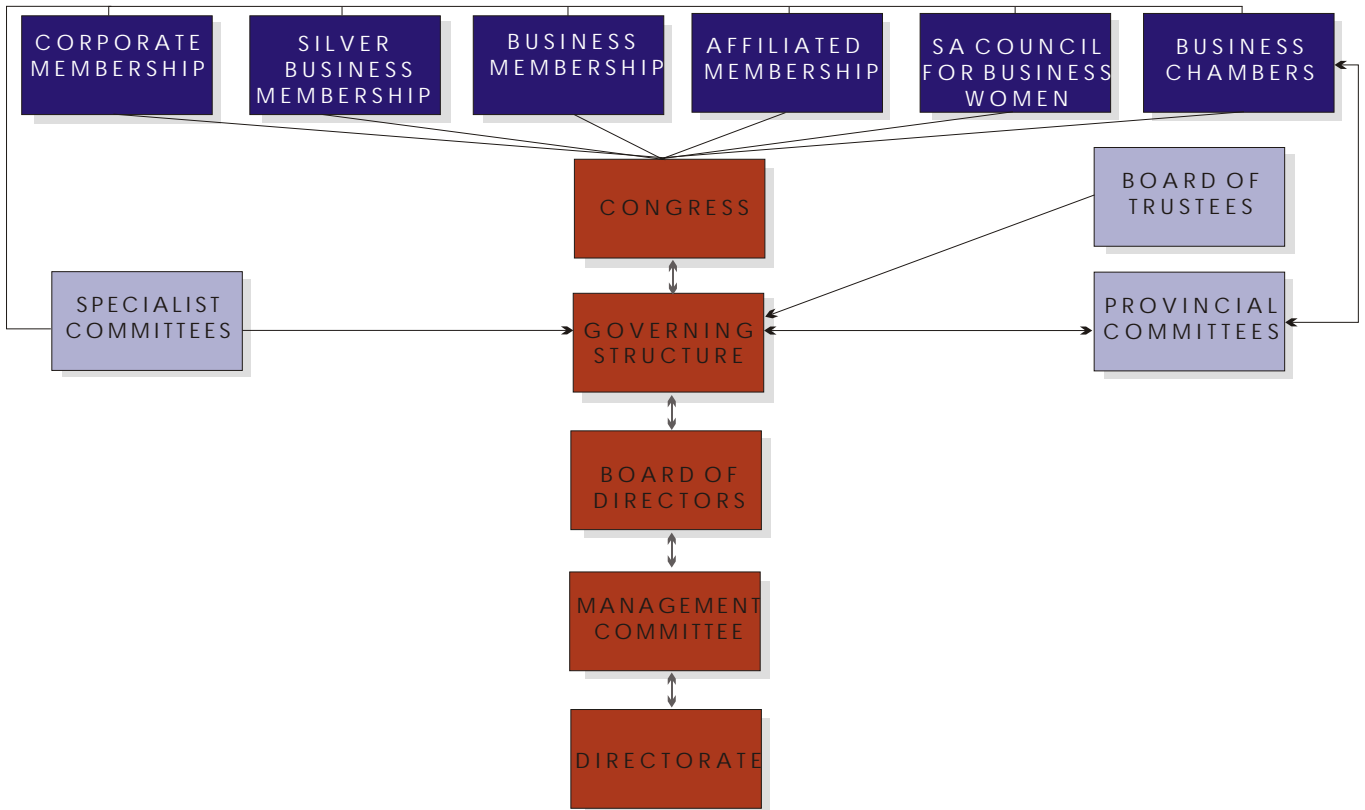
Companies who pay more than a specified membership fee, can obtain silver membership. This membership offers access to all the products and services of the AHI.

Business members

Any company which underwrites the mission and goals of the AHI can become a business member by paying an agreed membership fee, which offers access to all the activities of the AHI.

Business chambers: The AHI structure primarily consists of business chambers with the responsibility for local business facilitation, economic growth and effective cooperation with the regional and local municipalities. The role of the AHI provincial and national structures is to assist business chambers in the successful execution of their functions.

MEMBERS AFFILIATED THROUGH



AHI Structures

National congress: The National Congress is held annually in October and is the final decision maker of the AHI. At the congress a closed domestic session is held during which internal matters are settled, as well as an open session where debates are held on relevant themes.

Board of trustees: The Board of Trustees consists of former presidents of the AHI, representatives of corporate members and, on invitation, other prominent business people. The Board serves as a source of reflection on the long term direction of the AHI and also serves as a meeting place with relevant government representatives.

Governing structure: The Governing Structure is responsible for the general policy, coordination and promotion of AHI goals in the interest of members and the country. When the congress is not in session,

the Governing Structure serves as the final decision making mechanism.

Board of directors: The Board of Directors is responsible for the integration of AHI activities and the strategic utilisation of AHI structures to achieve a business friendly environment. The Board of Directors coordinate the AHI's priorities and focus points and is responsible for the successful strategic management of the AHI.

Provincial structure: Each province has an AHI Provincial Committee, which annually elects a chairperson and a vice-chairperson, and which are joined in a National Committee for Provincial Governing Structure members. The Provincial Committees consist of representatives of business chambers and corporate members in the province. The goal of the Provincial Committees is to promote a business friendly climate on provincial level and to promote the interests of members in legislation.

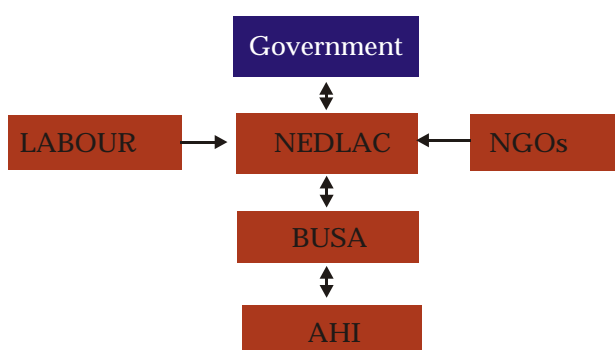
Committees: The function of committees is to serve as expert forums on relevant topics; to study legislation and special projects and give comment; to give knowledgeable inputs to the Governing Structure and the Executive Committee; to give advice to members and to liaise pro-actively with the relevant decision makers.

SACB (South African council for business women)
The SA Council for Business Women is an interest group which is affiliated to the AHI.

Management committee: The Management Committee is responsible for the day-to-day management of the AHI.

Other structures: The active participation by members in other structures ensures that the AHI plays a key role in all areas of business. In this instance one can mention the AHI's inputs, direct or via its membership of BUSA and NEDLAC, on financial, economic, tax, production, tourism, trade (national and international) and infrastructural aspects, as well as corporate and state management, human resources and developmental aspects, which of great importance for employers, also in the planning and operation of their companies.

AHI's role in organised business



Nedlac: (National Economic Development and Labour Council). The AHI is represented in Nedlac through Busa and also has direct representation all four Nedlac chambers.

BUSA: (Business Unity S.A.). Busa was founded by bringing together the Black Business Council (BBC) and Business South Africa. (BSA). Membership consists of national mandated organisations. Busa is the voice of South African business, nationally as well as internationally. It offers access to the ILO, Nepad, SADC and Nedlac. It deals with macro issues, i.e. representation, economic growth and legislation, transformation, the business image of the country and the competitiveness of our economy.

AHI-directorate

Office of the Executive Director
Office of the Chief Operational Manager
Office of the Director: Finance and Administration

AHI particulars

Head office: Pretoria
PO Box 35100
Menlo Park 0102
Tel. (012) 348-5440
Fax. (012) 348-8771
E-mail: pta@ahi.co.za
Internet: <http://www.ahi.co.za>

Application form for membership

AHI MEMBERSHIP FORM	
NAME OF COMPANY	
ADDRESS	
TELEPHONE NUMBER/FAX NUMBER	
E-MAIL ADDRESS	
VAT NUMBER	
NAME OF CEO	
NAME & DESIGNATION OF PERSON TO WHOM CORRESPONDENCE SHOULD BE ADDRESSED	
MAIN & OTHER ACTIVITIES OF COMPANY	
MEMBERSHIP OF BUSINESS CHAMBER NAME OF BUSINESS CHAMBER TO WHICH YOU ARE AFFILIATED	

INCLUDED IS THE AMOUNT OF R PLUS R(VAT) BEING MEMBERSHIP FEES FOR THE CURRENT FINANCIAL YEAR.

AUTHORISED PERSON: NAME & SURNAME:.....

.....

SIGNATURE: DATE:

Application form for business chamber affiliation

AHI MEMBERSHIP FORM: BUSINESS CHAMBERS NAME OF BUSINESS CHAMBER: NAME OF TOWN/CITY	
NAME & SURNAME: CHAIRPERSON.....	
ADDRESS
TELEPHONE NUMBER	
FAX NUMBER	
CELL NUMBER	
E-MAIL ADDRESS	
NAME & SURNAME: VICE-CHAIRPERSON/SECRETARY	
ADDRESS
TELEPHONE NUMBER	
FAX NUMBER	
CELL NUMBER	
E-MAIL ADDRESS	
NB. This form should please be accompanied by a complete list of names and addresses of members, who will be affiliated to the AHI through the business chamber.	

INCLUDED IS THE AMOUNT OF R, BEING MEMBERSHIP FEES
 FOR (NUMBER OF MEMBERS), FOR THE CURRENT FINANCIAL YEAR
 SIGNATURE: CHAIRPERSON DATE:.....

Formula for AHI business member fees

Calculate an average weight given to a company, based on its turnover and assets.

$$\text{WEIGHT} = \frac{\text{Turnover}}{\text{R100 000}} + \frac{\text{Assets}}{\text{R100 000}}$$

Membership fees are then calculated according to the table below:

WEIGHT	MEMBERSHIP FEE R (VAT excluded)
0 - 49	2 500-00
50 - 99	3 000-00
100 - 199	4 000-00
200 - 399	5 000-00
400 - 599	7 500-00
600 - 799	10 000-00
800 - 999	12 500-00
1 000 - 1 999	15 000-00
2 000 - 2 999	17 500-00
3 000 - 3 999	20 000-00
4 000 - 4 999	22 500-00
5 000 - 6 999	25 000-00
7 000 - 9 999	27 500-00
10 000 - 14 999	30 000-00
15 000 - 19 999	32 500-00
20 000 - 29 999	35 000-00
30 000 - 49 999	37 500-00
50 000 - 69 999	40 000-00
70 000 - 99 999	42 500-00
100 000 - 149 999	45 000-00
150 000 - 199 999	50 000-00

AHI values

- Honesty & Integrity
- Developmental Orientation & Sustainability
 - A Service of Quality Orientation
- Good Citizenship with Fairness & Justice

The AHI's ethical point of view

Our service to our members

1. We would like to always treat our members courteously, fair and respectfully.
2. We strive towards excellence, value, quality and achievement in our service delivery.
3. We respect the rights and person of each.
4. We strive to give members access to research, training and development, which could lead to increasing growth and achievement.
5. We strive to make membership accessible and affordable while continuously rendering a valuable service.

Our commitment to the community

1. We endeavour to constructively contribute to an accountable government and a market-driven economy.
2. We endeavour to actively promote responsible citizenship.
3. We are in favour of sustainable economic prosperity for all.
4. We would like to behave responsibly and respectfully towards all communities.
5. We undertake to conserve the environment and our country's natural resources.

Our commitment to ethical norms

1. We would like to do our business ethically, without compromising our basic values.
2. We undertake to have no share in unethical practices.
3. We undertake to respect our country's legal order and to inform members and employees about legal requirements.
4. We view our code of conduct as benchmark for our relations with and actions towards all interested parties.
5. We endeavour to promote a community which holds healthy ethical norms in high esteem.

Our commitment to our employees

1. We strive towards good mutual labour relations in achieving the AHI goals.
2. Employees' quality of work will serve as yardstick for promotion and compensation.
3. As employer we undertake to offer equal opportunities for employment and growth.
4. The opinions and advice of personnel will be respected.
5. We strive to manage employees competently, fairly and ethically.

With acknowledgement to I-Value

AHI code of conduct

Aim

This code is put into writing to ensure that AHI personnel are aware of the standard of behaviour and achievement that is expected of them, and the possible consequences that could ensue due to non-conformance or ignorance of these rules.

Applicability

This code is applicable to employees and other parties involved in AHI structures.

Standards for acceptable behaviour towards members, the public and co-workers

- Pleasantness
- Cooperativeness
- Attentiveness
- Disciplined
- Tidiness
- Orderliness
- Trustworthiness
- Punctuality
- Excellence
- Ready to serve
- Correctness
- Thoughtfulness
- Productivity
- Confidentiality

Deviations of the above-mentioned norms are offences for which personnel and members of AHI structures can be reprimanded.

Offences

- 4.1. Unacceptable behaviour towards members
 - 1.1.1. Rudeness
 - 1.1.2. Use of unacceptable language
 - 1.1.3. Unsatisfactory responses to questions
 - 1.1.4. Negligence
 - 1.1.5. Unwillingness/refusal to render assistance or to respond to/deal with questions

- 4.2. Dealing with co-workers and involved parties

- 4.2.1. Intimidation or stirring
- 4.2.2. Upsetting healthy relations
- 4.2.3. The use of unsavoury language or signs
- 4.2.4. Neglecting or refusing to assist one another in promoting organisational goals

- 4.3. Absence from the office

- 4.3.1. Absence from work without good reason
- 4.3.2. Absence from the office without permission

- 4.4. Use of the computer

- 4.4.1. Should the computer not be used for official purposes, under no circumstances may it affect efficiency, effectiveness and work quality in any way

- 4.5. Work standards

- 4.5.1. Work of poor quality
- 4.5.2. Negligence
- 4.5.3. Provision of wrong information
- 4.5.4. Wastage of material
- 4.5.5. Poor maintenance of machinery and equipment

- 4.6. Private telephone calls

- 4.6.1. Unnecessary calls
- 4.6.2. Long calls (3 minutes the guideline)
- 4.6.3. If it interferes with other staff members

- 4.7. Discipline in absence of section head

- 4.7.1. Ignoring rules and regulations
- 4.7.2. Avoiding Executive Director or another senior person when permission should normally be obtained for certain actions

Type of offence

- 5.1. Serious offences: Is called serious in order to hold a disciplinary hearing the first time such an offence is made, which could lead to dismissal of the offender.
- 5.2. Less serious offences: Are not serious enough to hold a disciplinary hearing at the first offence, but which could lead to a written warning or a final written warning being issued. Repetition of this offence, even at the

second instance that the offence occurs, may lead to a disciplinary hearing which could result in dismissal of the offender.

AHI disciplinary procedure

1. Aim

1.1. To encourage all employees and AHI involved parties to maintain an acceptable standard of conduct and work achievement, and to establish a mechanism in order to fairly deal with deviations in this regard.

1.2. Therefore, the procedure primarily focuses on the rectification of unacceptable behaviour and work achievement, with the aim to establish and maintain healthier labour relations within the AHI.

2. Implementing the disciplinary procedure

After a first offence, the section head discusses the matter with those involved and informs the person that disciplinary steps may be taken at a second offence of the same or similar nature. The nature and date of the offence are noted in the person's file.

2.1. After a second offence, witnesses and the section head, if applicable, are called in and the matter is discussed with the offender in the presence of the responsible person. During this interview it must be stated clearly that at a following offence of the same or similar nature, disciplinary steps will be taken which could lead to dismissal. The nature and date of the offence are again noted in the staff member's file.

2.2. After a third offence a disciplinary hearing is held where all involved and the Chief Executive Officer and/or Board of Directors are present.

2.3. In the case of an appeal against the finding of the disciplinary hearing the appeal will be referred to the Chief Executive Officer and the finding of this disciplinary appeal hearing will be final. Should the person be found guilty and no mitigating circumstances exist, the person will be dismissed.

SIGNED BY:.....

DATE

.....
SIGNATURE

Media code of conduct

Introduction

The point of departure with regard to media relations is that the relation between an organisation such as the AHI and the media is mutually beneficial. The media is dependent on relevant (newsworthy) information for credibility (and sales), while the AHI is dependent on the media as it plays a decisive role in the public's thinking about the AHI and to which degree the public is informed about the AHI and its activities.

Media relations should therefore be planned in advance according to a strategy, be addressed within a structure and be managed purposefully. It is a continuous and sustained activity.

The aim of media coverage is not to manipulate, but to promote understanding and acceptance among the public. This is done by presenting facts about the AHI, its activities and its points of view as clearly as possible, in order for people to form their own opinions. These facts can cause people's perceptions and opinions about an organisation and/or situation to change. Media coverage should in fact contribute to the quality of public opinion. The facts should be presented honestly, rationally and comprehensibly.

Relations with the media are in turn decisive in how the media deals with the AHI.

Code of conduct

Good relations with the media are based on a number of principles.

1. Communication structure

The AHI has a structure and only authorised spokespeople may talk on behalf of the AHI. The AHI's communication structure is as follows:

- The president, vice-presidents, executive director and director: marketing and communication are the spokespersons on national level.
- The provincial chairperson or a specifically nominated person gives commentary and inputs on provincial level.
- The chairperson of a business chamber or a nominated representative is the spokesperson on local level.

The spokespersons are the persons who should give messages to the media. All requests for comment should be referred to these spokespersons and all communication should be done and given to the media under their name with their contact numbers. This contributes to credibility on the one hand and on the other it is beneficial for the development and establishment of good personal relations with members of the media.

2. Nature of communication

- All comments should be restricted to the core business of the AHI. The AHI's vision is to create prosperity for all in cooperation with other role players. Its core business is to help promote a business friendly environment. Its core focus is the business interests of its members and of the country.
- Only comments/messages which relate to the above-mentioned are in order. Any comments/messages which do not directly relate to AHI activities and aims, could put the AHI in an embarrassing position.
- Any requests for comments about any aspect which do not directly relate to the AHI's core activities, should be referred to the president of the AHI.

3. General rules

- Treat all members of the media equally.
- Be helpful and accessible.
- Make sure to whom you are talking and what the aim of the media's request is.
- Do not try to manipulate in order to get "poor" stories published. Rather be honest and admit the reason for wanting specific information published, and leave it to the reporter to make decisions. Should there be good reason not to publish certain information, again be honest with the reporter, provide the facts and leave the decision to the reporter.
- Do not speculate.
- Develop an understanding for media needs.
- Media works in competition and has target groups. Be informed about the competition and target groups and respect these.
- Act rapidly. The media has deadlines.
- Be accurate.
- Be principled, consistent and professional.

AHI employers organisation

In 2001 the AHI established an employers organisation. This has positive results for AHI members, as a registered employers organisation may act in labour disputes on behalf of its members.

The Department of Labour confirmed the AHI to be the first business sector organisation in the country to take this step.

According to Adv. Joël Fourie of the AHI's Human Resources Committee, the AHI has always rendered a high level of service to its members regarding labour relations and labour law. The AHI is very well represented in Business Unity South Africa (BUSA), which is in turn represented on Nedlac, the statutory body where all labour related law is negotiated between organised labour and government.

However, in striving to add value to all its members, the Human Resources Committee identified a shortcoming. We reflected on ways to provide our members with advice, also on the level where they do business, especially regarding labour relations and labour disputes.

Law practitioners have the right to appear on behalf of a client in the Labour Court, but has a limited right to appear before the Commission for Conciliation, Mediation and Arbitration (CCMA). As a general rule, law practitioners may not perform before the CCMA in cases that deal with dismissal due to misconduct or incapacity. However, these are the fields in which most disputes occur.

Due to the fact that unions may employ lawyers, it often happens that, especially the smaller employer, is faced by an experienced lawyer in a labour dispute. This often results in the employer losing his/her case not because the case is weak, but because he/she has no legal representation. Employer organisations may appear in the Labour Court as well as before the CCMA on behalf of a member. This also means that the employers organisation may negotiate with the labour force on behalf of a member and may conclude collective agreements with unions. In addition, employer organisations may become members and participate in activities of bargaining and statutory councils.

Employers organisations may also be used to generally regulate and facilitate relations between employers and employees in the widest sense, e.g by doing research and providing training.

The AHI Employers Organisation was registered with the Department of Labour at the end of January 2001. The founder members are the AHI, Iscor Ltd (now Mittal Steel) and CLS Consulting Services (Pty) Ltd. Adv. Joël Fourie is the chairman.

The AHI Employers Organisation's Constitution provides for each AHI member to have the right and choice to become a member of the organisation. This will be subject to an annual minimum membership fee of R100 for ordinary members and R2 500 for accredited members.

How does the employers organisation work?

In effect :

1. you should be a business member of the AHI as well as of an AHI affiliated business chamber;
2. you should thereafter take up membership of the Employers Organisation @ a membership fee of R100,00 per annum;
3. thereafter you may apply for accreditation with the AHI Employers Organisation and once you are accredited, a fee of R2 500 per annum is payable;
4. the companies that you will represent as an accredited member of the AHI Employers Organisation at the CCMA, should also be members of the AHI and of the AHI Employers Organisation.

Procedure at founding an AHI affiliated business chamber

Launching committee

When the necessity for a business chamber arises, a few persons in favour of the matter form a founding committee and organise under potential members. Each committee member is required to recruit a certain number of persons and businesses with whom they are familiar. As soon as the general feeling is in favour of a business chamber, arrangements are made to hold a founding meeting.

Founding

- (a) The founding committee informs the AHI of the founding meeting in order for the AHI representative to be present.
- (b) The chairperson of the founding committee acts as convener of the founding meeting.
- (c) Having explained the aim of the meeting, the meeting continues with the founding.
- (d) The founded business chamber discusses the constitution, after which it is approved. The constitution contains a clause stating that the business chamber affiliates with the AHI.
- (e) The management is elected by those present.

The business chamber

- (a) The secretary applies for affiliation with the AHI and includes the following documents:-
 - (i) minutes of founding meeting;
 - (ii) attendance register;
 - (iii) preliminary member list; and
 - (iv) constitution
- (b) The secretary provides the AHI with:
 - (i) the names of new members, accompanied by the necessary affiliation fees; and
 - (ii) the official address details of the business chamber.

Affiliation fees

A business chamber determines its own membership fees by taking into account the affiliation fee that has

to be paid to AHI National. Affiliation fees are payable in advance.

The AHI

The AHI is the umbrella body in control of AHI business chambers and provinces.

Manual for chairpersons and management members of business chambers

1. The business chamber

It is an organisation of economically active business persons and companies with the aim to form a joint lobbying force, to serve group interests and to join forces to create prosperity and a business friendly environment.

Therefore, a business chamber has to be: active, dynamic and prepared to serve members, the community and the country.

The business chamber is involved with matters of local interest, which affect its members and community in any way; provides members with information, training and serves as link with the AHI.

The business chamber acts on behalf of local interest.

2. Management

- (a) The business chamber decides on the number of management members and contains it in the constitution. Resignations in the course of the year are replaced by means of cooptation.
- (b) In addition to a chairperson and secretary, a vice-chairperson and, if necessary, a treasurer, are also appointed.
- (c) Regular management meetings are a necessity for an active and successful business chamber.

3. Membership

- (a) The management decides about the acceptance of a member.

- (b) When a member resigns, the AHI is informed and his/her name removed from the membership list.

4. Membership fees

The chamber decides on an amount which covers affiliation fees, as well as administrative costs, such as congress costs of representatives.

Membership fees should, in the light of current circumstances, be revised from time to time. The use of debit orders by members is preferred, as these facilitate collection.

5. Affiliation

- (a) This is determined by the AHI from time to time and is annually payable in advance. (Delayed payment leads to a loss of points when evaluating the norm list.) An updated member list should accompany the payment in order to verify names and addresses.
- (b) For new members who join in the course of a year, affiliation fees are calculated pro rata.
- (c) Membership fees are not repayable after resignation and are also not transferable as credit for a new member(s).

6. Membership list

- (a) This is being revised at the beginning of every financial year by the secretary or treasurer.
- (b) Management has full authority regarding access to the membership list.

7. Financial year

The AHI's financial year is from 1 March to 28 February.

8. Bank account

- (a) Management opens a bank account on behalf of the business chamber with signing powers decided by management.
- (b) Should a business chamber dissolve, affiliation fees which are in arrears should be paid to the AHI.

9. Address changes

- (a) Please provide changes in the address and telephone details of members to the AHI and your provincial chairperson.

Tips to keep a business chamber active meaningfully

The important question that potential business chamber members always ask is:

What are the benefits of membership for me?

To this question active business chambers hardly have to answer its active and functional actions alone are invitation enough for membership.

For those who cannot answer to the question in this vain, the tips below are given in an effort to promote their activity levels.

- Appoint a number of persons to regularly liaise with members.
- Encourage member involvement at meetings and other events.

1. PUBLICATIONS

Start with the means that are at hand to enhance the agenda's of your meetings. Reserve a regular space for dealing with:

- (a) Annual programme: Compile an annual programme of the chamber's activities.
- (b) Correspondence of the AHI. Respond rapidly when an opinion or reaction is required.
- (c) An electronic newsletter that contains to the point information to keep members informed of events.
- (d) Electronic correspondence from the chairpersons's desk.

2. AHI ACTIVITIES

(a) *Your provincial committee:*

Motivate your chamber members to regularly attend meetings of the provincial committee.

Provide provincial committee with discussion points for meetings and give feedback.

(b) *Your provincial congress:*

The success of the provincial conferences depend on the support of business chambers. This is your platform to state matters of provincial interest.

- (c) *Your governing body member:*
Know your AHI provincial representative in the governing body and invite him/her to meetings to give feedback on national AHI activities.
- (d) *The AHI National Congress:*
The presence of business chamber members at the National Congress is a necessity.
- (e) *The list of norms (business chamber competition):*
Leave enough time for completion of the list of norms for the competition.

3. GENERAL TIPS

- (a) Should your business chamber not already have a post office box, it is strongly recommended to obtain one, as this ensures the continuity of the chamber's office.
- (b) Liaise with surrounding business chambers and attend gatherings on an exchange basis to obtain new ideas and to share fresh functional ways.
- (c) Obtain representation in relevant local organisations.
- (d) Participate in local festivities, sports days and campaigns where possible, in order to promote business chamber interests.
- (e) Promote environmental conservation: Air and water pollution, removal of litter, enhancing your town's appearance, e.g. business and other areas, tourist attractions.

4. LOCAL AUTHORITY MATTERS

- (a) Consider the establishment of a standing cooperation committee with your local authority, which can deal on a continuous basis with matters such as tax, services, tariffs, budget proposals, etc.
- (b) Invite your local authority to become a member of the business chamber with an official as representative.

The leadership function of the chairperson and secretary

- The way in which the chairperson and secretary fulfil their respective functions is of decisive interest to the success of the business chamber.
- These positions are synonymous with high responsibility, therefore no one should put him or herself up for election if the incumbent is not

serious in his/her aim to execute all the duties and responsibilities of the position.

- In the same vein, only persons who possess the applicable competencies and leadership qualities, should be proposed for election to these positions.

5. LEGAL AND CONSTITUTIONAL REQUIREMENTS

- (a) The chairperson and secretary should in the first place be fully informed of any legal requirements, as in the case of business chambers which are registered as companies in terms of the Company's Act.
- (b) They should also be fully informed of requirements contained in the Constitution, and in the constitution of the business chamber.
- (c) These type of requirements usually refer to matters such as periods of notice, quorum and other formal requirements for holding special meetings.

6. MEETINGS: Attendance discipline

- (a) It is important that all management members should nominate alternatives who can attend should the member not be able to attend.
- (b) The nomination of alternatives should be done formally.
- (c) At each consecutive meeting it should be stated what the percentage of attendance was and the chairperson should aim to encourage members to attend meetings regularly.

7. MINUTES

- The minutes are a correct summary of the events at a meeting and of the decisions that have been taken.
- Avoid reporting of lengthy discussions, although any member could require that his/her proposal, objection or words should be particularly noted in the minutes.
- It would be wise to include a list of members present.
- It might be handy to give each point of discussion a heading in the minutes in order to recognise the Matter that is dealt with.
- As mentioned above, clearly indicate who is responsible for taking action with regard to a specific decision.
- Keep minutes in a minute book for reference purposes.

PRODUCTS AND SERVICES RENDERED TO THE DIFFERENT CATEGORY MEMBERS

CORPORATE MEMBERS	SILVER BUSINESS MEMBERS	BUSINESS MEMBERS	BUSINESS CHAMBER MEMBERS
<p>Receive:</p> <ul style="list-style-type: none"> • Newsletter • Correspondence from the Executive Director's desk • Economic News • Other relevant documentation in the interest of members • Qualifies for membership of AHI Employers Organisation • Provision of address list of corporate, business members and chairpersons of business chambers • Notice of foreign visits and missions <p>Additional</p> <ul style="list-style-type: none"> • Representation on AHI governing structure • Representation on Board of Trustees • Representation on Chamber of Trade and Industry and other organised structures, e.g. BUSA, Nedlac, etc. • Annual visits by AHI board of directors 	<p>Receive:</p> <ul style="list-style-type: none"> • Newsletter • Correspondence from the Executive Director's desk • Economic News • Other relevant documentation in the interest of members • Qualifies for membership of AHI Employers Organisation • Provision of address list of corporate, business members and chairpersons of business chambers • Notice of foreign visits and missions <p>Additional</p> <ul style="list-style-type: none"> • Indirect representation on AHI governing structure • Representation on Chamber of Trade and Industry and other Organised structures, e.g. BUSA, Nedlac, etc. • Bi-annual visits by AHI Executive Director and Chief Operational Officer 	<p>Receive:</p> <ul style="list-style-type: none"> • Newsletter • Correspondence from the Executive Director's desk • Economic News • Other relevant documentation in the interest of members • Qualifies for membership of AHI Employers Organisation • Provision of address list of corporate, business members and chairpersons of business chambers • Invited to training courses and seminars presented by the AHI • Notice of foreign visits and missions • Provincial functions to come into contact with provincial governments • Opportunities are arranged to meet other business people • Nominate persons for chambers and committees • Database/Network 	<ul style="list-style-type: none"> • Receive AHI newsletter • Enjoy benefits which business chamber offers to members • Utilise AHI via business chamber (as business members) • Database/Network • Qualify for membership of AHI Employers Organisation • Provision of address list of corporate, business members and chairpersons of business Chambers • Notice of foreign visits and missions • Qualifies for membership of AHI Employers Organisation