



SMART Myanmar

SMEs for environmental Accountability, Responsibility and Transparency

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Capacity building report 03 June – 07 June 2013 and action plan 2013





SWITCH ASIA- SMART MYANMAR PROJECT

Capacity building report and action plan

June 14th 2013

INTRODUCTION

SMART Myanmar focuses on education in, and implementation of, Sustainable Consumption and Production (SCP) techniques, with a particular emphasis on the Garment and Textile manufacturing sector. There is also an inextricable link between SCP and other important areas, specifically Corporate Social Responsibility (CSR) and responsible working practices based around working conditions and Occupational Health and Safety (OHS).

Whilst not losing sight of this priority the project also has a important element of capacity building within the resident Business Support Organisations (BSO) (mainly based in Yangon) primarily (for purposes of this programme) within our partner organisations for the project, the UMFCCI and MGMA. The reasoning's behind this are two fold, firstly, the identification of specific necessary actions to develop the project can only be fulfilled if the infrastructure is in place to actually deliver the proposals, and secondly, the project has a finite time period and unless the incumbent organisations can take these actions on board the delivery of recommended services will cease when the project funding ends.

A number of visits have taken place, and a number of meetings with key personnel have been held, which have enabled the EU partners to make a reasonable assessment of the existing capacity within the partner BSO's in Myanmar. On the basis of this intelligence some areas have been identified which are prime for further development on the basis of active co-operation between the partners. These actions can be developed further over the lifetime of the project and initiated in a two week visit by Sheffield Chamber staff in the next few weeks. The aim of this developmental work will be to empower incumbent BSO's to take on board some new activities to assist their members going forward.

DIAGNOSIS ABOUT THE CURRENT STATUS OF BOTH UMFCCI AND MGMA

As a fundamental basis for any capacity building, UMFCCI and MGMA have been interviewed by sequa and Sheffield. The comprehensive assessments of both organisations is to be seen as a process and not a one stop event. A through assessment and analysis has been carried out serving as a baseline for progress. On the basis of the baseline, relevant capacity building measures have been identified. The assessment has been summarized in two separate reports.

The nine main topics addressed and assessed during the interviews were:



Board leadership: responsibilities and structure of the board

Quality management: tools of quality management, ICT use and certification

Strategy and Planning: strategic planning tools, involvement of different stakeholders, use of indicators and organizational structure

Personnel: responsibilities, remuneration systems and qualification, performance levels

Communication/knowledge: surveys, publications, website, advertisements, press work etc.

Clients and membership: client and member (database) management, percentage of coverage, approaches to attract members, membership satisfaction, and payment of membership fees

Interest representation: membership/participation in committees and other organizations, contacts/networking, PPP projects and impact of lobbying

Services: financial aspects (costs, fees), portion of total income, quality management of services and portfolio

Finance and accounting: financial situation (very general, not detailed), financial management, reliance on donors

IDENTIFIED AREAS OF DEVELOPMENT

Interviews have been held with a number of staff, Associations and Entrepreneurs regarding the levels of existing business support provision trying to find out what works well, what could be improved and what services could be added to existing provision. The agenda of the mission week is attached to the report as Annex I.

There have also been discussions around staff activities, areas of responsibility, delegated powers and staff development. These conversations have raised a number of interesting opportunities for development which we can begin to tackle as part of a capacity building programme. This report will outline proposals for a capacity building action plan which will enable existing BSO's to improve their internal operations and generate additional services to improve their profile and activities.

The workshop (agenda of the workshop is attached as Annex II) and interviews raised the following areas of interest:



Client Management

UMFCCI currently operates an “Access” database which records certain specific details of all the members of the organisation. We believe that this information could be used more effectively to segment members to allow targeted activities, to improve management information making BSO’s more aware of levels of engagement, interest and activity by members, to track developments within members, such as increases in employees, which would indicate where growth is developing.

On this basis there is a case for the development of a, fit for purpose, Client Relationship Management System. This could be developed in association with other interested groups such as MGMA so that data is shared between parties to avoid duplication of activity and effort. The workshop with staff raised concerns that information dissemination to members could be improved; a CRM system would allow improvements to this activity.

Staff Appraisals

Development of services within BSO’s can benefit from regular consultation with operational staff. Many good ideas and improvements in relation to service delivery can be achieved by formal consultation with staff on a regular basis. We recommend that UMFCCI/MGMA introduce a procedure for staff consultation using our in house system as a benchmark.

“Green Touch”

The President of UMFCCI has inferred that there should be some form of awards system in place to identify and reward success. Sheffield Chamber has been running an awards system for a number of years, and has worked with other Chambers to develop and implement a “Green Touch” award which promote SCP and CSR. We will advise UMFCCI/MGMA on how to implement an awards system, with particular emphasis on the Green Touch award. This award will allow any company that has implemented an environmental activity to add a trade mark to their letterhead to show they are taking steps towards SCP.

Networking

Following the workshop on June 6th in UMFCCI, discussions with staff suggested that organised networking events between members were an area that could be improved. There are a number of facilitated activities organised by Chambers that focus on creating networks, developing trade and business partnerships and creating potential for joint activities. There is a strong focus in UMFCCI on developing relationships on an international level but less of a focus on internal, indigenous networks. We can advise on various means of delivering successful networking events and would be able to play a part in arranging such an event whilst we are in Yangon.



Services Offered

All staff consulted felt that the range of services offered could be improved. Discussions with the HR department have indicated that a visit by the Head of Business Development from Sheffield Chamber should include a day working with the Head of each UMFCCI service, and a day with the MGMA, to understand what work is done and how improvements could be made. This should include a day with the Executive Officer of the:

Services Department
International Relations Department
HRD Department
Business Information Unit

MGMA

During consultations concerns were raised by member companies of MGMA that businesses needed more education in relation to “knowledge of the outside world”, this could be a prime topic for networking events, or a topic to be tackled by a workshop organised by the Head of Business Development. Many companies have no real interest in exporting at this time, however it is clear that the changes in the internal market, brought about by the opening up of the Myanmar economy is an area that requires development as many companies clearly do not realise that they will be affected by additional competition brought about by external changes.

Peer to Peer Mentoring

There is a willingness and desire to develop a programme providing a mentoring service to new and developing businesses. The proposal is for UMFCCI/MGMA to create a mentor bank of proven entrepreneurs who can offer support to newer businesses, giving the benefit of their expertise. Introductions can be facilitated by the lead BSO via a matchmaking process, and again this could be a theme for networking events, targeted at specific sectors, introducing newer businesses to established ones. This might also lead to potential “Angel” investments whereby entrepreneurs could make ventures capital investments in new businesses in return for a small stake in the business. Access to Finance is a key issue for growing businesses in Myanmar and this might be a way to encourage private sector development.

These appeared to be the six key issues that came out of consultation providing a good baseline for initiating an immediate package of capacity building. The proposal is that we commence with an action plan to develop these areas. **A key factor will be identifying the individuals to take ownership of each proposed capacity building development.** This individual can then make regular contact with SMART partners either via SKYPE or e mail, followed up by regular visits from the team when they are in the country. There may also be scope for the SMART project managers to monitor developments as they are located in the same building.

BSO CAPACITY BUILDING ACTION PLAN

ACTIVITY	RESPONSIBILITY	FIRST STAGE	SECOND STAGE	THIRD STAGE	OUTCOME
CRM SYSTEM	Business Information Unit	Examination and assessment of existing facility. Presentation on CRM with options costed. July 2013	Options considered and cost analysis carried out. August 2013	Implementation of new system of relevant adjustments made to existing systems to make it fit for purpose. November 2013	Knowledge of and implementation of a better service fed by CRM.
STAFF APPRAISALS	HR Department	Presentation to HR Department on Staff Appraisal system. July 2013	Paperwork for appraisal system introduced. July 2013	First Staff Appraisals take place. Follow up done in November visit. August 2013	Staff consultation, "bottom up" suggestions for a better service.
GREEN TOUCH AWARDS	Services Department	Presentation on Awards, including suggestions for awards and systems for presentation. July 2013	Write up template for development, look at venues and dates for an event. July 2013	Awards Ceremony and launch of Green Touch accreditation. November 2013	Awards ceremony and accreditation promoting SCP/CSR.
NETWORKING ORGANISATION	TBC	Outline methodology for networking events, including different types and proposed outcomes. July 2013	Create a number of events and put in timetable. July 2013	Start networking events using themes discussed between staff and Chamber, follow up in November. August 2013	Networking events, business generation, private sector development.
SERVICE DEVELOPMENT	Services Department	Individual days with relevant Executive Officers to examine daily activity and work load. July 2013	Recommendations made for improvements. July 2013	Implementation of improvements monitored in November. August 2013	Improved services, more active membership, improved credibility.
MENTOR BANK DEVELOPMENT	TBC	Presentation on recommendations for a Mentor Bank, explaining the methodology. July 2013	Approval of the Mentor Bank. September 2013	Launch of Mentor Bank November 2013	Mentor bank to help new businesses, shared knowledge, potential investments.

CONCLUSION

The meetings and discussions with staff were numerous and interesting and many other issues arose such as improvements to computer hardware, better facilities management and concerns around the limited numbers of staff in some departments, all of which will need to be considered going forward if the Chamber and MGMA are looking to develop services which match the needs of a growing economy.

Key to this is engagement with a burgeoning private sector, and to ensure the services offered by BSO's match the needs of these enterprises and ensure the Chamber and MGMA work harmoniously to develop a seamless service for their members. This will ensure on going engagement and continued membership in both organisations. There remains an issue around the allocation of responsibility and the need to allow departments some autonomy to make some budgetary decisions and to be able to plan services in advance, based upon demand from members. There were also calls for a one stop shop enquiry desk with the UMFCCI which would be able to take enquiries from businesses and direct them to the appropriate sections.

The SMART project whilst focusing on SCP and CSR can play a role in assisting in the development on a service which meets the demands for a modern international facing business economy.

Paul Tinsley, Sheffield Chamber of Commerce and Industry

14th June 2013.



ANNEX I

SMART Myanmar

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Final Agenda for visit of Paul Tinsley and Kevin Bennett

Time	3 rd June (Monday) Summary Events
12:00 am	Visit to UMFCCI, meet new staff and view new office facilities Outline the agenda for the week. View database in Service Department.
14:30 pm	Meeting with UMFCCI President – U Win Aung
15:50 pm	Meeting with MIA – Joint Secretary
Time	4 th June (Tuesday) Summary Events
9:30 am	SME Focus Group - meeting with a group of between 5 and 10 SME's in a group to discuss their future requirements and what they expect from the public sector to help them with their growth and development. Also introduce SMART project and our proposed outcomes (UMFCCI) on 10th floor at SMART Office
13:00 pm	Meet with DFID and Pyo Pin at Pyo Pin's office together with Sabine
15:30 pm	Meet with U HTUN NAING AUNG, Chairman of the Energy and Environmental Cluster Group (with Thit) to discuss SMART and generate interest in the project (UMFCCI 5th floor)
Time	5 th June (Wednesday) Summary Events
9:30 am	Interviews with SCP consultants together with Thit and Sabine
14:00 pm	Preparing agenda for Capacity building workshop
Time	6 th June (Thursday) Summary Events
10:00 am	Capacity Building Workshop with Executive and Assistant Executive Officers from UMFCCI Departments on 3rd floor (UMFCCI)
14:00 pm	Interviews with SCP consultants together with Thit and Sabine
Time	7 th June (Friday) Summary Events
11:00 am	Quick meeting with Sabine at 10th floor office
14:00 pm	Meeting with GIZ together with Sabine

ANNEX II

SMART Myanmar

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Capacity Building
Staff Consultation Workshop
Venue: UMFCCI, 3Floor, Yangon

Timing	Thursday June 6 th 2013
09:30 am	Welcome and Introductions
09:40 am	Recap of the SMART Programme
10:00 am	<p>First Exercise – Understanding and Positioning</p> <p>Staff will be asked to carry out tasks that enable them to ascertain where they see their "fit" in the BSO structure. Results will be discussed in open forum.</p>
10:45 am	<p>Second Exercise – Scenarios and challenges</p> <p>Staff will be given a number of tasks based on specific BSO scenarios, results will be monitored and discussed. The scenarios will present certain challenges which will be debated with suggestions and recommendations on how services could be developed to create quality delivery.</p>
11:30 am	<p>Third Exercise – Developing a world class service</p> <p>Introduce the 'Fishbone' diagram and how this can be developed to create a structured plan for internal service delivery, including training requirements, to work towards becoming World Class chamber</p>
12:15 pm	Closing Remarks and Feedback
12:30 pm	Close