



OPERATIONS MANUAL

FOR

TRADE OFFICERS

POSTED ABROAD

Government of Pakistan
Ministry of Commerce

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PREFACE

Cognizant of the importance of external trade as a vehicle for furthering a country's economic development, the Government of Pakistan have taken a number of measures aimed at trade promotion. The success with which these measures can be implemented depends, to a very considerable extent, on the efficient, performance of our Trade Offices abroad.

2. To enable our Trade Officers to perform their tasks effectively and efficiently, it was decided that they should be provided with guide-lines which may clearly and succinctly lay down their role, responsibilities and the manner in which they can best subscribe to the trade promotional efforts of the Government. To compile these guide-lines, the Export promotion Bureau organized, with the assistance of I.T.C. (UNCTADG ATT), three workshops of our Trade Officers at Geneva, Singapore and Istanbul. The first draft of the Manual was formulated on the basis of discussions held in these workshops. This draft was subsequently extensively amended and revised after detailed consideration of all relevant practical aspects.

3. The present Manual is an important step in the programme formulated by the Government to improve the performance of our Trade Offices abroad. It comprehensively deals with the vast range of a Trade Representative function and aims at making him not only more responsible but also more responsive to the challenging demands of his assignment simultaneously, the manual seeks to facilitate a better regulated control mechanism.

4. It is hoped that by following the guide-lines contained in this compendium, the need to seek clarifications, directions etc. would be greatly reduced, giving the Trade Officers more time for a determined and meaningful trade promotional effort. Properly followed, I am confident, the Trade Officers will find in this Manual a useful aid in acquitting themselves better of their duties.

IZHARUL HAQUE,
Secretary to the Government of Pakistan

Ministry of Commerce,
Islamabad, July 1982.

CHAPTER I

ROLE AND FUNCTIONS OF A TRADE OFFICER

1. Role

1.01. The role of a Pakistani Trade Officer stationed abroad is to increase the foreign exchange earnings of Pakistan through promoting and facilitating the expansion of Pakistan's visible and invisible exports to the territory to which he is assigned. His principal responsibilities are therefore:

- To enhance Pakistan's reputation as a reliable trading partner.
- To develop favourable commercial relations between trading enterprises in Pakistan and his post territory.
- To ensure that relevant Governmental bodies, commercial organizations and the Pakistani export community have up-to-date knowledge of trading conditions and export prospects and opportunities in his post territory.

1.02. Through fulfillment of this role, the Trade Officer will not only contribute to his Government's economic and trade related objectives, but also assist in the strengthening of Pakistan's general bilateral relations with the countries of his post territory.

2. Functions

1.03. To perform this role effectively, the Trade Officer will be expected to:

- Seek out and create opportunities for Pakistan's exportable goods and services and to ensure that concerned parties in Pakistan are quickly informed of the opportunities identified;
- Assist Pakistani exporters to exploit fully these opportunities through the provision of advice and support to initiatives; and
- To contribute, through a systematic reporting programme, to the evolution of Pakistan's trade policy and export strategy.

1.04. Particular duties relating to the above functions which the Trade Officer will be expected to perform include:

- The collection and interpretation of economic commercial and trade information and to trade policy and export strategy and the dissemination of such information to appropriate organizations and enterprises in Pakistan.
- The processing of trade inquiries originating in both Pakistan and the post territory and the provision of assistance to the private sector and to semi-government export enterprises in Pakistan, in establishing contents in the post territory, in appointing local agents/ representatives and in following-up export opportunities and prospects;
- The organization of a suitable publicity programme to support Pakistan's export drive and the provision of advice and assistance in Pakistan's participation in fairs and exhibitions;
- Through representational activities the maintenance of relations with government officials and members of the community of the post territory;
- The provision of assistance in the settlement of trade disputes;
- The provision of assistance in the procurement or imported supplies.

1.05. In addition, the Trade Officer should seek to attract foreign investment into Pakistan to encourage Pakistani participation in major projects abroad; and to stimulate tourist interest in Pakistan.

1.06. From time to time, the Trade Officer may also be required to:

- Negotiate and sign sales and purchase contracts on behalf of Government and semi- government agencies;
- Participate in bilateral and multilateral meeting convened in the post territory:
- Provide assistance in the securing and implementation of economic assistance programme.

1.07. In certain posts, the Trade Officer may, in addition, be responsible for servicing Pakistani residents in the post territory with respect to provisions for imports into Pakistan against their foreign exchange earnings under the Gift Scheme and the Baggage Scheme. For this activity, he should be guided by instructions issued by the Central Board of Revenue, as amended from time to time.

1.08. The Trade Officer may also be requested by Pakistan Customs, on an ad hoc basis, to verify cost evaluations, as declared by Pakistani importers of goods being imported into Pakistan from the post territory.

3. **Administrative function**

1.09. The Trade Officer shall be responsible for the orderly conduct of his Office, giving proper attention to all matters relating to administration, in accordance with Government regulations and procedures.

4. **Exercise of functions**

1.10. As the infrastructure and environment for foreign trade varies from one post territory to another, the Trade Officer will have to maintain maximum flexibility in the interpretation and exercise of the functions outlined above. This is particularly true in post territories covering centrally planned economies. In recognition of this fact, and the limitations that may be imposed on the Trade Officer by the environment of the post territory the Ministry of Commerce and the Export Promotion Bureau will take such constraints into account when evaluating the performance of the Trade Officer. In all posts, however, the Trade Officer will be expected to initiate export development related activities and not simply to provide a responsive input to the Government's trade policies and programmes.

CHAPTER II

FUNCTIONAL RELATIONS

1. Relations within Mission

2.01. A Trade Officer posted to a diplomatic mission will be under direct administrative supervision of the Permanent Head of the Mission who will exercise such supervision directly and not through any other officer. The substantive control of the Trade Officer will be with the Ministry of Commerce with guidance being provided by the Export Promotion Bureau.

2.02. The Trade Officer and his staff shall not be required to perform any duty falling outside the Trade Officer's terms of reference, unless agreed to by the Ministry of Commerce.

2.03. The Trade Officer can expect that, following consultation with the Permanent Head of Mission, the latter will assign an appropriate mission officer to manage the Trade Office during the absence on leave of the Trade Officer or when the Trade Officer is touring the post territory. It shall however, be the responsibility of the Trade Officer to brief his replacement appropriately.

2.04. The Trade Officer can expect that the Permanent Head of the Mission will extend support to the Trade Office in matters requiring consideration at high government or institutional levels in either the post territory or Pakistan.

2.05. The Trade officer posted to a diplomatic mission will correspond directly with the Ministry of Commerce, the Export Promotion Bureau, other government agencies and private sector enterprises in matters relating to trade and commerce, keeping the Permanent Head Mission informed on substantive matters.

2.06. A Trade Officer not posted to a diplomatic mission will be under the direct administrative and substantive control of the Ministry of Commerce.

1. Relations with Ministry of Commerce

2.07. The Trade Officer shall assist the Ministry of Commerce in formulation of national trade policy and export development strategy reporting on development having a bearing on Pakistan's trade, commerce and economic relations with the post territory.

2.08. To facilitate the Ministry's substantive control over the activities of the Trade Office, and related planning activities, the Trade Officer will be responsible for submitting required reports and returns to the Ministry.

2.09. The Trade Officer's primary point of contact in the Ministry will be the desk officer responsible for the post territory to which the Trade Officer is assigned.

2.10. The Trade Office can expect to be kept informed of changes in Pakistan's import/export/insurance/tariff/investment policies, procedures and related commercial and economic developments. Administrative changes in the Ministry and attached departments will also be promptly communicated to the Trade Officer by the Ministry.

3. **Relations with the Export Promotion Bureau**

2.11. As the Export Promotion Bureau has primary responsibility for:

- a. The definition of product-specific export strategies:
- b. The organization and implementation on a national and international basis of the Government's functional support programmes (trade information, publicity, fairs and missions, etc.);
- (c) Liaison with, and the provision of advice to Pakistan's export community:

the Trade officer shall maintain a close working relationship with the Bureau.

2.12. As the input of the overseas Trade- Offices is of particular importance to the successful operation of the Bureau's integrated Trade Information Network (ITIN), it shall be the responsibility of the Trade Officer to provide the Bureau promptly with precise market information. The JTIN is described fully in chapter III.

2.13. The Export Promotion Bureau will in turn associate the Trade Officer with the Development of Pakistan's trade promotion programme and export targets relating to the post territory, and provide the Trade Officer with feedback to the information provided.

4. **Relations with state trading organizations**

2.14. The Trade Officer will actively assist the Trading Corporation of Pakistan, and other public sector export corporations, to formulate and to

implement their export programmes by supplying relevant trade and commercial information.

5. Relations with other ministries, Governmental Organizations

2.15. The Trade Officer will endeavour to assist all other Ministries and Government organizations involved in trade development by furnishing them, such information as he may consider of value. Requests for assistance by these Ministries/Organizations which involve substantial demands on the budgetary allocation and/or the time of Trade Officer should be referred to the Ministry prior to taking action.

6. Relations with private sector organizations/enterprises in Pakistan

2.16. The Trade Officer shall reply directly to trade enquiries originating in either the post territory or from Pakistan. In instances where specific market advice is to be provided or when information concerning a specific export opportunity is involved, the Trade Officer should -correspond directly with the organization/enterprise concerned and provide the appropriate sub-regional office of the Export Promotion Bureau with a copy of the communication.

2.17. It shall also be the responsibility of the Trade Office to provide market information to the various Chambers of Commerce and Industry and Trade Associations in Pakistan. Normally such information should be provided through the Export Promotion Bureau and its sub-regional offices as may be appropriate.

2.18. Chambers of Commerce and Industry and Trade Associations in Pakistan will invariably publish directories containing detailed information on their members (viz complete postal location, and cable address, telephone numbers and telex numbers, bankers name and item of specialization. As such information is of considerable value to the Trade Officer, he will with the assistance of the Ex port Promotion Bureau, obtain copies for his own use and for distribution in Chambers and other agencies in his post-territory and inclusion in his office library. This information is particularly useful as a supplement to the: Exporters Register.

7. Relations with Pakistani banks

2.19. To broaden his familiarity with the local business community and to establish a base from which value contacts can be made, the Trade

Officer will maintain a close liaison with the representatives of Pakistani banks and/or their joint ventures located in the post territory.

8. Relation with Trade officers posted in other countries

(a) Exchange of information

2.20. The Trade Officer may transmit relevant sections of his commercial and economic reports either directly or through the Export Promotion Bureau, to Pakistani Trade Officers stationed elsewhere with a view to keeping them informed about developments to other post territories which might have an impact on their work.

CHAPTER III

INTEGRATED TRADE INFORMATION NETWORK

1. Introduction

3.01. To facilitate the flow of commercial intelligence and to maximize export sales possibilities the Export Promotion Bureau has developed an integrated system of communication among overseas Trade Offices and export Promotion Bureau sub-regional offices in Pakistan involving maximum direct contact with private and public sector exporters in Pakistan. The objective is a free and very rapid flow of trade information, through a new government industry partnership which will ensure an immediate and adequate response to trade opportunities in changing and highly competitive international trading environment.

(a) **Integrated trade information network component - Exporters Register**

3.02. The ITIN is a total system based upon continuously updated supply information derived from a permanent, on-going exporters register survey of Pakistani manufacturer and exporters.

3.03. The information so derived is supplied to all Trade Offices abroad and to Export Promotion Bureau sub-regional offices in Pakistan.

3.04. Possession of this information will enable the Trade Officer immediately to refer trade opportunities which arise in his post territory directly to Pakistani supplier; who are listed in the Exporters Register, preferably by telex, Trade officers will be expected to develop such direct contact with Pakistani exporters to the greatest possible extent.

3.05. A typed copy of such telex message should be sent by airmail to the appropriate Export Promotion Bureau sub-regional office for follow-up to ensure that the enquiry is dealt with.

3.06. If the potential supplier is not on the telex network the inquiry should be sent by telex, to the appropriate Export Promotion Bureau sub-regional office with the typed copy to the potential supplier by airmail, The Export Promotion Bureau sub-regional office will have the responsibility to pass it on and to follow-up to ensure either that the potential supplier responds adequately or that an alternative supplier, willing and able to respond, is given the opportunity as soon as possible.

(b) **Marketing access information**

3.07. The Export Information and Advisory Centre of the Export Promotion Bureau, Karachi, is being equipped with completely up-to-date market access information of interest to exporters, such as tariff structures and rates, quotas, etc., for most world markets. This information both structured and unstructured is as complete as possible within the financial constraints imposed by Government priorities.

3.08. Sub-regional offices of the Export Promotion Bureau are to be supplied with core trade information also continually up-dated, sufficient to enable them to respond immediately to most questions asked by Pakistani exporters.

3.09. When neither the Export Information and Advisory centre nor the sub-regional office is able to answer a question regarding access to a market in the post territory from their combined resources, they will consult the Trade Office by telex.

3.10. The objective is to create a situation whereby any actual or would be exporter can communicate with any sub-regional Export Promotion Bureau office to Pakistan and obtain the market access, information he needs, either at once or by means of an early telex message, from either the Karachi Export Information and Advisory Centre or from the appropriate Trade Office abroad.

(c) **Telex facilities**

3.11. To enable the establishment and functioning of the Integrated Trade Information Network, all Trade Offices overseas and Export Promotion Bureau sub-regional offices in Pakistan are being equipped with telexes.

3.12. Telex addresses of all such offices will be communicated to all Participants in the ITIN system as installation proceeds.

2. **Other system elements**

(a) **Manual of instructions for trade officials**

3.13. The provision of this manual, which contains detailed instructions on the operation of an overseas Trade Office and which includes information on the nature and functioning of the integrated trade information Network is an important ancillary to the total system.

(b) **Manual of instructions for Export Promotion Bureau Officials**

3.14. A manual of instructions for Export Promotion Bureau officials which is to be equally comprehensive in its coverage, has been designed to be mutually consistent With this manual. It also contains full information on the nature and operation of the integrated Trade Information Network.

3. **The importance of the businessman**

3.15. The Export Promotion Bureau considers that the most critical task to achieve success in creating an Integrated Trade Information Network system which will function smoothly as an organic whole is the mounting of a continuing effort to assure the private exporter that Pakistani trade officials, both at home and abroad are completely at his service; that the facilities of such offices. so far as may be consistent with policy and security arrangements may be regarded as virtually extensions of his own and that the overseas Trade Officer is for all practical purposes his persona, man-on-the-spot in the markets of the post territory.

3.16. The Trade Officer will be expected to remember at all times that his primary role is the promotion of exports; that he is a public servant and that there are few more effective, personally satisfying and professionally rewarding ways of achieving his objectives than by working hand-in-hand with the Pakistani exporter to advance his commercial interests. In a growing climate of mutual trust and confidence.

3.17. To a significant extent the performance of the Trade Officer will: be evaluated in the light of such considerations as these.

CHAPTER IV

TRADE OFFICE STAFFING AND FINANCIAL CONTROL

1. Staffing

(a) Briefing

4.01. The Trade Officer prior to each assignment abroad, shall receive adequate briefing on the designated post territory. The points of briefing shall touch upon the economy, trading requirement and commercial characteristics and other relevant features of the post territory, 'including matters of protocol and security Pakistan's trade performance and related export development strategy, and all major issues, both trade related and otherwise.

4.02. The briefing programme shall be organized by the Export Promotion Bureau in consultation with the relevant desk officer of the Ministry of Commerce and the concerned Trade Officer. In order to ensure that the Trade Officer is fully aware of relevant commercial and political policies major issues and strategies etc. the pre-posting briefing in normal circumstances include visits to the Ministry of Commerce, Ministry of Foreign Affairs, Ministry of Industries, and other government department agencies concerned with trade development, as well as public and private sector corporations engaged in exporting to 'his post territory trade associations' and Chambers of Commerce and Industry .

4.03. Whenever feasible the Trade Officer will be briefed by the officer he is replacing at the post.

4.04. At the conclusion of his briefing programme the Trade Officer will be expected to submit to the Export Promotion Bureau contact notes on meetings held and a short report on his briefing exercise.

4.05. Prior to posting, arrangements will be made by the Export Promotion Bureau for the briefing of -the Officer~ wife through the Foreign Service Wives Association.

(b) Debriefing

4.06. In order that the experience and knowledge gained by a Trade Officer abroad may be fully utilized by the Government and exporting agencies find enterprises, a programme of debriefing shall be arranged for

the Trade Officer by the Export Promotion Bureau during periods (If home leave and on recall, Time spent on such debriefing will be additional to the officer's leave allowance.

4.07. At least three months in advance of his visit; transfer the Trade Officer will be expected to submit to the Export Promotion Bureau his suggestions for meetings to be included in the debriefing programme. The programme normally include visits to concerned ministries, corporations, business firms, Chambers of Commerce and Industry and Trade Associations.

4.08. The Trade Officer will be expected to write notes on his debriefing and to prepare a report at the end of the period which he will, submit to the Export Promotion Bureau and the relevant desk officer in the Ministry of Commerce.

3. **Financial Management**

4.09. The Trade Officer shall be responsible of preparing his budget proposals in accordance with the procedure - laid down by the M ministry of Finance. This budget shall be prepared initially in conjunction with the Trade Officer's Preliminary Annual Work Programme: for ~be coming year as detailed justification for both office and programme related budget items must be provided.

4.10. In calculating the budget estimates, the Trade Officer will be expected to give careful attention to anticipated price trends and changes in the salary structure for locally recruited staff in his post territory.

CHAPTER V

OFFICE SYSTEMS AND PROCEDURES

1. Introduction

5.01. For the orderly functioning of the Trade Office, it is imperative that the Trade Officer ensures that internal office procedures standard in all trade offices, are strictly adhered to and that up-to-date and easily accessible reference materials, relating to both his post territory and Pakistan's export capacity are maintained, The maintenance of such internal systems will not only contribute to the greater effectiveness of the Trade Office as a whole but also ensure the smooth transference of the Office from the incumbent Trade officer to his replacement.

2. Reference aids

(a) Card-indexed exporters register

5.02. To expedite replies to trade enquiries arising in the post territory an up-to-date Register of Pakistani Manufacturers/Exporters shall be maintained at each Trade Office. The Register, which is a compilation of cards outlining the export performance and interest of Pakistani suppliers and which is to be continually updated by the Export Promotion Bureau, with relevant amendments and additions forwarded regularly the Trade Offices is to be maintained in an orderly way on an industry-by-industry basis by the Trade Officer. This system is an integral component of the Integrated Trade Information, Network (ITIN) described in chapter III.

5.03. A sample of a Register Card is provided in Annex I.

5.04. The Trade Officer will be expected to make full use of the Register both in the answering of trade enquiries and in his promotional activities relating to specific products.

5.05. The Export Promotion Bureau would supply the requisite information to the Trade Officer for preparation and updating of this Register, If the Trade Officer considers that the name of a particular party or firm should be included in this Register, he may do so after obtaining the prior approval of Export Promotion Bureau.

(b) Index of local agents for Pakistani firms

5.06. As a means of facilitating, and expediting, contact between would be Pakistani exporters and potential agents in the Post territory, the Trade

Officer will be expected to maintain a card index of local firms interested in becoming agents of Pakistani suppliers.

5.07. The agency card index should be up-dated every three years. This Up-dating should be achieved by mailing a photo-copy of side A of the existing card (a sample of which is included in Annex II) to the local firm concerned together with a form letter requesting that all new information be provided on the card and that the card be returned to the Trade Office.

5.08. New cards should be prepared on an ad hoc basis for firms not previously included in the index but which express interest in representing Pakistani Suppliers.

5.09. The card index should be maintained alphabetically by product. Cards of agents representing or interested in representing suppliers of different goods should be maintained in the card index under the heading of "General".

5.10. In instances where the post territory covers more than one country, separate indexes should be organized for each country.

(c) **Importers Lists**

5.11. The Trade Officer should maintain on a product-by-product basis lists or direct importers in the post territory which will be supplied to Pakistani businessmen on request.

5.12. These Lists, which should be maintained alphabetically by product, will include the name of the importing firm, address (street postal and telex/cable), name of contact person and telephone number. The Lists should concentrate on items which Pakistan has demonstrated capacity to export. In instances where the post territory covers several countries. Separate Lists should be prepared for each country.

5.13. These lists shall be as specific as possible with reference with to the items covered and, to the extent possible subdivided according to the categories of importers, e.g. wholesalers department stores, retailers, associated agencies of buyers and industrial end-users etc.

5.14. These lists shall be established on the basis of information obtained from Ministry of foreign Trade and Department of Customs of the Post Territory, Trade Directories, Chambers of Commerce Trade Associations, personal contacts etc. etc. These should be amended as need on ad hoc basis.

5.15. A consolidated copy of the Trade Office's Importers Lists will be provided to the Export Promotion Bureau and directly to its sub-regional offices with revised copies being supplied when appropriate.

(d) **Contacts register**

5.16. The Trade Officer shall. Maintain a Register of professional and social contacts.

5.17. The Contact Register should be based on a compilation of calling cards and be organized alphabetically. Separate Contact Registers should be maintained for each country of the post territory.

5.18. The Trade Officer shall as appropriate, provide pertinent information on each contact on the back of the contacts calling card.

5.19. The Trade Officer will be expected to keep the contacts active by:

- Making periodic phone calls and sending greetings cards to important contacts on appropriate occasions;
- As considered necessary presenting gifts to important government functionaries, contacts and major buyers;
- Arranging occasional entertainment at his residence, restaurants or his club (see Chapter XVIII).
- Attending on a priority basis, receptions and other functions to which he is invited by local government officials, other embassies/missions and the post territory business community (See Chapter XVII).

3. **General reference material**

(a) **At the trade office**

5.20. The Trade Officer will be expected to maintain an up-to-date office library comprising local and Pakistani trade directories, import and tariff regulations and policies of both the post territory and Pakistan. Pakistani foreign investment regulations. Pakistani trade journals and promotional literature and relevant current, newspapers and periodicals.

5. 21. To ensure that his office library is properly maintained the trade Officer shall include, in his annual budget submission, cost estimates for the acquisition of journals/periodicals etc.

(b) **At headquarters**

5.22. As the Trade Officer plays a vitally important role in Export Promotion Bureau's Integrated Trade Information Network he shall be responsible for the ensuring that the Bureau's main Export Information and Advisory Center in Karachi is provided with the latest published information concerning import policy and procedures of the post territory tariff information/amendments trade statistics and directories and any relevant reference material.

5.23. The Trade officer will include estimates of related costs in his annual budget submission and' may expect to receive – advice from the Export Promotion Bureau on the types of documents to be provided the value publications received etc.

4. **Official diary**

5.24. The Trade Officer will be expected to maintain an official diary which will be issued to him annually by the Export Promotion Bureau. The diary should include on a day to day basis a summary of meetings visitors social engagements etc.

5. **Trade Office filing system**

5.25. The Trade Officer shall be responsible for the maintenance of properly classified files based on the standardized system given in Annex – III.

5.26. Should the post territory cover more than one country the Trade Officer shall maintain separate A and B sections for each country/market.

5.27. Correspondence that is more than five years old should at the Trade Officer's discretion be deleted from the active files and either placed in dead files nor destroyed. The destruction of files will be accordance with the provision of the Secretariat instructions.

6. **Registry Procedures**

5.28. The Trade Officer Will be expected to ensure that a proper record of all incoming and outgoing mail is maintained in the Diary and Dispatch, Register, provided in the secretarial Instructions. Correspondence with specific local agents should in addition be recorded on side. "B" of firm's information card in the Index of Local Agents.

5.29. Whenever possible, the Trade Officer shall draft and make use of standard forms for his letters of reply.

5.30. The Trade Officer will be expected to institute and maintain a calendar-based register of those files to be brought forward for further attention at a later date.

7. Office security

5.31. As the Trade Office is the repository of confidential commercial information, the Trade Officer shall ensure that all such information is classified "Commercial-in-Confidence" and is adequately protected. When possible, information classified "Commercial-in-Confidence" shall be stored in a locked filing cabinet in the Trade office. When not so stored such information should be under the immediate control of an official at all times, where it will not be accessible to unauthorized persons.

5.32. Information relating to a specific firm, which has been classified "Commercial-in-Confidence", shall not be divulged to other enterprises under any circumstances.

5.33. with the provisions of the Secretariat Instructions. Such information should be periodically reviewed and, on the Trade Officer's discretion, declassified or destroyed in accordance

8. Communications systems

5.34. The Trade Officer shall have access to all communication facilities of the embassy/mission.

5.35. With regard to the choice of available means of communication, the Trade Officer shall be expected to exercise his discretion, keeping in view the urgency of the transmission, the related cost, and the security of the information to be transmitted.

9. Transportation

5.36. The Trade Officer can expect to be provided with independent transport to enable him to discharge his duties effectively subject to availability of finances.

CHAPTER VI ANNUAL WORK PROGRAMME

1. Introduction

6.01. To ensure that the Trade Officer's activities are consistent with and complementary to the programs and policies of Headquarters. And with a view to supporting his budget proposals, the Trade Officer will submit to Headquarters a detailed Annual Work Programme indicating how he proposes to organize his professional activities for the forthcoming financial year.

2. Content

6.02. The Work Programme shall consist of the compilation of individual "programme summary sheets" which will be of standard design. Each sheet will correspond to a specific market development programme which the Trade Officer, and his support staff, will initiate and / or maintain over the twelve months period.

6.03. The Trade Officer will be expected to include in his Annual Work Programme a summary of all planned market development programmes relating to the promotion of:

- All major products in Pakistan's export mix which may have high export potential in his post territory;
- Services, such as consultancy and contracting;
- Investment in Pakistan; and
- General trade relations.

6.04. The Trade Officer should, in addition, outline his proposed post territory touring programme and important entertainment activities in order to provide details justification for these budgetary items.

6.05. A brief justification for each programme, an outline of proposed activities, and related budgetary and time requirements, will be included on each programme summary sheet of the Annual Work Programme. In instances where the Trade Officer is responsible for more than one country. The Work Programme should be divided into separate sections. Each relating to a specific country of the post territory.

6.06. The Total Officer is unlikely to be able to project with any degree of precision the amount of time he and his staff will be required to devote to responsive work during the course of the planning year. However, based on the extent of such work over the previous planning period, a rough idea of the Trade Office's responsive commitments can be acquired and should be reflected in the Annual Work Programme.

6.07. A sample page of a theoretical programme summary sheet is presented in Annex IV for the guidance of the Trade Officer.

3. **Timing**

6.08. The draft of the Annual Work Programme for the July-June fiscal year shall be prepared by the Trade Officer in conjunction with the Trade Office's proposed budget for that year and shall be submitted to the Ministry of Commerce together with his budget proposal. Separate copies of the proposed budget and the draft Work Programme are to be sent to the Export Promotion Bureau.

6.09. Upon receipt of his approved budget, and the comments of the Ministry of Commerce and the Export Promotion Bureau on his draft Work Programme. The Trade Officer will review, and as need be, revise the Work Programme and submit the revision to the Ministry and the Bureau with his comments on the changes made.

6.10. The Trade Officer shall endeavour to submit the revised Annual Work Programme within the first quarter of the calendar year, under cover of his Annual Report.

4. **Performance evaluation**

6.11. Based on his Annual Work Programme, the Trade Officer may expect a regular review of his performance in the post by the Ministry of Commerce.

CHAPTER VII ANNUAL WORK PROGRAMME

I. Introduction

7.01. It is the responsibility of the Trade Officer to keep Headquarters informed of economic and trade conditions in his post territory and to provide Headquarters with his assessment of the implications for Pakistan of changes in his post territory's commercial environment. Similarly, the Trade Officer will be expected to report periodically to Headquarters on the status of his Annual Work Programme and to summarize his activities.

7.02. Such information shall be prepared under a standard and systematic reporting programmes comprising an Annual Report and Monthly Economic Reports. The monthly Economic Report should be submitted in the format which has been circulated by the Ministry of Commerce. The Trade Officer will, in addition and as the need arises, prepare ad-hoc reports relating to specific developments of importance to Pakistan export drive.

7.03. The Trade Officer should ensure that his reports are factual and concise. In all cases, brevity is to be emphasized.

2. The Annual Report

7.04. The Annual Report will, in normal circumstances, represent the most important report to be prepared by the Trade Office as it will not only provide Headquarters with an analysis of economic and commercial conditions in the post territory and the resultant and anticipated impact on the Trade Office's promotional programmes and the Government's specific-export strategies but also provide background (and lend credence) to the Trade Officer's revised Annual Work Programme for the succeeding fiscal year.

7.05. The Annual Report will represent a review of developments and the Trade Office's activities of the previous calendar year.

7.06. The Trade Officer will be expected to submit his Annual Report to the Ministry of Commerce during the first quarter of the calendar year. Ideally, the report will be the covering document to the Trade Office's revised Annual Work Programme for the upcoming July – June fiscal year. Copies

of the Report and revised Work Programme should be forwarded to the Export Promotion Bureau.

7.07. A detailed guide to the contents of the Annual Report and its statistical annex, is presented in Annex V.

3. **Ad hoc reports**

7.08. In addition to the Annual Report and Quarterly Summaries, the Trade Officer shall, on instruction from Headquarters or on his own initiative, prepare ad hoc reports on matters of specific economic or commercial interest to Pakistan. Both the Ministry of Commerce and the Export Promotion Bureau should receive copies of these reports.

CHAPTER VIII DEVELOPMENT OF BUSINESS CONTACTS

1. Introduction

8.01. It is essential, from the standpoint of monitoring commercial developments, acquiring commercial intelligence and identifying export opportunities, that the Trade Officer maintains an extensive network of business contacts. Under normal circumstances such a network can only be established, and developed through personal contacts and therefore, it is advisable for the Trade Officer to spend as much time as possible visiting the offices of local businessmen and government officials.

2. Contact with local businessmen

8.02. Upon arrival at the post, and following consultation with his support staff the Trade Officer should endeavour to contact representatives of firms involved in importing from Pakistan with the joint objective of familiarizing himself with the market for the product concerned and establishing a basis for further contact with the firm.

8.03. The Trade Officer will also be expected to review the Office References Aids (see Chapter V. section 2) during the initial period of his posting with a view to broadening on a selective basis, his personal contacts.

3. Contact with local government officials

8.04. The Trade Officer should attach priority to the maintenance of contact with Government ministries and public sector corporations of the post territory which are concerned with trade. Of particular importance are the public sector corporations with large procurement programmes.

8.05. As in many cases, public sector corporations purchase on a tender basis, it is essential that the Trade Officer become familiar with tender procedures in the post territory (refer to chapter XIX).

4. Touring the Post Territory

8.06. As commercial and industrial activity is largely to be dispersed throughout the post territory, regular touring of the territory is essential to the development of business contacts, the identification of export opportunities and acquisition of market information.

8.07. The Trade Officer will, consequently, be expected to conduct within the limits of his travel budget and effective series of tours of his post territory. Such tours should be multi-purpose in nature and to the extent possible involve a pre-arranged Programme of meetings.

8.08. In addition to any specific contacts to be made during his tour of territory, the Trade Officer should endeavour to accomplish the following:

- Initiate or complete market studies for specific products;
- Meet with existing agents, importers and public sector enterprises;
- Interview potential agents and importers;
- Contact local chambers and trade/industrial associations;
- Solicit foreign investment;
- Promotion on a general basis, Pakistan's export sector by addressing local businessmen's clubs / organizations.

8.09. The Trade Officer shall prepare "contact notes" on each interview of activity undertaken during the tour and submit these, under cover of a brief "Tour of Territory Report" to the Ministry of Commerce. A copy of this report shall be forwarded by the Trade Officer to the Export Promotion Bureau.

The Trade Officer shall be expected to initiate prompt follow-up action on matters resulting from the contacts made during the tour.

CHAPTER IX HANDLING TRADE ENQUIRIES

1. Introduction

9.01. The holding of trade enquiries represents one of the most important servicing functions of a Trade Office. The Trade Officer is, therefore, expected to treat such enquiries with speed and accuracy. The Trade Officer must answer all trade enquiries, irrespective of their contents, relevance and importance, as quickly as is possible because his performance would mainly be evaluated by the business communities both of Pakistan and post territory by how he handles the trade enquiries.

2. Trade enquiries originating in Pakistan

(a) Trade enquiries from Pakistani producers/exporters

9.02. When a trade enquiry is received from a Pakistani exporter, trade officer shall:

- i) In a brief letter of reply, send a general market profile to the enquiring firm, provide a general assessment of export prospects and broad recommendations on methods of market penetration (including copies of relevant importers lists, and if appropriate, a list of potential agents) and in the event that basic technical and price information is not included in either the original enquiry or in the Exporters Register, request that such data be provided. (Should no market prospects be indentified, the Trade Officer should advise the enquirer accordingly).
- ii) Forward a copy of the reply to the appropriate sub-regional Office of the Export Promotion Bureau and, if the enquirer is not listed in the Trade Office's Exporters Register, request the sub-regional office to contact the firm to obtain additional information.
- iii) It would be advisable on the part of the Trade Officer to inform the importers of his post territory that he has communicated their names to the Pakistani exporters in response to trade enquiry. The Trade Officer may also request the importers of his post territory to respond to the Pakistani exporter's enquiry if and when it is received by them. This would go a long way toward obviating the Common complaints of Pakistani exporters producers that the information supplied by our Trade Officer

abroad is generally out of date and companies whose references are provided by them do not respond to the enquiries of Pakistani exporters.

9.0.3. Should the enquirer follow-up with a substantive reply, the Trade Officer will be expected to provide a more detailed analysis of the market and to endeavour to put the Pakistani firm in contact with interested importers/agents.

(b) Trade enquiries from the Export Promotion Bureau

9.04. Trade enquiries originating with the Export Promotion Bureau and sent on behalf of a Pakistani exporter, will be in the form outlined in Annex VI. The enquiry will only be dispatched once the Bureau has established that the firm has the capacity and the interest to pursue market prospects, which may be identified. Consequently the Trade Officer, on receipt of such enquiries, will be expected to provide a detailed assessment of existing/future export opportunities and to make substantive recommendations relating to a market penetration.

(c) Trade enquires from the post territory

9.05. Enquiries from business firms in the post territory will generally request information on the supply situation in Pakistan for specific products and list of Pakistani exporters/ manufacturers. Such requests, which may be received in the form of a letter, but which are usually raised during the course of the Trade officer's discussion with local businessmen or government officials, may also relate to Pakistani export regulations.

9.06. Upon receipt of such enquires, Trade Officer would provide the enquirer with a list of Pakistani exporters of the product concerned, who have not already established exclusive agency relationships in the post territory. In follow-up, the Trade Officer shall advise the Pakistani exporters and forward a brief reports of his action to the appropriate Export Promotion Bureau sub regional office(s). In order to maintain credibility with the local party, and to keep abreast of developments, the Trade Officer shall maintain contact with the enquirer.

9.07. When speed is of the essence, as is frequently the case in a highly competitive situation, telex should be used to advise potential Pakistani supplier, and the trade opportunity, with a typed copy of the telex going forward by airmail to the appropriate EPB sub regional office(s) in Pakistan

to ensure a rapid response. If the exporter is not on the telex system, the telex message should be relayed directly to the EPB sub regional office(s), with the copy by airmail to the exporter(s). Upon receipt of such enquiries the EPB sub-regional office will:

- Communicate with the exporter(s) to verify that the enquiry has been received;
- Determine if the exporter(s) is/are willing and able to respond to it; and if not;
- Refer the enquiry to other potential suppliers, either immediately or by clearance through the Export Information and Advisory Centre, Karachi, to other sub-regional EPB officers.

9.08. Enquiries from post territory exporters, should normally be dealt with purely as a goodwill gesture. The enquirers should be politely advised to contact the post territory's commercial representative in Karachi or the relevant Chamber of Commerce/Importers Association in Pakistan. Should, however, the enquiry involve a product which is imported in significant volume into Pakistan, the Trade Officer should endeavor to place the enquirer directly in touch with appropriate importers/public sector buying organizations in Pakistan.

CHAPTER X AGENCY WORK

1. Introduction

10.01. With the increasing awareness on the part of suppliers/exporters in Pakistan of the utility of appointing overseas agents to develop/conduct their export business, the Trade Officer is likely to be approached by Pakistan firms to recommend suitable agents in the post territory. State Trading organizations may also request the Trade Office to locate possible agents. Similarly, agents established in the post territory may approach the Trade Office seeking to represent Pakistan exporting firms. The Trade Officer shall treat all such approaches on a priority basis.

2. Preliminary action

10.02. On receipt of a request from Pakistan on agency arrangements in the post territory, and prior to identifying suitable agents, the Trade Officer should determine if an agency agreement represents a requisite or beneficial element of a market penetration effort. Upon determining the utility of a local agency agreement, the Trade Officer should send a brief letter to the Pakistani enterprise which, (a) advises of the local situation, (b) provides a preliminary list of suitable agents (with basic background information in each), and (c) suggests a specific plan of action which the Trade Officer will initiate upon receipt, from the enquirer, of detailed specification of the product(s) concerned and related catalogues should these have not been received with the original enquiry.

10.03. The Trade Officer should ensure that he has sufficient technical information on the product, prior to contacting prospective local agents.

3. How to locate agents

10.04. The first point of reference when endeavouring to identify suitable Agents, is the Trade Office's Agency Card Index. Care should be taken, when reviewing the index, not to select as possible agency candidates local firms handling competitive products. Ideal agents would be those handling complementary products and who are currently acting successfully on behalf of other Pakistani firms.

10.05. Supplementary sources of information include local Chamber and Trade Associations.

4. **Assessment of potential agents**

10.06. Upon completion of a tentative list of agency candidates, the Trade Officer should approach each potential agent to determine his degree of interest and to make a first hand assessment of his capabilities.

10.07. When meeting with potential agents who and not listed on the Trade Officer's Agency Card Index, the Trade Officer should endeavour to obtain sufficient information to complete an Agency Card (see Annex II). Information relating to the following will be useful on completing the assessment:

- Knowledge of the trade/product concerned, local standing and demonstrated effectiveness;
- Territory covered and whether potential agent covers the entire territory or works through sub-agents;
- Location, number of branches and display facilities;
- Number of salesmen/representatives;
- Methods of operation (commission agent, broker, sale distributor or delectredere agent);
- Policy with respect to importing and holding inventories on own account;
- Availability, if appropriate of after-sale service.

10.08. The Trade Officer will ensure that upon completion of the interview all relevant information is included on an Agency Card which will, in turn be incorporated into the Trade Office's Agency /Card Index. The Trade Officer will ensure that all confidential or sensitive information, including his overall assessment of the agent, is included on side "B" of the Card and that this information is maintained in a confidential manner.

5. **Follow-up action**

10.09. The Trade Officer shall forward a brief summary of his evaluations to the Pakistan enquirer and send a copy of the relevant Export Promotion Bureau sub-regional office. The summary should provide information on at least two reliable potential agents in order that the enquirer has basis for making the selection.

CHAPTER XI MARKET RESEARCH

1. Introduction

11.01. The Trade Officer will be expected to devote a significant portion of this Office's financial and manpower resources to market research. Basic research will be conducted as part of the Trade Officer's day-to-day activities the handling of trade enquires, agency work, etc., however, the Trade Officer is also expected to conduct, on an on-going basis, comprehensive market research for products/services that be or Headquarters identify as having considerable export growth potential in the post territory. Additionally, the Trade Officer shall prepare afresh or up-date the office's general information pamphlet "Guide to the Market". These research activities should be specified in the Trade Office's Annual Work Programme.

2. Market survey for specific products

11.02. The Trade Officer will be expected to conduct, on his own initiative, product specific market surveys for items in Pakistan's export mix where significant, unexploited export potential exists in the post territory. The choice of products to be surveyed will, in normal cases, be left to the discretion of the Trade Officer, however, the Officer should expect to receive occasional requests from the Export Promotion Bureau to conduct surveys on particular products.

11.03. Requests from the Export Promotion Bureau will be routinely received as part of the market selection process preparatory to a "Market Development Exercise" or a "Market Orientation Tour" (see Chapter XIV).

11.04. Such surveys should be short and concise and should combine the results of "in-office" and "out-of-office" research. The surveys should be analytical and forward-looking and contain the Trade Officer's views on prospects for Pakistan and how to take advantage of these prospects.

11.05. The format for a product specific market survey is provide in Annex VI.

3. **Guide to the market:**

11.06. Each Trade Office is expected to maintain a general information pamphlet “Guide to the market” covering the general market characteristics of the post territory. Copies of the “Guide” are to be maintained in the Trade Office’s library for the use of visiting Pakistani businessmen.

11.07. The “Guide” should be updated every two years and it is the responsibility of the Trade Officer to ensure that during the final year of his posting, up-dated version of the “Guide is prepared.

11.08. A copy of the updated “Guide” should be sent to the Export Promotion Bureau in Karachi for reproduction and distribution to the various sub-regional offices.

11.09. The format for the “Guide” is presented in Annex VII.

CHAPTER XII STATUS REPORTS

1. Introduction

12.01. The Trade Officer will, on occasion, be required to furnish reports the business/financial status of enterprises in the post territory. Requests for such status reports may originate with a Pakistani firm, interested in obtaining background information of a potential importer or agent, or with government department/corporation. The Trade Officer should, in all cases, endeavour to provide the desired information.

2. Methodology

12.02. A general statement of financial status can normally be obtained, without cost, from the potential importer/agent's local bank. Such a statement is likely to contain information on the firm's banking relations and financial standing and while not representing a detailed or in-depth analysis of either the firm's financial activities or its credit worthiness, may be sufficient to satisfy the needs of the requesting Pakistani enterprise.

12.03. If the Trade Officer is unable to identify the local firm's bank from his office's Reference Aids (see Chapter V), he should contact the local firm directly, explain the background to his enquiry, and request the name of the firm's bank. The Trade Officer can also use this opportunity to obtain additional information on the local firm for inclusion in the Trade Office's index of local agents or importers lists.

12.04. The Trade Officer may also seek to obtain supplementary information from the local representative of a Pakistani bank, the Embassy Mission's own bank, or the local Chamber of Commerce. In instances where an import license or permit is required, financial information may also be obtained from the local licensing authority.

12.05. Should a fully comprehensive business/financial status report be requested, the Trade Officer should contact a reputable mercantile agency to obtain a cost estimate for compilation of such a report and inform the requesting organization accordingly.

12.06. In instances where the requesting organization confirm that a comprehensive business/financial status report is to be prepared, the Trade Officer should request that the charges payable to the investing mercantile agency be credited to the Trade Officer's local bank account, for eventual

payment to the agency, prior to the Trade Officer instructing the agency to proceed with its investigations.

3. Maintenance of business/financial status reports

12.07. All reports should be treated on a confidential basis.

12.08. The reports should be placed, on an alphabetic basis, in file "35" of the uniform filing system and reference made to the availability of the report in the appropriate Reference Aid(i.e. agency card or importers list).

4. Status reports on Pakistani firms

12.09. The Trade Officer may be requested by an enterprise in the post territory to provide a status report on a specific Pakistani firm. Should the Pakistani firm be an exporter, the Trade Officer should initially refer to the Trade Office's Exporters Register and subsequently to the appropriate sub-regional office and the Export Promotion Bureau. The Trade Officer will be expected to exercise discretion when providing such information to local enquirer.

12.10. Should the Trade Office be requested by an enterprise in the post territory to provide information on a would-be Pakistani importer, the Trade Officer should advise the enquirer that such information is not available in the Trade Office and refer him to either the post territory's Trade Commissioner in Pakistan or the local representative of a Pakistani bank.

CHAPTER XIII

TRADE DISPUTES AND COMPLAINTS

1. Introduction

13.01. Trade disputes will inevitably arise and unless resolved expeditiously and justly can jeopardize the expansion of trade between Pakistan and the post territory. The Trade Officer should, therefore, endeavour to facilitate the amicable resolution of disputes, irrespective of whether the complaint originates in Pakistan or the post territory.

2. Complaint originating in the post territory

a) Complaint from an importer in the post territory

13.02. The Trade Officer should be aware of the procedure established by the Export Promotion Bureau for determining compensation and for effecting prompt settlement of claims filed by importers and conceded as genuine by EPB, such settlement being made out of the revolving fund created for that purpose. The Trade Officer should also be familiar with the proceedings of the Commercial Court set up in Pakistan to deal with claims against Pakistani exporters. He should publicise these two unique promotional instruments within the business community of the post territory to assist in establishing confidence in trading with Pakistan.

13.03. When the Trade Office is advised of a dispute involving a post territory importer and a Pakistani exporter, the Trade Officer should, in the first instance, endeavour to resolve the complaint in conjunction with the exporter's local agent (assuming, of course, that the complainant is not the local agent).

13.04. The Officer shall be expected to:

- (i) visit the importer in his office, discuss the complaint and the importer's proposed solution, and obtain copies of the relevant supporting documentation;
- (ii) The Trade Officer should send either by telex or by express mail the substance of the complaint, a brief resume of the evidence, if any, produced by the complainant and the importer's proposed solution to the Pakistani party against whom the complaint has been lodged with the request that the Pakistani party should respond by a fixed date.

- (iii) The Trade Officer should wait for the response of the Pakistani party till the dead-line given by him and thereafter submit a brief but comprehensive report to the appropriate Regional Office of the Export Promotion Bureau together with the request that the Bureau follow up, if the response of the Pakistani exporters has not been adequate.
- (iv) Keep the local agent and importer informed of action taken and once a reply has been received from the Bureau, advise the agent accordingly and arrange a second meeting with the importer.

13.05. It is essential that the Trade Officer maintain contact with both the local agent and the Importer in order to underscore his Office's interest in facilitating the resolution of the dispute in a fashion that is satisfactory to all parties.

(b) **Complaint from an exporter in the post territory**

13.06. When the Trade Office is approached by an exporter in the post territory for assistance in resolving a dispute with a Pakistani importer, the Trade Officer shall:

- i) Obtain from the local firm all relevant details and copies of supporting documentation;
- ii) Prepare and submit to the appropriate sub-regional office of the Export Promotion Bureau, a brief report which outlines the basis of the complaint and includes the local exporter's proposed solution and the Trade Officer's own recommendations, together with a request that the Bureau follow up with the importer concerned and advise;
- iii) Keep the local exporter advised of action taken and, once the Bureau's reply has been received, transmit the relevant information to him.

3. **Complaints originating in Pakistan**

13.07. On being advised of a complaint by a Pakistani firm against an exporter or importer in the post territory, the Trade Officer shall, after satisfying himself that the complaint is prima facie valid, approach the local firm directly.

13.08. The Trade Officer will advise the Pakistani firm and the appropriate regional office of the Export Promotion Bureau of the results of his discussions with the local firm and will stand prepared to initiate further action on the request of the Pakistani firm.

4. Claims against individuals

13.09. Claims against individuals do not fall within the purview of a Trade Officer and should be referred to the Consular Section for necessary action.

5. Amicable settlement vs arbitration/litigation

13.10. The Trade Officer should always try to obtain an amicable settlement between the two parties, but if this fails, arbitration should be suggested. If the parties do not agree to arbitrate, or if the dispute can not be solved by arbitration then the dispute may be solved by litigation. In this case, and when the venue for the legal action is the post territory, the Trade Officer should, if requested, supply the Pakistani party with the list of competent law firms in the post territory. Once litigation has been resorted to the Trade Officer should withdraw entirely from the dispute.

6. Investigation of evidence

13.11. The Trade Officer will not, in principle, accept to investigate the evidence of any complaint in order to avoid becoming personally involved. Instead the Trade Officer may, if requested, suggest that the investigation be referred to a qualified investigatory agency.

7. Reporting of complaint cases against Pakistani firms

13.12. Cases of trade malpractices shall on all occasions be reported to the Ministry of Commerce and the Licensing Authority. The Trade Officer should, however, not report any case without first giving an opportunity to the Pakistani party against whom the complaint has been lodged to present its point of view. If no response is received from the Pakistani party within the dead-line given by the Trade Officer, Trade Officer may report the trade dispute mentioning in his report that the Pakistani party did not respond.

**CHAPTER XIV
SERVING OF BUSINESS VISITORS**

1. Introduction

14.01. A business visitor to the Trade Office should be assisted regardless of whether or not prior advice of the visit has been received. The Trade Officer will be expected to use his discretion in determining the amount of time he spends with the visitor and the extent of assistance provided by his office.

2. Serving of Pakistani Business visitors to the post territory

(a) Pakistan Exporters

14.02. Ideally, the Trade Officer will be advised several weeks in advance of the visitor's arrival and will be given details of the visitor's specific objectives and a description of the products to be promoted. The Trade Officer may expect that such information will be provided in the format presented in Annex VIII should be advice of the impending business visit originate with the Export Promotion Bureau. Should notification come directly from the Pakistani exporter, the Trade Officer may need to request clarification as to objectives, product details, etc, prior to organizing a tentative Programme for the visitor. Such clarification should be sought through a letter sent directly to exporter and copies to the nearest sub-regional office of the Export Promotion Bureau. In instance when time is short, the Trade Officer should rely on telexed communication, either directly with the firm or through Bureau.

14.03. Regardless of whether notification of an impended visit come from the Bureau or the exporter, the Trade Officer will be expected to write to the visitor to outline general market conditions and to summarize the Trade Officer's recommendations (concerning duration of visit, countries/ cities in the post territory to be visited, suitable contacts, etc.) and if necessary, to suggest alternative dates. The visitor should also be referred to the appropriate EPB Office to obtain further background information of the market and to acquire a copy of the "Guide to the Market" (see chapter XI). As it is essential that the Trade Office maintain a reputation of reliability with the local business community, the Trade Officer should inform the visitor in his pre-visit correspondence that a definite Programme of

meeting will not be organized until information on the visitor's final itinerary has been received by the Trade Officer. The Trade Officer should, in addition, request the name of the hotel(s) at which the visitor will stay when visiting the post territory in order that any last minute information can be forwarded to him.

14.04. The Trade Officer shall, on request, make hotel arrangements on behalf of the visitor.

14.05. The Trade Officer will only be expected to arrange a programme of meetings in the city where he is posted. It is, nevertheless, the responsibility of the Trade Officer to advise, by letter, contacts in other cities of the post territory of the likely visits of the Pakistani exporter and to indicate that the visitor will contact them directly to arrange an appointment.

14.06. If time permits, and when the Pakistani exporter plans to visit the city where the Trade Office is located, a copy of the schedule of meetings should be forwarded to the exporter prior to his departure. Alternatively, the Trade Officer may send a letter, outlining the schedule of meetings, to the visitor's hotel (see Annex IX). In the all case, the initial meeting should be with the Trade Officer in the Trade Office. During this meeting, the Trade Officer will brief the visitor, review the schedule of meetings and, if appropriate, make suitable alternations.

14.07. Meetings with local business contacts should normally be held at the local firms' offices. The Trade Officer will organize the schedule of meetings on the basis of business practices and hours existing in the post territory.

14.08. Where appropriate, the Trade Officer may accompany the visitor.

14.09. The Trade Officer will, at his own discretion, report briefly to the relevant office of the Export Promotion Bureau on the results of the meeting and, if appropriate, suggest follow-up action.

(b) Pakistani Importers

14.10. As, however, the Trade Officer's principal role is to promote and facilitate the expansion of exports, only secondary importance should be assigned to assisting Pakistani importers. The Trade Officer should, on all such occasions, endeavour to provide to the importer with the basic advice and support.

14.11. Should a Pakistani importer contact the Trade Officer for assistance, the Trade Officer will be expected to provide the importer with a list

of local producers in the post territory and, as his work schedule permitting contact these producers, on the importer's behalf, to arrange tentative appointment.

3. **Servicing of post territory business visitors to Pakistan**

(a) Post territory importers

14.12. The Trade Officer should encourage importers in the post territory to visit Pakistan and assist them in planning such visits.

14.13. On confirmation that a local importer intends to visit Pakistan, the Trade Officer will be expected to contact the Export Promotion Bureau Headquarters in Karachi to request that a detailed Programme be organized. The communication to the Bureau should summarize all the information included in Annex X.

14.14. Should sufficient advance time be provided, the Trade Officer can expect to receive, prior to the visitor's departure, a copy of the programme arranged by the Bureau. This information should be transmitted to the importer. Should there not be sufficient time to permit the Bureau to forward the detailed programme to the Trade Officer, the Bureau will cable, telex the name of the officer in the Bureau whom the importer should contact on his arrival in Karachi.

14.15. The Trade Officer shall also assist the importer to obtain, as may be necessary, an entry visa for Pakistan.

(b) Post territory exporters

14.16. In the interest of maintaining goodwill and of identifying possibly new and more economic sources of supply for Pakistani importers, the Trade Officers should, as his other duties permit, assist exporters in the post territory to make contact with Pakistani importing firms.

4. **Servicing of visitors to and from the post territory interested in subcontracting, joint ventures and investments**

14.17. Pakistani visitors to the post territory interested in identifying sub-contracting possibilities and/or seeking to attract investment to Pakistan should be extended the maximum assistance possible.

14.02. Businessmen from the post territory interested in investing in Pakistan should be encouraged to contact the Investment Promotion Bureau.

CHAPTER XV
TRADE MISSIONS/DELEGATIONS

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1. Introduction

15.01. When properly planned and organized, trade missions can be a extremely effective export promotion tool. Compared with an individual business trip, a trade mission can have greater impact, as a mission normally generates more local interest, receives greater publicity, and ensures contact at a higher level of government and commerce.

15.02. Trade missions will vary in type and composition recording to the revolutionary stage of Pakistan's economic and political relations with the post territory and the mission's specific commercial objectives. An incoming Pakistani mission to the post territory may be a general goodwill mission, launched on the initiative of the Government for the purpose of developing economic cooperation in the fields of investment, construction/ contracting, tourism and/or banking, in addition to trade, a market survey mission, a sales mission or a buying mission. Normally the type of mission will determine its size and composition. Similarly outgoing missions from the post territory to Pakistan will vary in type, size and composition.

15.03. The Trade Officer shall be expected to initiate proposals for incoming trade missions, based on his knowledge of the market, and to play an instrumental role in the organization and successful implementation of the Government's trade mission programme in the post territory. The Trade Officer shall also be expected to assist, when appropriate, in the organization of outgoing missions from the post territory to Pakistan.

2. Proposals for incoming missions to the post territory formulated by the trade officer

(a) Formulation of proposals

15.04. The Trade Officer will be expected to submit recommendations for incoming trade missions in his Annual Work Programme. Such recommendations should be based on the Trade Officer's (i) understanding of Pakistan's general trade development policies and strategies, (ii) assessment of market conditions in the post territory and his knowledge of Pakistan's export supply capacity, and (iii) overall export promotion activities related workload. Full justification for each mission proposal, including the

Proposed timing, should be provided in the Annual Work Programme (see Annex XI). An estimated budget for each mission proposal should also be calculated. In formulating his proposals the Trade Officer should take account of the fact that a Government sponsored mission is likely to require at least six months to organize.

15.05. The Trade Officer can expect to be advised by the Export Promotion Bureau of the status of his proposals once his preliminary Annual Work Programme has been reviewed (see Chapter V. Section 3) and the Bureau's trade mission programme for the twelve-month period, established.

(b) Organization of a trade mission

15.06. Once a trade mission proposal has been approved, the Trade Officer shall coordinate his activities directly with the Export Promotion Bureau during the organization phase.

15.07. The Trade Officer can expect that the Export Promotion Bureau will complete all Pakistan-based arrangements relating to composition of the mission (based on the Trade Officer's recommendations), international travel and accommodation arrangements and itinerary, visas and general background briefing. A Trade Officer should try to receive a trade delegation and in case of officially sponsored trade delegation, the Trade Officer must receive the delegation at the airport as per instructions issued by the Ministry of Commerce.

15.08. The Trade Officer shall be responsible for all post territory based arrangements relating to:

- (i) Clearance of appropriate authorities in the post territory;
- (ii) The preparation of a programme of meetings for each mission member;
- (iii) The preparation of briefing packs for each participant;
- (iv) The organization of short briefing and de-briefing sessions;
- (v) The provision of secretarial and interpretation services, if required;
- (vi) The publicity programme (including preparation of press releases);
- (vii) The entertainment programme;
- (viii) The provision of internal travel.

15.09. The Trade Officer should endeavour to organize separate programmes for each mission member and to prepare individual briefs relating to the specific interests of each member.

(c) **Implementation of a trade mission**

15.10. The Trade Officer will be expected to participate fully in the trade mission, to attend, at his discretion, specific meetings and to provide on-the-spot advice to all mission members.

15.11. At the conclusion of the mission, the Trade Officer will be expected to prepare a brief report which summarizes the results and likely follow-up action (to be undertaken both in the post territory and in Pakistan).

15.12. The Trade Officer should also maintain post mission contact with the mission participants and with the firms and organizations visited by the mission members.

3. **Proposals for missions to the post territory formulated by the Export Promotion Bureau**

15.13. Under the Bureau's programme of export strategy formulation, a number of "market development exercises" (MDEs) are conducted each year. These "market development exercises" involve general surveys of overseas markets for specific Pakistani export products and normally involve the mounting of a one or two man mission to explore, in considerable depth, market demand, trading conditions, product adaptation requirements etc.

15.14. In the initial planning phase, during which specific markets are identified as possible candidates for an MDE, the Trade Officer may be called upon to advise the Bureau on the suitability or otherwise of the post territory for this marketing technique for the products concerned.

15.15. The Trade Officer shall be expected to assist the Bureau organize appointment schedules for mission members, when so required, and to provide related briefing and, if necessary, administrative support.

15.16. Should the Bureau organize, subsequently, a "market orientation tour" of the post territory for Pakistani exporters, the Trade Officer shall be expected to provide the support outlined in section 3 above.

4. **Incoming buying missions to the post territory from Pakistan**

15.17. In cases when the incoming trade mission is principally interested in identifying supply sources in the post territory, the Trade Officer shall

be expected to assist mission members to identify appropriate contacts and to provide a reasonable level of organizational support.

5. Outgoing missions from the post territory to Pakistan

15.18. It is the responsibility of the Trade Officer to encourage visits of commercial missions from the post territory to Pakistan, particularly such missions are seeking to identify new supply sources or investment opportunities.

15.19. A Trade Officer shall, in such cases, provide organization support to the outgoing mission, if so requested, suggest names of Pakistani firms organizations to be contacted, and advise the EPB of the impending visit. The Trade Officer should offer hospitality to the member of the outgoing mission and if it is an officially sponsored trade mission, he should invite the member of trade mission to lunch/dinner and should see them off at the airport, if it is feasible. After the return of the mission from Pakistan the Trade Officer should hold a debriefing session with the members of the delegation and send a short report on his debriefing to the Ministry of Commerce and the Export Promotion Bureau. The Trade Officer shall, in such cases, provide organizational support to the outgoing mission, if so requested, suggest names of Pakistani firms/organizations to be contacted, and advise the Export Promotion Bureau of the impending visit. Should the outgoing mission require support while in Pakistan, the Trade Officer should advise the Bureau, giving as much advance notice as possible, and provide the following information:

- (i) Name, title, role of each mission member;
- (ii) Products of interest to each;
- (iii) Buying policies;
- (iv) Cities and enterprises/organizations to be visited;
- (v) Preferred number of appointments per day.

15.20. The Trade Officer may, in turn, expect that the Export Promotion Bureau will communicate the Pakistani-based commercial representative of the post territory's government and, in conjunction with the representative, make the appropriate arrangements, the details of which be forwarded to the Trade Office.

CHAPTER XVI

TRADE DISPLAYS AND EXHIBITIONS, OFFICE SHOWROOMS AND STORE PROMOTIONS

1. Introduction

16.01. The Display of products is an effective means of export promotion as it provides physical evidence to statements of quality and export competence. However, the display of products can be effective in promoting exports only if it is integrated into the broad export promotion strategy and is designed to achieve specific objectives. It is, consequently, the responsibility of the Trade Officer to organize, within the parameters of his target and offline facilities, and to implement, an effective programme, of display/exhibitions in the post territory and to service Pakistani participants in exhibitions and trade fairs held in the post territory.

2. Categories

16.02. Displays may fall in the following categories:

- (i) General international trade fairs;
- (ii) Specialized trade fairs;
- (iii) Sole country trade exhibitions;
- (iv) Office showrooms and display centres;
- (v) In-store promotion.

16.03. Based on his knowledge of the market and the nature of Pakistan's past trade display/exhibition activities in the post territory and the schedule of international trade fairs and exhibitions planned in the post territory, the Trade Officer will be expected to formulate a programme of trade displays/exhibitions, comprising one or several of the above categories, for implementation by the Trade Office. This recommended programme will be summarized and adequately justified in the Trade Office's proposed Annual Work Programme. As, however, in the case of specialized fairs and sole country fairs, more than twelve months are normally required for organization, the Trade Officer should endeavour to develop the Trade Office's display/exhibition programme on a bi-annual basis.

3. **General international trade fairs**

16.04. General trade fairs provide an opportunity to display a variety of products to be viewed by a large number of people in the post territory, including prospective agents, wholesalers, retailers and consumers.

16.05. In examining the benefits offered by Pakistani participation on a national i.e. government sponsored basis, in a general international trade fair to be held in the post territory, the Trade Officer should investigate the following:

- (a) Timing;
- (b) Commodities/products to be highlighted;
- (c) Rent for required space and booth/pavilion construction costs;
- (d) Likely other expenses (including transport and clearance charges);
- (e) Import regime and tariff regulation;
- (f) Regulations governing direct sales;
- (g) Clearance arrangements'
- (h) Likely involvement of competitors'
- (i) General reputation of trade fair, previous years' performance and extent of support from post territory government.

Information with respect to the above should be summarized in the trade Officer's justification for inclusion of fair participation within the trade Officer's recommended programme of trade displays/exhibitions. Any new or supportive information should be sent directly to the Export Promotion Bureau on an ad hoc basis.

16.06. While it may not be possible for the Government to participate in a general international trade fair on a full national basis, the Trade Officer should, if the situation warrants, endeavour to promote Pakistani participation on a corporate basis. In recommending participation to a particular Pakistani exporter, the Trade Officer should assess the following:

- (a) Prospects to make on the spot sales;
- (b) Prospects to book orders for future supplies;
- (c) Prospects to make business contacts unlikely to be made otherwise.

16.07. Should the Government decide to participate in a fair on a national basis, the Export Promotion Bureau will appoint a Director of the Pavilion who will be responsible for shipment of goods from Pakistan and clearance from customs, unpacking and arranging display of products, at the fair site. The Director will also arrange for packing of left-over products, after closing of the fair, completion of post fair customs formalities, accounts. The Director of the Pavilion would work under the overall supervision of the Trade Officer unless in a specific case Government has decided (or directed) otherwise and the contingency expenditure of the Pavilion would be controlled and sanctioned by Trade Officer. Besides the detailed report on the fair by the Director of Pavilion, the trade Officer may also be required (or take the initiative) to prepare an evaluation report for the Export Promotion Bureau.

16.08. A checklist of major tasks to be undertaken by the Trade Officer in connection with Government of Pakistan sponsored participation in a General International Trade Exhibition is given in Annex XII.

4. **Specialized international trade fairs**

16.09. These fairs provide an opportunity to focus attention on single products or a specialized group of products where dealers in these items are gathered from many countries. It is also an occasion for major importers from within and outside the post territory to compare and evaluate Pakistan's products with those of competing countries.

16.10. When assessing the merits of participation in a specialized fair, to be held in the post territory, the Trade Officer shall be expected to conduct his investigations in a manner consistent with section 3 above.

5. **Sole country trade exhibitions**

The advantages of a sole country trade exhibition are that they:

- (a) Focus on Pakistan's products only;
- (b) Permit full control over the choice of venue and timing;
- (c) Enable the promotion to be tailored to the budget.

Most importantly, they provide the opportunity to strengthen overall bilateral relations.

16.11. The organization of such exhibitions will normally be the responsibility of the Export Promotion Bureau which will coordinate directly

with the Government of the post territory. The Trade Officer will, nevertheless, have a major role in facilitating and expediting arrangements, both prior to and during the exhibition.

16.12. When assessing the practicability of proposing a Pakistan Trade Exhibition, the Trade Officer should give full consideration to the following:

- (a) The exhibition can involve either a cross-section of exportable goods or a single product group;
- (b) The cost of staging such exhibitions is usually higher than participating in other types of display/exhibitions;
- (c) The organization period normally exceeds twelve months and will involve a major commitment on the manpower resources of the Trade Office.
- (d) The staging of such an exhibition, given its cost and impact on general bilateral relations, will normally reflect the initiation of a major export promotion drive, as called for in the Government's trade development strategy.

16.13. The Trade Officer shall, in light of the above, be expected to have reviewed not only the likely commercial outcome of the Exhibition but the impetus the exhibition will give to the evolution of overall trade relations, in general, prior to including the proposal for such an exhibition in his programme of trade displays/exhibitions.

6. **Post- Evaluation Report**

16.14. The Trade Officer would prepare a detailed report in terms of stated objectives, evaluating the results of our participation in trade fairs/ exhibitions. The report may, inter-alia, deal with:-

- (a) Commercial impact of our participation including reaction of trade.
- (b) Comments on specific export promotion work undertaken during the fair.
- (c) Major trade contacts established and substantial trade enquiries received during the fair.
- (d) Contribution to our exports supported by statistical details regarding new items introduced, orders booked and executed, agent's agreement signed or negotiated, interest displayed by the perspective buyers etc. etc.

7. **Display centres**

16.15. The display of Pakistani products at a commercially operated display centre or showroom is an excellent promotional tool. Such displays, which have many of the advantages of a sole exhibition but which are usually substantially less costly and lower-key, represent a practical means of evaluating the market acceptability of a product and can be used for product launching or demonstration purposes.

16.16. Responsibility for the organization of such displays normally rests with the trade Officer and he shall, therefore, be expected to work directly with Pakistani industry and local representatives of Pakistani firms. The Export Promotion Bureau should, nevertheless, be kept fully informed and shall, as necessary, provide support and general promotional literature.

16.17. Involvement in such displays will normally be at the expense of the participating firm. The Trade Officer should, therefore, ensure that sufficient interest exists among local representatives of Pakistani firms, prior to committing his Office's resources to the organization of the display.

8. **Trade Office showrooms**

16.18. When the facilities of the Trade Office permit, the Trade Officer shall be expected to organize and maintain an office showroom of Pakistani products/catalogues with major export potential in the post territory.

16.19. The duration of any programmed display in the Trade Office should not exceed six months and a regular rotation of samples/catalogues/brochures of different export products should be maintained.

16.20. In the case of specialized, ad hoc displays, the duration will normally be from two to four weeks and the trade Officer will be expected to organize adequate publicity to ensure suitable attendance.

16.21. The Trade Officer can expect full support from the Export Promotion Bureau in generating interest within the Pakistani export community in participating in the Trade Office showroom and in securing samples. The Trade Officer will, nevertheless, be expected to make contact with local representatives of Pakistani firms to obtain samples and sales literature and to provide the Export Promotion Bureau with both names of Pakistani firms likely to be interested in displaying samples and a detailed indication of the types of products to be displayed.

16.22. The Trade Officer will be expected to outline his detailed plan for the organization and maintenance of an Office showroom in his proposed Annual Work Programme and to include, in this summary, a related budget estimate.

9. **In-store promotions**

16.23. As Pakistan exports a wide range of consumer items, of both traditional and a non-traditional nature, an effective export promotion too is the in-store promotion.

16.24. The Trade Officer shall, therefore, be expected to study the possibilities in his post territory for the organization of such promotional events and include his findings and recommendations in his proposed programme, of trade displays/exhibitions. In conducting his investigations, the Trade Officer should consult the local agents of suitable Pakistani firms and appropriate retail outlets in the post territory.

16.25. The Export Promotion Bureau will, upon endorsing the proposal, assume the principal role in the organization of the promotion. The Trade Officer will, nevertheless, be expected to assume a major coordinative role during the organization and implementation phases. Moreover, the Bureau's endorsement (and associated commitment of funds and manpower resources) will be given only if the Trade Officer has provided sufficient information, including degree of interest among local agents of Pakistani firms and local retailer, cost estimates etc. The Trade Officer will, therefore, be expected to provide this information as a justification to his proposal.

16.26. When endeavouring to identify a suitable venue for promotion and when preparing his detailed proposal for submission to the Export Promotion Bureau, the Trade Officer should refer to the guide provided in Annex XIII.

CHAPTER XVII

GENERAL PUBLICITY, ADVERTISING AND PUBLIC RELATIONS

1. Introduction

17.01. Publicity, advertising and public relations play an important role in the Trade Office's export promotion Programme. The Trade Officer shall, therefore, be expected to foster good relations with representatives of the media in the post territory and to organize a publicity/public relations programme that will reinforce Pakistan's image as a supplier of quality goods and services and a reliable trading partner.

17.02. The Trade Officer should organize his office's publicity / public relations activities on an annual basis and outline his programme in his Annual Work Programme.

2. Specific tasks

17.03. The Trade Officer should enlist the assistance of the Press Attaché, where possible, to further his media contact.

17.04. The Trade Officer should assess, on an annual basis, the appropriateness of advertising the services of the Trade Office with the objective of widening his trade contacts and should include in his Annual Work Programme related recommendations and estimates of cost involved in his budget submission.

17.05. The Trade Officer should assist Pakistani firms which may wish to advertise their products/services in the post territory by recommending suitable journals/newspapers and providing details on advertising rates, circulation, coverage, etc.

17.06. The Trade Officer should assess, on a regular basis, the suitability of preparing special supplements on Pakistan in business magazines and newspapers of the post territory. As however, such supplements involve a certain amount of paid advertising, the Trade Officer should ensure that there is sufficient interest among local representatives of Pakistani firms in advertising in the supplement prior to making detailed arrangements, and preparing trade related articles. The Trade Officer should also advise the Export Promotion Bureau of the kind of information of greatest interest in the post territory, in order that appropriate material and photographs can be prepared.

17.07. It is also the responsibility of the Trade Officer to organize press conferences to support the visit of senior Pakistani Government officials and/or delegations/missions. Similarly, the Trade Officer shall be expected to organize press releases relating to major promotional activities or events, in Pakistan, with direct bearing on the bilateral commercial environment.

17.08. The Trade Officer should seek opportunities of addressing the Chambers of Commerce and Industry, Trade Associations, clubs, etc., and undertake radio and television talks and interviews and must normally do so, whenever invited. The Trade Officer may speak on any topic generally consistent with his functions, especially on export, investment promotion and tourism. He shall not, however, make policy statements relating to trade and commerce without prior clearance from the Ministry of Commerce.

3. Publicity budget

17.09. The Trade Officer shall be expected to include the estimated costs of his proposed trade publicity/public relations programme in his annual budget proposals.

4. Publicity consultant

17.10. In post whether Trade Officer experiences great difficulty because of language and other cultural differences, he may submit a proposal to the Export Promotion Bureau to engage the services of a local consultant who will assist with necessary translations and monitoring the success of the publicity Programme.

CHAPTER XVIII REPRESENTATIONAL FUNCTIONS

1. Introduction

18.01. The performance of representational functions is an important aspect of the Trade Officer's promotional public relations responsibilities. The Trade Officer shall, therefore, be expected to host and attend social function with the primary objectives of:

- a) Establishing maintaining and building up contacts within the government and business sectors of the post territory;
- b) Projecting Pakistan as a reliable exporter of quality goods;
- c) Collecting valuable trade information and developing his knowledge and understanding of the local business environment.

2. Representational activity

18.02. The Trade Officer shall be expected to cultivate close relations with appropriate government officials and business representatives of the post territory, through interaction on both a professional and person/social level. There are no prescribed methods of developing such links, as social norms vary from country to country and the Trade Officer shall, therefore, be expected to evolve his own strategy, keeping local customs in view.

a) Official entertainment

18.03. The Trade Officer should study the cultural and social norms of the post territory and plan his entertainment activities. While the type and the nature of entertainment may vary from country to country, the following are the normal accepted forms of official entertainment which a Trade Officer may undertake:

- i) **Receptions.** – Receptions can serve a useful purpose for getting to know a cross section of people and to return hospitality. Since the turnover at such functions is large, receptions may also provide a wider opportunity to create new contacts.
- ii) **Luncheons.** – Luncheons are intended for smaller numbers of people than receptions. Important commercial propositions can be profitably discussed in small groups and in a shorter time.

- iii) Dinners. – Dinners provide an opportunity to foster close links with important public officials and businessmen in a relaxed atmosphere. The guest list should be carefully drawn, keeping in view the intention that nobody should be inhibited in exchanging views.
- iv) Short notice entertainment. – Inviting a single businessman to lunch/dinner even at short notice provides an excellent opportunity for discussing matters of interest in depth.

18.04. Notwithstanding (iv) above, an invitation for any type of entertainment should be issued well in advance and wherever possible confirmation should be obtained on the telephone to allow proper planning of the function. The seating arrangement should be made in accordance with local customs and protocol as and when necessary.

18.05. On important occasions, the Trade Officer may present small gifts to useful contacts in a manner consistent with local custom. Greetings cards may also be sent to important contacts on national days, festivals and New Year.

b) **Mission entertainment**

18.06. The Trade Officer will ensure that officials concerned with trade and appropriate local businessmen are invited to the major functions of the Mission. He will, therefore, suggest to the Head of Mission, the names of important functionaries to be invited to be invited to National Day receptions or other auspicious occasions celebrated in the Mission.

c) **Reception**

18.07. The Trade Officer shall be expected to accept invitations, including those organized by other diplomatic Mission, with a view to strengthening and widening his network of contacts and discussing issues related to the trade environment of the post territory.

3. **Budget**

18.08. The entertainment allowance will be paid to the Trade Officer along with his monthly salary. The Trade Officer will be required to submit a statement of expenditure on entertainment directly to the Ministry of Commerce at the end of each quarter in the form given in Annex XIV.

CHAPTER XIX

TENDERS

1. Introduction

19.01. Procurement by agencies of the post territory Government is often conducted through the tender. It is, therefore, an important task of the Trade Officer to seek out export opportunities arising from local tendering practices and to keep the Export Promotion Bureau and Pakistani Industry apprised of such opportunities. In most of the countries there are economic intelligence units and Bureaus which collect information on the tenders floated by Government Departments and public sector agencies of the country. They publish this information in the form of bulletins. It would not be possible for the Trade Officer to establish contacts with all the Government Department and public sector agencies which invite tenders to procure their requirements. It would, therefore, be advisable that the Trade Office should subscribe to these bulletins and "News Letters" in order to be able to obtain required information of the tenders invited by Government Departments and public sector agencies of the post territory".

19.02. Tender practices vary from one country to the next. Consequently, the Trade Officer shall be expected to familiarize himself fully with the methodologies extant in the post territory and to organize his related export development / promotion activities accordingly.

2. Transmission of tender information

19.03. It is essential that the Trade Officer ensure that the Trade Office is included on all related local mailing lists, including public notifications, and that tender notices are obtained and transmitted to Pakistan as promptly as possible. The Trade Officer shall accordingly and for the sake of reference maintain, under file "44", a listing of tenders received and, in the event documents are not forthcoming, contact the relevant agency authority placing a suitable notation in the file.

19.04. Normally, the tendering agency will provide the Trade Office with a complementary copy of the tender document. This should be forwarded immediately to the Export Promotion Bureau for follow-up action. In such cases, the Trade Officer shall be expected to highlight the bidding (pre-qualification) procedure, the closing date for receipt of bids (pre-qualification documents), fees required for purchase of tender documents

and the details of performance bonds should the posting of same be required.

19.05. In cases where a tender notification involves services/goods which Pakistan the capacity to supply but where a complementary copy of the tender documents is not provided to the Trade Office, the Trade Officer will be expected to purchase a copy should in his judgment, the chances for successful participation in the bidding warrant the expenditure of office funds.

19.06. In cases where the bid must be submitted through a local agent/representative the Trade Officer should contact the local agents of relevant Pakistani firms to ensure that:

- a) The agent is aware of the tender;
- b) The local firm is taking appropriate follow-up action.

19.07. In case where an eligible firm in Pakistan is not represented in the post territory and when local representation will enhance the Pakistani firm's competitive position the Trade Officer shall be expected to suggest to the Pakistani firm suitable local agents and recommend that they follow up directly with these local companies. In such a situation it is normally advisable to suggest to the Pakistani firm that the agency arrangement extend only for the duration of the bid as this will provide the Pakistani exporter with an opportunity to assess the performance of the local firm prior to entering into a longer term arrangement.

19.08. Copies of tender documents will normally be purchased by the local agents of Pakistani firms. The Trade Officer should, however, purchase a copy on behalf of an interested exporter when requested to do so by the Export Promotion Bureau

3. Opening of tenders

19.09. The Trade Officer should attend the opening of major tenders and report immediately on the success of Pakistani bids.

4. Special considerations

19.10. In his efforts to obtain advance information about tenders and to achieve successful participation of Pakistani firms either in the prequalification or bidding stage the Trade Officer will maintain close contact with the concerned authorities in the post territory.

19.11. While considered necessary helpful, he may requested the Head of post to take up the matter at the appropriate level.

5. Tenders from Pakistan

19.12. From time to time, the Trade Officer will be required to elicit the interest of companies in his post territory in participating in international tenders for various commodity purchases capital goods and public works programmes in Pakistan.

19.13. He will distribute the tender documents received in this connection among potential participants and extend whatever assistance is necessary.

19.14. Further guidance is given in Chapter XXII.

CHAPTER XX**PARTICIPATION IN MAJOR OVERSEAS PROJECTS****1. Introduction**

20.01. Pakistan's capacity to undertake or to major overseas construction and infrastructure development projects is increasing. Consequently, a principal responsibility of the Trade Officer is to promote Pakistan image as a reliable exporter of engineering and construction services and capital equipment to identify specific opportunities and to advise Pakistan enterprises accordingly.

20.02. The greatest scope for Pakistani involvement in capital construction project currently lies in oil exporting countries which are recipients substantial amounts of financial assistance from such organizations as World Bank and the Asian Development Bank.

20.03. The Trade Officer shall be expected to maintain full familiarity with Pakistan's consulting contracting supply capacities and the specific expertise of major Pakistani firms. When specific Pakistani firms demonstrate interest in particular projects the Trade Officer should correspond directly with the firm copying the relevant subregional office of the Export Promotion Bureau.

2. Identification of projects and promotion of Pakistani participation

20.04. The Trade Officer shall be expected to review the post territory Government's annual and medium term development plans with a view to identifying projects of possible interest to Pakistani industry at the earliest stage of their inception. He should in addition communicate on a regular basis with relevant government organizations of the post territory, to ensure that consideration is given to including Pakistani firms on the list of foreign companies to be asked to pre-qualify.

20.05. At certain stages it may be advisable to enlist the support of the Head of Mission to introduce the Pakistani interest at high level. The Trade Officer should consider carefully whether and if so when such an approach may be opportune and will brief the Head of Mission accordingly.

20.06. As the source of funding may have an important bearing on the pre-qualification decision and the eventual placement of contracts, the Trade Officer should examine the financial provisions of each project. Due to

restrictions which are usually placed on the use of bilateral loans/credits the Trade Officer should concentrate on projects financed from the post territory's own resources or from international development financing agencies. With regard to projects financed from the latter source the Trade Officer should ensure that relevant Pakistani suppliers of engineering services and/or construction companies are registered with the financing agency as registration is normally a requisite to pre-qualification.

20.07. As foreign suppliers of services or equipment may be required to associate themselves with local companies when attempting to win contracts under major infrastructure development projects the Trade Officer should endeavour to identify local firms with technical competence and good reputations which may be interested in working with Pakistani companies in the execution of a given contract.

20.08. The Trade Officer shall offer the facilities of his Office, when appropriate, in the transmission and temporary safe keeping of bids submitted by Pakistani companies. The Trade Officer should exercise his judgment on whether to attend the formal tender opening.

20.09. In the event that a Pakistani firm is successful in securing a major consulting or contracting contract the Trade Officer will be expected to:

- a) Inform all concerned organizations by telex/telegram;
- b) Contact officials and other individuals who may have been helpful;
- c) Maintain relationships with officials and other concerned parties and maintain close liaison with the Pakistani firm's representatives in the post territory.

20.10. In the event that the major consulting or contracting contract is awarded to a non-Pakistani firm the Trade Officer should record the reasons for failure of Pakistani bids and should then explore the possibilities for participating on a subcontract basis in the following fields:

- a) Labour;
- b) Catering for labour and staff;
- c) Construction of site accommodation;
- d) Supply of construction materials;
- e) Supply of machinery and equipment for the project or for the construction work.

3. **Monitoring of major projects**

20.11. The majority of major capital development schemes are of long duration and are likely to span the posting of more than one Trade Officer. A well documented file should therefore, be kept for each project being monitored (file "30" of the Uniform Filing System). The Trade Officer shall be expected to maintain in this file an up-to-date record of significant developments, related newspaper clippings notes of interviews etc.

20.12. Since the degree of international competition to participate in such projects is considerable and as "official" support in various forms has become a dominant factor in determining contract awards Trade Officer should study the pattern of negotiation in the countries where they are posted and report to the Export Promotion Bureau on trends as they develop keeping in mind that the national approach amongst competing nations will involve governments banks consultants contractors industry and available pools of skilled and unskilled labour. When making such ad hoc reports the Trade Officer may suggest measures which might be taken to offset influences working against Pakistani companies in order to improve their competitive position. In addition to the Export Promotion Bureau copies of these reports should be forwarded to the Overseas Projects Co-ordination Cell of the Ministry of Finance and when appropriate the Ministry of Works.

20.13. Notwithstanding the above paragraph a brief status report summarizing development over the previous twelve months should be prepared in conjunction with the preparation of the Trade Officer's preliminary Annual work Programme and to include related activities (and proposals) in the Work Programme. Reference should be made in the Trade Officer's Annual Report to major projects (ongoing and planned) and to the activities of international development financing agencies in the post territory.

CHAPTER XXI

INVESTMENT PROMOTION

1. Introduction

21.01. Direct capital investment in Pakistan is to be encouraged on a selective basis in view of consideration relating to balance of payments transfer to technology industrial development employment generation and optimal utilization of natural resources. The Trade Officer shall be expected to play a key role in stimulating interest in the post territory in investing in Pakistan and in encouraging Pakistanis who live in the post territory to channel capital into suitable investments in Pakistan.

2. Categories of investment

21.02. Capital and technology transfer to Pakistan may comprise the following categories of investment including those in the export processing zones:

- wholly owned foreign investments
- Joint ventures between foreign and Pakistani firms
- Production of goods under foreign patents and brands under license
- Manufacture under contract
- Non-repairable investment by overseas Pakistanis

3. Promotional efforts

21.03. The Trade Officer shall be expected to initiate and to maintain contacts with financial and industrial leaders in the post territory in order to promote interest in investment in Pakistan. To be effective in this regard the Trade Officer should be fully familiar with Pakistan's foreign investment policy regulations (particularly as they relate to equity participation, remission of profit and repatriation of capital procedures and incentives).

21.04. The Trade Officer should also be aware of Pakistan's policy concerning foreign investment in export processing zones, the facilities and support infrastructure which exist in operating zones and the special incentives and advantages which thereto.

21.05. To stimulate interest in investing in Pakistan the Trade Officer shall be expected to seek opportunities to address business groups, Chambers of Commerce, etc with a view to explaining the investment environment and related prospects.

4. **Reporting on investment promotion**

21.06. The Trade Officer will ensure that his investment promotion activities (and the related level of response in the post territory) are adequately reflected in his annual Work Programme and Annual Report.

21.07. In addition, the Trade Officer will be expected to maintain liaison with the Investment Promotion Bureau and the Export Processing Zone Authority in Pakistan and to keep these organizations advised of development on ad hoc reporting basis. Such reports should be copied to the Export Promotion Bureau.

CHAPTER XXII

TOURISM PROMOTION

1. Introduction

22.01. Tourism is an important and growing source of foreign exchange for Pakistan and has a direct bearing on the craft and service industries. A Trade Officer is ideally placed to promote tourism from the post territory and is qualified to undertake tourist promotion work, especially in those territories where representatives of the Tourism Division or the Pakistan Tourism Development Corporation are not posted.

2. Functions of the Trade Officer

22.02. To promote interest amongst prospective tourists, the Trade Officer shall be expected to:

- (a) Establish and maintain contacts with travel agents, travelogue writers, airlines, tour operators and other agencies concerned with tourism;
- (b) Obtain from the Tourism Division and Pakistan Tourism Development Corporation tourist brochures and distribute them to the agencies mentioned above;
- (c) Disseminate information through public speaking screening films and slides when available, and distribution of literature;
- (d) Arrange publication, on receipt from Pakistan, of articles of tourist interest in local newspapers and magazines;
- (e) Project wherever possible, on the basis of available material, the tourist interest areas such as historical monuments, cultural/ archaeological sites and those places of interest relating to sports, folklore, craft industry, scenic beauty, health and recreation;
- (f) Intimate to the concerned tourism agencies government regulations on visas health and customs;
- (g) Advise interested parties in the post territory on facilities available in Pakistan, such as hotel accommodation, means of transport, medical services, types of food, the specific social norms in Pakistan, types of clothing worn, acceptable dress and climate conditions in different regions.

CHAPTER XXIII

IMPORT PROCUREMENT

1. Introduction

23.01. The Trade Officer can make a useful contribution to effective and economic import procurement through his contacts with reliable suppliers in the post territory of products imported regularly, in sizeable quantities, by Pakistan.

23.02. The import procurement activities of various government agencies in Pakistan can be effectively supported by the Trade Officer, both through placing these agencies directly in touch with potential low cost suppliers and by ensuring that Government of Pakistan tender documents are publicized and distributed throughout the post territory. Additionally, a contribution can be made to the importing activities of the private sector in Pakistan, by assisting importers to identify appropriate, and possibly new, sources of supply in the post territory.

2. Role of the Trade Officer

23.03. In import procurement, the Trade Officer will have the following functions:

- (a) The maintenance of an Import Procurement file in the Trade Office's uniform filing system (File 1) in which a list of reliable suppliers of items of major import interest to Pakistan is kept together with clippings in the trade press about the status of prominent suppliers;
- (b) The maintenance of contacts with important commodity brokers and/or their representative associations;
- (c) The immediate distribution of tender advice/documentation, which are received by the Trade Office from Pakistan to suppliers in the post territory;
- (d) The provision of advice on the availability of after-sales service and the in-service training of personnel in respect of engineering products or capital equipment procurement;
- (e) The identification of possibilities for freight consolidation.

3. Off-set manufacture

23.04. As major engineering/industrial tenders let by the Government of Pakistan as an overall "package" may contain possibilities for the award of subcontracts to Pakistani firms, the Trade Officer should endeavour to promote the inclusion of such subcontracting arrangements within bids submitted by enterprises in the post territory.

CHAPTER XXIV
BILATERAL TRADE POLICY, TRADE AGREEMENTS AND
NEGOTIATIONS

1. Introduction

24.01. The degree to which a Trade Officer becomes involved in the formulation of trade policy, and the negotiation/resolution of bilateral trade policy results, will vary from post to post, depending upon the institutional framework under which trade is conducted between Pakistan and the post territory and the dynamism of bilateral commercial/trade relations.

24.02. The Trade Officer shall normally be expected to assume a responsive role; however, he will maintain a “watching brief” on the evolution of the post territory’s trade policy, particularly as it affects terms of access and export prospects for Pakistan, and of the development of the post territory’s formal commercial trade relations with third countries. The Trade Officer will, accordingly, ensure that he is fully familiar with the legal framework under which trade between Pakistan and the post territory is conducted, including any specific provisions which may have particular relevance to his export promotion activities.

24.03. The Trade Officer will ensure that developments in trade policy and trade relations in the post territory are reported to the appropriate authorities in Pakistan and will take initiative in formulating associated recommendations for the review of policy makers at Headquarters.

2. Negotiation

24.04. Headquarters may, on occasion, require the Trade Officer to participate in trade related negotiations. Such negotiations can concern issues varying in scope from the definition of terms of access for a particular product to the ratification of a bilateral trade agreement and may involve a negotiating team from Pakistan.

24.05. Regardless of the issues and irrespective of whether or not a negotiating team from Headquarters is involved, the Trade Officer shall be expected to:

- (a) Identify, to the extent possible, the mandate of the counterpart negotiating team.

- (b) Collect supportive statistics and information and suggest, to the Pakistani delegation or to Headquarters, relevant arguments.

24.06. Should a negotiating delegation from Pakistan be involved, the Trade Officer shall:

- (a) Ensure that all necessary accommodation and transport arrangements are made in advance of the delegation's arrival;
- (b) Ensure that adequate support services are available to the delegation;
- (c) Confirm the time, venue and agenda of the meetings in consultation with post territory officials;
- (d) As and when requested, participate in the negotiation and related activities;
- (e) Monitor the results of the negotiation and report, as necessary, to Headquarters.

CHAPTER XXV
REGIONAL AND INTERNATIONAL CONFERENCES AND
NEGOTIATIONS

1. Introduction

25.01. In certain posts, the Trade Officer may be expected to participate in international conferences and/or negotiations. These may include multilateral trade conferences/negotiations (under the auspices of UNCTAD or GATT), commodity negotiations, or regional or limited negotiations (e.g. the Bangkok Agreement and RCD).

2. Role and functions of the Trade Officer

25.02. The Trade Officer's role is to enhance the effectiveness of the Pakistani negotiating team. In this respect, the Trade Officer shall:

- (a) Forward pre-conference/negotiation documentation to Headquarters;
- (b) Obtain views of counterparts from other participating countries, endeavour to obtain support for the Pakistani position, and relay information on pre-conference/negotiation developments to Headquarters;
- (c) Organize meetings and receptions for the Pakistani delegation, during and immediately prior to the conference/negotiation;
- (d) Organize secretarial and administrative support services for the incoming Pakistani team;
- (e) Participate, as and when requested, in the conference/negotiation;
- (f) Assist in the preparation of reports and documents.

25.03. In all phases of his involvement, the Trade Officer may expect to be fully briefed by Headquarters on the Pakistani position and to be consulted on the formulation of related policy. Moreover, the Trade Officer may expect that the leader of the incoming Pakistani delegation will have sufficient funds to cover all expenses related to their participation.

CHAPTER XXVI

TECHNICAL COOPERATION

1. Introduction

26.01. Technical cooperation and/or financial assistance, either tied or untied, may be extended to Pakistan by the Government, or a multilateral agency, in the post territory. The Trade Officer shall be expected to play an important role, both responsible and initiatory, in the identification, registration and monitoring of technical/financial assistance programmes.

2. Functions of the Trade Officer

26.02. To assist the Government of Pakistan to maximize the import of financial and technical assistance programmes, the Trade Officer shall be expected to:

- (a) Report to the Economic Affairs Division of the Ministry of Finance or to the concerned government agencies, under intimation to the Ministry of Commerce and EPB, on possibilities of technical cooperation or grant credit which could appropriately be utilized in Pakistan;
- (b) Inform, from time to time, the Economic Affairs Division and the Investment Promotion Bureau, with copy to the Ministry of Commerce and EPB, of details of the projects for which the technical assistance credits aid has been extended by any organization in the post territory to some other country but which could initiate interest in similar projects in Pakistan;
- (c) Monitor on-going technical/financial assistance programme, sponsored by the post territory, and report to the concerned agencies in Pakistan any problems which the cooperating agency in the post territory may be facing in respect of an on-going project.

26.03. The Trade Officer may expect to be advised, on a regular basis, by the Economic Affairs Division, of specific technical assistance programmes and projects of interest to Government and to be informed of the progress, from the Government of Pakistan's perspective, of technical cooperation programmes implemented in conjunction with the post territory.

PAKISTAN EXPORTERS REGISTER

Form "E"

Name & Address of Company

ERI No.

City: Pakistan

Telep hone: _____ Cable: _____ Telex: _____

Year of Establishment: _____ Function _____

No. of Employees: _____

Capital: _____ Gross Sales: _____ Year _____

Bank 1: _____

Bank 2: _____

Product Group:

Product:

Quantity:

Remarks: _____

INDEX OF LOCAL AGENTS FOR PAKISTANI FIRMS**AGENT/POTENTIAL AGENT INFORMATION CARD**

- | | | |
|----------------------|------------------------|---|
| 1. Name and Address: | 2. Telephone/Telex No. | 3. Manager/Principal |
| | 4. Specification: | 5. Specialization:
(product/service) |

- | | | |
|--------------------------|------------------|---|
| <input type="checkbox"/> | Wholesale/Retail | - |
| <input type="checkbox"/> | Industrial | - |
| <input type="checkbox"/> | Public Sector | - |

- | | | |
|-----------------------------|---------|-----------------|
| 6. Bank (Branch Address): | | |
| 7. Pakistani Agencies Held: | | |
| Name of Pakistani Firm | | Product Service |
| 8. Other Agencies Held: | | |
| Name of Firm | Country | Product(s) |

Confidential**AGENT/POTENTIAL AGENT INFORMATION CARD
(Side 'B')**

- | | | |
|---------------------------------------|---------|-----------------|
| 1. Chronology of Correspondence | | |
| Date | Subject | File No. |
| 2. Chronology of Discussions/Meetings | | |
| Date | Subject | 3. Rating |
| | | _____ |
| | | _____ excellent |
| | | _____ good |
| | | _____ poor |
| 4. Status Report _____ | | |

UNIFORM FILING SYSTEM

Classification

A. Product

1. Rice.
2. Fish and fish preparations.
3. Other foods and live animals.
4. Raw cotton.
5. Mineral fuels and lubricants.
6. Other crude materials (inedible).
7. Animal and vegetable oils.
8. Leather goods.
9. Carpets and rugs.
10. Textiles and garments.
11. Handicrafts.
12. Other manufactured goods classified by material.
13. Light engineering goods.
14. Other machinery and equipment.
15. Miscellaneous manufactured articles.
16. Commodities and transactions not elsewhere indicated.

B. Other Trade Matters

17. Multilateral trade relations.
18. Bilateral trade relations.
19. Barter trade.
20. Export/import controls (Post Territory).
21. Export/import controls (Pakistan).
22. Export services and aids (Post Territory).
23. Export services and aids (Pakistan).
24. Economic and trade information (Post Territory).
25. Economic and trade information (Pakistan).
26. Investment.

27. Projects (one file per major capital development project).
28. Import procurement (one file per major import commodity).
29. Technical cooperation programmes.
30. Firms (Post Territory).
31. Firms (Pakistan).
32. Status reports.
33. Consultancy/contracting opportunities.
34. Trade publicity and press relations.
35. Trade missions.
36. Trade fairs.
37. Trade complaints and disputes.
38. Annual work programme and annual report.
39. Tour of territory reports.
40. Ad hoc reports.
41. Tenders.

C. Post Administration

42. Office premises and accommodation.
43. Budget.
44. Library and publications.
45. Reference aids.
46. Office procedures and systems.
47. Staffing and training.
48. Stores and equipment.
49. Invitation lists.
50. Legal affairs.
51. Intra-embassy correspondence.

Annex IV

ANNUAL WORK PROGRAMME 1981-1982
PROGRAMME SUMMARY SHEET

Post: Bangkok -- Country: Thailand.

Programme.—Market development for non-traditional manufactured exports.

Sub-programme.—Market penetration: stainless steel surgical instruments.

Background/justification.—Size of local import market for surgical/dental instruments approximately \$ 3 million. Market – survey conducted earlier this year by Trade Office (copy sent to EPB 6/8/80) concludes:

- (i) Local production limited and of poor quality;
- (ii) Instruments of major suppliers increasingly expensive with resultant irritation among end-users);
- (iii) Provided Pakistani quality and price (c.&f.) maintained, significant on-going export prospects exist;

In addition to procurement programme of local hospitals, large order expected to be placed next year by Chieng Mai Hospital under \$ 10 million loan from IDA.

Proposed Activities.—Essential that Pakistan exporters acquire local agent in order to develop “replacement” orders and to qualify for anticipated IDA tender. Will screen interested local agents and advise exporters. Have already contacted several suppliers with a view to staging small display of samples at Trade Office in December. Will follow up with local government buying agencies.

Staff Allocation (m/m)

Budget Allocation (US\$)

Trade Officer: 5 m/m
Support Staff : 5 m/m

Activity Visit Chieng Mai
Hospital as part of tour of
Tour of post territory (\$ 150)

Likely follow-up in following year:

- None envisaged.

THE ANNUAL REPORT

GENERAL OUTLINE

1. **Economic and commercial overview (by country in the post territory).**

Review of principal economic policies, goals and programmes (including, if appropriate, a brief review of the national development plan).

Statement of country's import policy and priorities, and brief analysis of changes from previous year.

Review of country's trade performance (import/export values, growth rates, principal products and suppliers) and identification of major import growth areas.

Review, if appropriate, of the activities of multilateral financing institutions (World Bank, Asian Development Bank, etc.) and identification of major new capital/construction projects.

2. **Bilateral Commercial Relations**

Review of bilateral trade flows.

Statement of major developments affecting bilateral trade.

Statement on investment tourism sub-contracting possibilities.

Analysis of major issues and prognosis.

3. **Activities of the Trade Office**

Evaluation of principal programmes activities implemented under on-going Work Programme.

Conclusion and identification of problem areas/export opportunities.

4. **Introduction to Work Programme**

Rationale for change in focus of Office activities (if appropriate).

Proposals for major programmes.

Recommendations.

5. **Statistical annex**

(a) Responsive work

- Trade enquiries processed (from Pakistani exporters);
- Trade enquiries processed (from local import community);
- Trade enquiries processed (from Export Promotion Bureau);
- Number of tender notices forwarded;
- Number of local businessmen visiting Trade Office;
- Number of Pakistani businessmen visiting Trade Office;
- Number of complaint cases processed;
- Number, and titles, of reports prepared (at request of Headquarters);

(b) Initiatory work

- Number of trade opportunity reports submitted;
- Number of contacts established (in local business community);
- Number of contacts established (in local government service);
- Number of potential agents added to Agency Card Index;
- Number (and duration) of post territory tours;
- Number of market surveys conducted;
- Number of market surveys conducted;
- Number of major capital development projects monitored;
- Number, and titles, of reports prepared.

(c) Business influenced

- Number of agency agreement concluded;
- Summary of export transactions in which Trade Office and major input (including settlement of complaints);

(d) Other trade related activities

- Number of Pakistani trade missions organized/hosted;
- Number of out-going busying missions assisted;
- Number of trade exhibitions visited;
- Number of trade exhibitions organized.

(e) Other commercial activities

- Summary of tourism promotion activities;
- Summary of investment promotion activities.

FORMAT FOR PRODUCT-SPECIFIC MARKET SURVEY**1. Summary (one paragraph)**

To include:

- Statement of current and projected requirements;
- Statement on opportunities for Pakistani exporters;
- Statement on market development activities required.

2. Market description

To include analysis of:

- Demand/local supply/import trends;
- Business practices relating to product (dominant trade channels, terms of payment, delivery expectations, etc);
- Price situation;
- Non-price factors (local preferences and tastes).

3. Position of Pakistani goods

To include:

- Brief review of Pakistani export performance;
- Analysis of reasons behind success or failure to penetrate market

4. Activities of competition

To include:

- Identification of major suppliers (name and nationality);
- Description of methods of doing business.

5. Trade channels

To include:

- Lists and brief description evaluation of importers, representatives and agents/distributors;
- Statement on utility of local agency agreement.

6. Conclusions and recommendations

Including:

- Market progress;
- Assessment of opportunities for Pakistani exporters;
- Recommended approach to market development.

FORMAT FOR GUIDE TO THE MARKET

1. **Map of market** (post territory)
2. **Introduction**
 - (a) Political, socio-economic, demographic overview;
 - (b) Economic structure (sectoral overview);
 - (c) National economic plan/programmes;
 - (d) Weights and measures;
 - (e) Electricity;
 - (f) Hours of business;
 - (g) Public holidays;
 - (h) Local time vis-à-vis Karachi or Greenwich.
3. **The foreign trade sector**
 - (a) Position in the economy;
 - (b) Trade policies;
 - (c) Competition, value and direction of trade.
4. **Trade with Pakistan**
 - (a) Legal framework;
 - (b) Composition and value of trade;
 - (c) Trends.
5. **Import regulations**
 - (a) Licensing;
 - (b) Calculation of duty (including special rates).
 - (c) Import documentation;
 - (d) Samples;
 - (e) Labeling, packaging and marketing;
 - (f) Quarantine and health;
 - (g) Standards;
 - (h) Postal regulations.

6. Selling in the market

- (a) General advice;
- (b) Appointments of agents;
- (c) Correspondence, sales literature and publicity;
- (d) Terms of payment;
- (e) Price quotations;
- (f) Government procurement.

7. Trade infrastructure

- (a) Posts/airports;
- (b) Internal distribution;
- (c) Banking.

8. Travel

- (a) Suggested itineraries in post territory;
- (b) Passports and visas;
- (c) Health regulations;
- (d) Customs formalities;
- (e) Currency control;
- (f) Local cuisine;
- (g) Travel systems;
- (h) Hotels and tipping;
- (i) Communications.

9. Useful addresses

- (a) Pakistani Missions (specifically the Trade Representatives);
- (b) Other Pakistani representatives.

Annex VIII

ADVICE OF BUSINESS VISITORS FROM PAKISTAN

From : EPB Regional Office
.....

To : Post

REF:

1. Name of visitor.....
2. Title/Position
3. Name of the firm.....
4. Address/Telex and Tel. No.
5. Basic information available on the firm.....
.....
.....
6. Products represented
7. Time of arrival
8. Hostel
9. Time of departure
10. Address of destination
11. Purpose of visit
12. Assistance required
13. Previous contacts.....
14. Is any special treatment required?
-
-
-

COPY OF STANDARD WELCOMING LETTER TO BUSINESS VISITOR

Dear

Date

Welcome to (City)

.....

A schedule of meetings, summarized below, has been organized on your behalf.

Day	Hour	Firm/Address/Telephone	Contact	
Day 1	09.10	Trade Office, Embassy of Pakistan	Name of Trade Officer	
	11.00			Mr.
	14.30			Mr.
Day 2	09.30		Mr.	
	11.00		Mr.	
	14.30		Mr.	
Day 3	09.30	Trade Office, Embassy of Pakistan	Mr.	
	11.30		Name of Trade Officer	

Please note that arrangements have been made for a brief meeting at the Trade Office prior to your appointments with local business contacts. It is hoped that we can, at that time, review the programme in detail.

I look forward to meeting you.

Yours sincerely,

Trade Officer

ADVICE OF BUSINESS VISITORS TO PAKISTAN

From : (Post)

To : EPB Headquarters (Karachi)

Ref:

- 1. Name of visitor
- 2. Title/Position
- 3. Name of the firm
- 4. Address/Telex and Tel. No.
- 5. Basic information available on the firm
-
-
- 6. Products represented
- 7. Time of arrival
- 8. Hotel
- 9. Time of departure
- 10. Address of destination
- 11. Purpose of visit
- 12. Assistance required
- 13. Previous contacts
- 14. Suggested/requested contacts
-
-
- 15. Is any special treatment required?
-
-

**POINTS RELATING TO INCOMING TRADE MISSION PROPOSAL
FOR INCLUSION IN ANNUAL WORK PROGRAMME**

1. Brief description of proposed mission
2. Objectives
3. Product range
4. Recommended firms and organizations involved:
In post territory.
In Pakistan.
5. Proposed timing.
6. Proposed itinerary.
7. Estimated cost for Government of Pakistan
8. Justification

EXHIBITIONS

Check-list of major tasks to be undertaken by the Trade Officer in connection with the organization of participation on a national, government-sponsored level, in an exhibition in the post territory.

1. Before the event:

- (i) Formulate recommendation governing participation and submit to the Export Promotion Bureau as a component of overall programme of trade displays/exhibitions;
- (ii) Provide, on an ad hoc basis, further details on participation to the Export Promotion Bureau;
- (iii) Advise organizing authorities (and, if appropriate, post territory authorities) of decision to participate, once confirmation has been received from the Export Promotion Bureau;
- (iv) Make site booking;
- (v) Submit draft pavilion/booth design (as prepared by the Export Promotion Bureau) to fair authorities;
- (vi) Call for tenders and select stand contractor (on basis of Export Promotion Bureau decision);
- (vii) Finalize budget estimates;
- (viii) Appoint, as necessary, temporary staff;
- (ix) Prepare market research reports on products to be displayed;
- (x) Reserve hotel accommodation for exhibitors and staff;
- (xi) Prepare information letter and mailing list to interested parties in the post territory;
- (xii) Organize press and trade receptions;
- (xiii) Prepare brief for exhibitors and stand attendants.

2. During the event:

- (i) Maintain liaison on a regular basis with the Director of the Pavilion and provide assistance as required;
- (ii) Maintain continuing liaison with exhibitors and agents;
- (iii) Arrange follow-up appointments as required;
- (iv) Stage press conference and, if appropriate, hold reception;
- (v) Send feed-back publicity reports to Export Promotion Bureau for inclusion in Pakistani press;
- (vi) Visit exhibit to judge effectiveness.

3. After the event:

- (i) Debrief exhibitors and obtain exhibitors' reports;
- (ii) Arrange, as necessary, disposal of stand and exhibits;
- (iii) Prepare and dispatch detailed report to the Export Promotion Bureau;
- (iv) Disseminate quickly all market intelligence collected;
- (v) Send letters of appreciation to appropriate parties;
- (vi) Conduct follow-up programme as required.

**IN-STORE PROMOTION INFORMATION SHEET FROM TRADE
OFFICER TO EPB**

1. Proposed name of event.....
2. Proposed dates of event
3. Name of the store
- Postal address.....
- Telephone No. Telex No.
- Cable address
4. Branches of the store chain.....
5. Competitor stores in the city
6. How does the proposed store rank in order of importance in the post territory
.....
7. Does the company operate a (group) buying system for its store (s)?
.....
8. Where is the store's central buying office located?
.....
9. Does the store (s) have an overseas buying office in South Asia (Pakistan)?
.....
10. What is the name of the Chief Executive of the Store?
.....
11. Name of the chief merchandising manager
12. What departments will be concerned and names of the departmental buyers?
.....
13. What are the normal buying seasons for the goods concerned?
.....
14. Will the event only relate to Pakistani products?
.....
15. Will the event be confined to one or more departments or is it storewide?
.....

16. What Pakistan products does the store handle?
.....

17. What other Pakistan products can be promoted in this store?
.....

18. What extra buying of Pakistani goods do you estimate can be obtained in support of this promotion?
.....

19. What suggestions do you, or the store management, propose for activities, or display materials in the support of the event?
.....

20. What product adaptations do you envisage necessary for Pakistan products concerned?
.....

21. What are the likely costs involved (including itemized breakdown)?
.....

Submitted by: (Trade Officer)

Date:

Annex XIV**QUARTERLY STATEMENT OF EXPENDITURE ON
ENTERTAINMENT****Confidential**

Name:

Post:

Quarter

Ending: Year

Ser. No.	Type of entertainment: lunch/dinner/reception, etc.	Number of invitees (list attached)	Rate per person	Cost in local currency	Cost in Pakistan rupees

To,

Ministry of Commerce
Government of Pakistan
(Attention: Mr.....
Islamabad.

Signature of Trade Officer

.....

PCPPI-1850/Com.-16-8-82-500

A Project of
Organization & CP Directorate
Ministry of Foreign Affairs
Islamabad

Composed and compiled by:
Mr. Amir Khan, PA to Dir (Org & CP)